

TERMS OF REFERENCE

Terminal Evaluation of the UNEP project “Rapid Environmental Assistance for Crisis Affected Countries” and “PIMS 01983 / SMA 34823”

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project Identification

UNEP PIMS ID/SMA¹ ID:	ID Number PIMS 1983 / SMA 34823 / Project No. 222.2		
UNEP Management Division:	Ecosystems Division		
Associated PCP	Pollution and Health		
Other Offices involved:	Disasters and Conflicts Branch, in coordination with, Executive Office, Africa Office, Asia Pacific Office, West Asia Office, Latin America Office, and Europe Office. Chemicals and Health Branch, Industry and Economy Division, as DRI of the Pollution and Health Programme Coordination Project (PCP) and of the Towards Zero Waste PCP.		
Relevant SDG(s):	The overall aims are to reduce exposure to disasters (SDG 1.2, 3.9, 12.4, 12.8), improve the resilience of communities (SDG 1.3, 9.1, 11.b, 17.7), ensure sustainability (SDG 9.1, 9.4, 11.b, 12.2, 12.5, 12.8, 14.1) and promote peace, justice and strong institutions (16.6, 16.7, 16.10). Environment is addressed indirectly in many other targets, as it forms an underlying dimension of several SDG goals.		
MTS	2022-2025		
Sub-programme:	Chemicals and Pollution Action (previously under Disasters and Conflicts)		
Programme of Work (PoW)	2016-2017; 2018-2019; 2020-2021; 2022-2023		
PoW Outcomes	Outcome 3A: Human health and environmental outcomes are optimized through enhanced capacity and leadership in the sound management of chemicals and waste. Outcome 3B: Waste management is improved, including through circular processes, safe recovery of secondary raw materials and progressive reduction of open burning and dump sites. Outcome 3C: Releases of pollutants to air, water, soil and the ocean are reduced.		
Outcome indicators	2022/2023: <i>Chemicals and Pollution action:</i> ii) Number of governments that are developing or implementing policies, strategies and mechanisms to prevent or reduce waste and ensure environmental sound treatment or disposal including from disaster or conflict-related environmental emergencies with UNEP support iii) Number of policy, regulatory, financial and technical measures developed to reduce pollution to air, water, soil and the ocean with support of UNEP. iv) Releases of pollutants to the environment reduced with UNEP support		
PoW Direct Outcomes	2022/2023: <i>Chemicals and Pollution action:</i> 3.6 Resource efficiency and circularity in key sectors improved. 3.7 Resilient waste and wastewater systems and infrastructure upscaled 3.8 “3R” waste management systems are mainstreamed 3.13 Sound science, data and statistics, analysis, information and knowledge are generated and shared.		
Expected start date:	06/2017	Actual start date:	09/2017
UNEP approval date	09/2017		
Intended Completion Date:	12/2018 (Prodoc.) 04/2024 (Rev.8)	Actual or Expected Completion Date:	04/2024
Dates of previous project phases:	N/A	Status of future project phases:	N/A
Main External Executing Partners	UN Agencies: UNDP, IOM, UN-Habitat, UNOPS, , UN Department of Political Affairs, UN Department of Peacekeeping Operations, UN Office for the		

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.

	Coordination of Humanitarian Affairs, UN Resident Coordinator Office of relevant countries Selected think tanks and institutions: GRID-Arendal, Zoi Environment Network; Conflict and Environment Observatory, PAX, Spiez Laboratory		
Project Type:	Global		
Participating Countries:	<i>Afghanistan, Azerbaijan, Benin, Colombia, India, Iraq, Lebanon, Libya, Mauritius, Nigeria, Pakistan, Palestine, Papua New Guinea, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Syria, Ukraine, Yemen</i>		
Planned budget at design	USD 660,000 (seed funding)	Total Project Secured Funds over time:	USD 8,410,157 (from the Environment Fund, Japan, Norway, SDG fund, Switzerland and SIDA) <i>Note: Project was demand driven. The budget has been adjusted several times during the project's lifespan with the accrual of new grants over time</i>
Total Co-financing Realized as of 31 December 2024:	USD 266,000	Actual Expenditures as of 31 December 2024:	USD 8,209,902.58
Date of Last Steering Committee Meeting:	N/A	No. of Revisions and Date of Last Revision:	Revisions: 8no. Last revision: 07 / 2023
Mid-term Review (planned date):	06/2018	Mid-term Review (actual date):	06/2021
Terminal Evaluation (planned date):		Terminal Evaluation (actual date):	03/2025

2. Project Rationale

1. Since the start of the new millennium, the world has witnessed over 40 major conflicts and some 2,500 disasters. Over two billion people have been affected, and millions have lost their lives. Not only do these tragic events destroy infrastructure, cause population displacement and fundamentally undermine human security, they also compound poverty and seriously undermine sustainable development.
2. Disasters and conflicts (henceforth referred to as crisis) also cause direct damage to the physical environment. It comprises direct targeting of the environment and scorched earth tactics, incidental and collateral damage, impacts from weapons and military operations, toxic hazards from damage to infrastructure and industry, as well as looting of natural resources.
3. Indirect impacts refer to secondary impacts that can be credibly sourced to the conflict, such as coping and survival strategies of local populations, profiteering and legacies of the conflict economy, breakdown of institutions and local governance, impact of peacekeeping and humanitarian operations, as well as temporary settlements and infrastructure. These impacts may in turn affect human health, livelihoods and displacement. Indirect impacts are often more chronic, widespread and long-term.
4. Conducting a rapid assessment of environmental damage immediately after a crisis is fundamental because the attention from the national government and donor agencies are present only for a brief while, and unless the environmental damages and needs are assessed and costed, they will not be included in the recovery plans. If the environmental issues are not addressed during recovery, the long-term sustainability will be undermined.
5. UNEP is the only UN agency with a mandate to respond specifically to environmental issues in post-crisis situations; it has established solid partnerships with international organizations including major UN entities and departments in the political, environmental, social and economic development fields, enabling the synergies and complementarities necessary for an integrated, holistic approach to post-crisis assessment.
6. The UNEP project "Rapid Environmental Assistance for Crisis Affected Countries" (hereinafter referred to as 'the Project'), was created to provide rapid environmental assistance to countries affected by conflict or disasters. By providing assistance to member states and UN entities upon request, the Project would work towards its objective of minimizing threats to environment and human well-being from the environmental causes and consequences of disasters and conflicts.
7. Rapid deployment after crisis to assist Member States to deal with environmental issues is one of the service lines that UN Environment has made available to all the Member States since 1999. The ability of UN

Environment to effectively respond to such demands partly depends on the availability of flexible funding, which can be made available at a very short notice. This project is the first time that such an arrangement has been made.

8. The Project has been working in partnership with Governments, the private sector and the international community, helping them to address disasters and conflicts by: providing technical, science-based advice to demonstrate how preparedness and improved environmental management reduce risks; assessing environmental impacts of crisis; catalysing more effective, sustainable and environmentally-sound responses that save lives while building resilience.

3. Project Results Framework

9. The overall **objective** of this project is “to save lives and reduce harmful impacts on human life, health, livelihoods, and to ecosystems from disasters and conflicts by rapidly providing affected countries and UN partners with the technical assistance and capacity to systematically and collaboratively address the environmental dimensions of disasters and conflicts”.

10. UN Environmental Assembly Resolution 2/15 on “Protection of the Environment in Areas Affected by Armed Conflict” was adopted in May 2016. The resolution stresses “the critical importance of protecting the environment at all times, especially during armed conflict, and of its restoration in the post-conflict period”. It calls on all Member States to implement applicable international law related to the protection of the environment in situations of armed conflict and to consider the application of other relevant international agreements.

11. The Project was designed to achieve one main **Outcome**: “Countries and international partners vulnerable to or affected by conflicts and disasters which have access to UN Environment’s expertise are able to include environmental priorities in their plans and programmes for prevention, response and recovery”.

12. If the overall project outcome is achieved, it will contribute to two wider development impacts:

- **Impact 1:** Harmful impacts on human life, health and livelihoods, and threats to ecosystems from disasters and conflicts are reduced
- **Impact 2:** Vulnerability to conflicts and disasters from environmental drivers is reduced

13. The nature of the support provided under this project was expected to depend directly on the request as received by the Government or UN entity as well as on the level of funding that could be mobilized to meet the request. To achieve the project’s outcome and impacts, it would deliver two key outputs.

(a) **Output A:** Assessment of environmental impacts, needs, risks or opportunities by UNEP in support of a response or recovery framework as requested by national authorities and/or international partners: Environmental assessments are based on fieldwork, laboratory analysis and state-of-the-art technology. Each assessment is conducted on an equally neutral, impartial and scientific basis and adopts a tailor-made approach to the situation’s particular geographical, political and security conditions.

(b) **Output B:** Rapid delivery of technical advice and support as requested for crisis response and preparing recovery plans: In some cases, UNEP is requested to provide environmental technical assistance and support without conducting a major assessment.

14. Both project outputs were expected to explicitly engage with countries and partners to see the outcomes of the assessments or technical advice included in response and recovery planning. This would be key for the achievement of the overall project outcome and broader impacts.

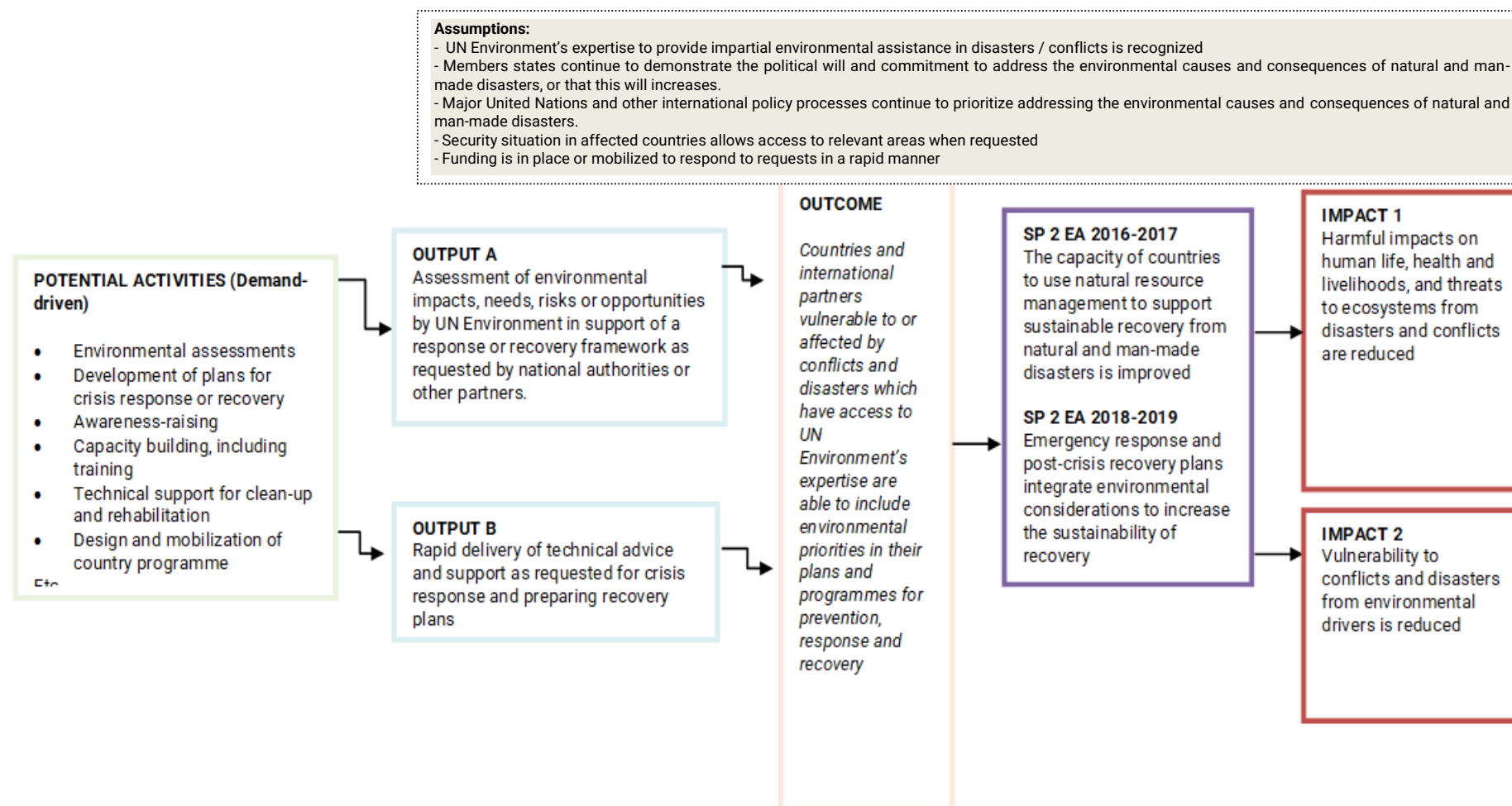
15. The abridged version of the project’s Logical Framework, and Theory of Change (based on the latest approved Project Revision 7 dated July 2023) are presented in Table 2 and Figure 1 overleaf:

Table 2. Logical framework

Project Objective: To save lives and reduce harmful impacts on human life, health, livelihoods, and to ecosystems from disasters and conflicts by rapidly providing affected countries and UN partners with the technical assistance and capacity to systematically and collaboratively address the environmental dimensions of disasters and conflicts.		
Expected Outcome	Indicators	Relevant PoW Outcomes and indicators
Outcome 1. Countries and international partners vulnerable to or affected by conflicts and disasters which have access to UN Environment’s expertise are able to include environmental	Percentage of admissible country requests for prevention, response and recovery support met by UN Environment (baseline: 67%, target: 95%)	Chemicals and Pollution: ii) Number of governments that are developing or implementing policies, strategies and mechanisms to prevent or reduce waste and ensure environmental sound treatment or disposal including from disaster or conflict-

priorities in their plans and programmes for prevention, response and recovery		related environmental emergencies with UNEP support
	Percentage of post-crisis recovery plans in countries having received UN Environment support integrating at least one environmental recommendation (baseline: 75%, target: 93%)	Chemicals and Pollution: iii) Number of policy, regulatory, financial and technical measures developed to reduce pollution to air, water, soil and the ocean with support of UNEP
Programmed Outputs	Indicators	Relevant PoW Direct Outcomes
Output 1. Assessment of environmental impacts, needs, risks or opportunities by UN Environment in support of a response or recovery framework as requested by national authorities.	Percentage of eligible requests for environmental assessments met by UN Environment, through a scoping or technical mission (baseline: TBD, target: 90%)	3A: Human health and environment outcomes optimized through enhanced capacity and leadership on the sound management of chemical and waste 3.6 Resource efficiency and circularity in key sectors improved. 3.13 Sound science, data and statistics, analysis, information and knowledge are generated and shared
Output 2. Rapid delivery of technical advice and support as requested for crisis response and preparing recovery plans	# days between an eligible request received and technical advice or support initiated where funding already in place (baseline: TBD, target: 60 days) Percentage of eligible requests for technical advice, environmental assistance or support in preparing recovery plans met by UN Environment (baseline: 82%, target: 90%)	3B: Waste management improved including through circular processes, safe recovery of secondary raw materials and progressive reduction of open burning and dump sites 3.7 Resilient waste and wastewater systems and infrastructure upscaled 3.8 "3R" waste management systems are mainstreamed

Figure 1. Theory of Change



4. Implementing Arrangements

16. Activities in this project were implemented through a tripartite arrangement between key UNEP entities: Post-Conflict and Disaster Management Branch (PCDMB, lead – renamed the Disasters and Conflicts Branch), the relevant Regional Office, and the relevant Executive Office Special Assistant. Each entity brings specific added value and expertise to crisis response situations. The PCDMB and UNEP's Regional Humanitarian Coordinators are uniquely placed at the interface between disasters, conflicts and environment. Working together with international partners, member states, academia and non-governmental organizations (NGOs), the project offered the potential to link the science and policy of UNEP with the operational work of crisis responders.

17. This tripartite arrangement was expected to ensure the most effective combination of UNEP's technical excellence and capacity, political leverage and regional contextualization.

18. The **Post-Conflict and Disaster Management Branch** (PCDMB), part of the Ecosystems Division, is tasked with coordinating the work on the environmental dimensions of disasters and conflicts across UNEP. The branch was responsible for managing activities implemented through this project.

19. UNEP's **Regional Disasters and Conflicts Subprogramme Coordinators** were in place in Regional Offices until 2022, when the Disasters and Conflict Subprogramme was converted into a Branch within the Ecosystems Division. Staff in these positions conducted monitoring of ongoing or imminent environmental crises in their respective regions and acted as the link between the project and key government actors in their regions. They were expected to facilitate the incorporation of local knowledge and cultural issues into the actions of the project on the ground, ensure the contextualization of the project to their respective regions, and facilitate the use of experiences from the projects as advocacy material to promote improved policy and practice between disaster management and environmental institutions and state and intergovernmental level. Most Regional Coordinators were trained members of UN Disaster Assessment and Coordination and Post-Disaster/Crisis Needs Assessment (PD/CNA) teams, which means they could be mobilised quickly to support Members States to incorporate environmental sustainability in crisis response and recovery.

20. **Regional Offices** played a key role in political liaison and coordination with national and regional partners. Furthermore, UNEP Regional Offices had a central role in disseminating lessons learned from the project's activities with countries and intergovernmental organisations in their regions.

21. **Technical Divisions:** The specific technical challenge faced by a country's post crisis can vary widely. While some amount of generalist expertise is available within the PCDMB and the Regional Subprogramme Coordinators, the bulk of UNEP's technical competence resides within the Divisions. The Ecosystems Division, for example, has significant in-house knowledge on water, wastewater and marine issues. Based on the specific nature of the issue arising, the technical expertise from those available divisions and collaborating centres associated with these divisions was sought.

22. UNEP's Executive Office has the capacity to strategically elevate issues surrounding environmental crises to the political level where it may receive greater attention, with the potential to stimulate action. The **Executive Office Special Assistants** were expected to help broaden the range of possible post-crisis environmental assistance and ensure that issues received due high-level political attention.

23. A number of **priority countries/regions** for engagement were identified, with three focal points for each. The first person listed is the primary focal point:

- Colombia - Juan Bello (RO), David Jensen (PCDMB), Michiko Okumura (EO)
- Iraq - Hassan Partow (PCDMB), Brian Wittbold (RO), Hao Chen (EO)
- Lake Chad subregion - Adamou Bouhari (Ecosystems Division), Saidou Hamani (RO), Aline Nsengimana (EO)
- Somalia - Andrew Morton (PCDMB), Saidou Hamani (RO), Aline Nsengimana (EO)
- Syria - Brian Wittbold (RO), Muralee Thummarukudy (PCDMB), Hao Chen (EO)
- Israel/Palestine - Hao Chen and Anne Le More (Executive Office), Henrik Slotte (PCDMB), Brian Wittbold (RO – West Asia), Marika Palosaari (RO - Europe)

24. A further watch list of countries was also established for ongoing monitoring, including: Ukraine (Mahir Aliyev); Yemen (Brian Wittbold); Libya (Saidou Hamani); and Central African Republic (Saidou Hamani)

25. Each team was expected to track developments in the country/ region and reach out to relevant United Nations officials in country (e.g. Special Representatives for the Secretary General, Resident Coordinators, etc.), main international and regional players, and Governments and/or parties to the conflict, to define the main priorities to focus on in support of the overall peace objectives.

26. Requests for assessment of environmental issues relating to a crisis were communicated to UNEP directly from the affected country's government, the UN SRSG / Resident Coordinator in the affected country and/or World Bank, European Commission or other UN agencies.

27. A **project steering committee** was established comprising of: Chief of PCDMB (Chair), all relevant Regional Directors, the Disasters and Conflicts Subprogramme Coordinator and the focal point on disasters and conflicts from the Executive Office.

5. Project Cost and Financing

28. The project had an initial (seed) funding available of US\$ 470,000 and with in-kind support of staff time, the total budget was US\$ 660,000. However, it was expected that the demand would continue over time and the degree to which funding would be needed could not be predicted. Therefore, additional resources would be required during the project period and beyond. To this end, the project leveraged in-kind support through the participation of partner organizations in technical missions and activities. Consequently, the project received funding from multiple sources. Below is a summary of the initial budget as indicated in the Prodoc (Revision # 7)

Table 3. Initial Budget Summary

TYPE OF FUNDING	SOURCE OF FUNDING	Details	2017	2018	Total
CASH	Environment Fund activity budget		35,000	35,000	70,000
	Regular Budget activity budget		-	-	-
	Extra budgetary Funding (posts + non-post+PMC)	Secured (Norway PCA)	170,370	200,000	370,370
		Unsecured XB funding			
		PSC on Secured funds (8%)	13,630	16,000	29,630
		XB Sub-total			
	SUB- TOTAL				470,000
IN-KIND					
TOTAL PROJECT PLANNED BUDGET (without EF & RB posts)					470,000
In Kind EF & RB Posts	Environment Fund post costs		35,000	35,000	70,000
	Regular Budget post costs		60,000	60,000	120,000
	SUB- TOTAL				
TOTAL PROJECT PLANNED BUDGET					660,000
	Funding secured				470,000
	Allocation to Regional Offices				270,000

29. The project has undergone eight (8) project revisions, mostly because of the nature of the initiative i.e. demand driven, resulting in the budget being adjusted several times during the project's lifespan, with the accrual of new grants over time. These revisions have included additional funding mobilized from Environment Fund (revolving fund approved by the UNEP Executive Director), Japan, Norway, SDG fund, Switzerland and SIDA. The total revised budget in the final revision is indicated as **USD 8,410,157** (secured budget).

Table 4. Actual Secured Income by Year (to date)

Year 1 (2017)	Year 2 (2018)	Year 3 (2019)	Year 4 (2020)	Year 5 (2021)	Year 6 (2022)	Year 7 (2023)	Year 8 (2024)	TOTAL
184,000	216,000	862,326	669,483	2,279,048	804,923	2,528,601	865,777	8,410,157

6. Implementation Issues

30. The project has undergone several revisions to the prodoc (7 revisions) and to the project budget (8 revisions) for various reasons, among which include:

- To respond to urgent requests for environmental assistance from Member States and the UN system.

- To incorporate additional budgetary resources.
- To enable rapid response to continue in several countries, notably in Iraq, Ukraine, Syria, Yemen, the Occupied Palestinian Territories, and Libya.
- To extend the duration for implementing ongoing and planned activities and to help secure intervention sustainability.
- To include additional milestones in the Logical Framework under the Project Outcome and each of the Outputs to reflect the extension of activities.
- To receive additional funding allocations from donors interested in supporting conflict and disaster affected countries.
- To ensure alignment for a new project under the Pollution and Health PCP in the new UNEP Delivery Model.

31. These project revisions were made in response to specific requests received from member states to progress and upscale ongoing support provided by UNEP, and to undertake new actions to help address crisis induced environmental risks. The revisions included additional funding mobilized from Environment Fund, Japan, Norway, SDG fund, Switzerland and SIDA. The project's Theory of Change remained the same to provide rapid assistance for crisis countries. Additional milestones were included to cover the proposed extension period, which was approved to enhance the capacity of countries to recover from disasters and conflicts, and to enable a smooth transition for a new project under the Pollution and health PCP.

32. The project has received several requests for environmental assessments from Member States dealing with crises. More and more crises are occurring in the urban areas, therefore there has been a shift in the nature of assistance needed. This is one of the determining factors behind the closing of this project to begin a new one.

33. In some countries, the assistance provided by UNEP has only been to conduct a Rapid Assessment study, whereas in others, UNEP has gone beyond undertaking the assessment to accompany the country in piloting and demonstrating remedial solutions.

While the project may be seen to have primarily delivered on output-level results, there are a few cases whereby it may be possible to assess Outcomes, i.e. in Azerbaijan, Iraq, Syria (post-earthquake), and Ukraine, where the project has spent approximately 50% of its budget.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

34. In line with the UNEP Evaluation Policy² and the UNEP Programme and Project Management Manual³, the Terminal Evaluation (TE) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (UNDP, IOM, UN-Habitat, UNOPS, FAO, UN Department of Political Affairs, UN Department of Peacekeeping Operations, UN Office for the Coordination of Humanitarian Affairs, UNHCR, UN Resident Coordinator Office of relevant countries, Adelphi, Environmental Law Institute, International Institute for Sustainable Development; GRID-Arendal, Zoi Environment Network; Conflict and Environment Observatory, PAX, Spiez Laboratory, Environmental Law Institute). Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Evaluation principles

35. Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as

² <https://wedocs.unep.org/handle/20.500.11822/41114>

³ <https://wedocs.unep.org/handle/20.500.11822/42752>

far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

36. **The “Why?” Question.** As this is a Terminal Evaluation and similar interventions are envisaged for the future (e.g. new project under the Pollution and health PCP), particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s)’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

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

38. **Communicating Evaluation Results.** A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of a evaluation brief or interactive presentation.

9. Key Strategic Questions

39. In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions**⁴ listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- **Q1:** *What is the likelihood that the results achieved through UNEP’s intervention shall continue to be sustained in the affected countries after project completion?*
- **Q2:** *What opportunities exist for improving gender equity and the empowerment of women in future interventions of this nature?*
- **Q3:** *Operational modalities: How can UNEP enhance partnerships with the private sector and other UN Agencies to participate in clean-up operations in future?*
- **Q4:** *Project design: What lessons can be learned about the most effective model for UNEP to be able to continue offering rapid environmental assistance in a relevant and timely manner?*
- **Q5:** *How can UNEP expand its resource base—both in funding and technical expertise—to better support countries in addressing the environmental impacts of disasters and conflicts?*
- **Q6:** *How feasible is it for other parts of UNEP to increase their engagement in providing substantive technical assistance to countries affected by conflicts and disasters?*
- **Q7:** *What alternative arrangements can UNEP explore to enhance its agility and responsiveness to requests from conflict- and disaster-affected countries beyond traditional project structures?*

⁴ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

10. Evaluation Criteria

40. All evaluation criteria will be rated on a six-point scale. Sections A-G below, outline the scope of the evaluation criteria. The set of evaluation criteria are grouped in seven categories: (A) Strategic Relevance; (B) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (C) Financial Management; (D) Efficiency; (E) Monitoring and Reporting; (F) Sustainability; and (G) Factors Affecting Project Performance/Cross-Cutting Issues.

A. Strategic Relevance

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

i. **Alignment to the UNEP, Donors and Country (Global, Regional, Sub-regional and National) Strategic Priorities**

42. The evaluation should assess the project's alignment with UNEP's Medium-Term Strategy and the Programme Of Work under which the project was approved. Other UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC). Alignment with the GEF strategic priorities that prevailed at the time of approval should be considered, as well as global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered.

ii. **Complementarity with Relevant Existing Interventions/Coherence⁵**

43. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁶, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

B. Effectiveness

i. **Availability of Outputs⁷**

44. The evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. **Achievement of Project Outcomes⁸**

⁵ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁶ 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.

⁷ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2023)

⁸ Outcomes a change at institutional level, or changes in behaviors, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries (UNEP, 2023).

45. The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed⁹ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

iii. Likelihood of Impact

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

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

48. Where appropriate, the evaluation will consider the extent to which the project has played a catalytic role¹⁰ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

C. Financial Management

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

⁹ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an e will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

¹⁰ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

D. Efficiency

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

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

53. The evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities¹¹ with other initiatives, programmes and projects etc. to increase project efficiency.

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

E. Monitoring and Reporting

55. The evaluation will assess monitoring and reporting across two sub-categories: monitoring of project implementation and project reporting.

i. Monitoring of Project Implementation

56. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART¹² results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities.

57. The evaluation will assess whether a monitoring system¹³ was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period¹⁴. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The evaluation should confirm that funds allocated for monitoring were used to support this activity.

ii. Project Reporting

58. The evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

H. Sustainability

¹¹ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

¹² SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable. It is noted that Enabling Activity projects are not required to report against GEF Core Target Indicators.

¹³ According to the GEF Project and Program Cycle Management Policy, 2020, co-financing is not required for EAs; PPGs are not available for Enabling Activities, and M&E budgets are not required as these costs do not apply to Enabling Activities. However, UNEP sees the monitoring function as essential for the timely and effective delivery of a project and achievement of its planned results.

¹⁴ According to the GEF Evaluation Policy, 2019, Mid-term reviews are *encouraged* for enabling activities where appropriate and feasible. UNEP requires project of 4 or more years' duration to carry out a mid-term review, which may, depending on the nature of the project, be an internal process or involve the contracting of an external consultant.

59. Sustainability¹⁵ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e., assumptions and drivers). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Institutional Sustainability

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

ii. Other Dimensions of Sustainability (e.g. socio-political, financial, environmental)

61. As appropriate to the nature of the project, the evaluation will assess the extent to which social, political or financial factors support the continuation and further development of the benefits derived from project outcomes. For example, it may consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In some cases, project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

62. Where project resources have been directed towards capacity development, the evaluation will consider whether individual capacity development efforts are likely to be sustained.

63. Relating to environmental sustainability, the evaluation will assess if there are any project outputs or higher-level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits. It should also seek to establish whether there are any foreseeable negative environmental impacts that may occur as the project results are being upscaled?

I. Factors Affecting Project Performance and Cross-Cutting Issues

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

i. Quality of Project Management and Supervision

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

65. The evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outputs; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of

¹⁵ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment).

problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

ii. Stakeholder Participation and Cooperation

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

iii. Responsiveness to Human Rights and Gender Equality

67. The evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment¹⁶.

68. The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular, the evaluation will consider to what extent project, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

69. The completed gender-responsive measures and, if applicable, actual gender result areas should be evaluated. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

iv. Environmental and Social Safeguards

70. UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The evaluation will confirm whether UNEP requirements¹⁷ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are evaluated above under Quality of Project Design).

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

72. Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be evaluated, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Evaluation Manager.

v. Country Ownership and Driven-ness

73. The evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional

¹⁶ The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

¹⁷ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

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

vi. Communication and Public Awareness`

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

75. The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

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

- (a) A **desk review** of:
 - Relevant background documentation;
 - Project design documents;
 - Annual Work Plans and Budgets or equivalent,
 - Revisions to the project (Project Document Supplement), the logical framework and its budget;
 - Project reports such as progress reports, financial reports, reports from collaborating partners, meeting minutes, relevant correspondence, etc.;
 - Project deliverables (e.g. studies, assessments, recovery plans etc);
- (b) **Interviews** (individual or in group) with:
 - Project Manager (PM)
 - Project management team;
 - UNEP Fund Management Officer (FMO);
 - Relevant staff in the Regional Offices - Africa Office, Asia Pacific Office, West Asia Office, Latin America Office, and Europe Office.
 - UNEP's Regional Disasters and Conflicts Coordinators
 - Relevant staff in UNEP - Post-Conflict and Disaster Management Branch (PCDMB), Chemicals and Health Branch, Industry and Economy Division

- DRIs for the Pollution and Health Programme Coordination Project (PCP) and Towards Zero Waste PCP
- Executive Office Special Assistants
- National focal points from the participating countries - Afghanistan, Azerbaijan, Benin, Colombia, India, Iraq, Lebanon, Libya, Mauritius, Nigeria, Pakistan, Palestine, Papua New Guinea, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Syria, Ukraine, Yemen
- Representatives from the partner UN Agencies: UNDP, IOM, UN-Habitat, UNOPS, , UN Department of Political Affairs, UN Department of Peacekeeping Operations, UN Office for the Coordination of Humanitarian Affairs, UN Resident Coordinator Office of relevant countries
- Representatives from think tanks and institutions: GRID-Arendal, Zoi Environment Network; Conflict and Environment Observatory, PAX, Spiez Laboratory.
- Other relevant resource persons.

(c) **Surveys and other data collection tools** [as deemed appropriate]

11. Evaluation Deliverables and Evaluation Procedures

77. See Annex 1 of these TOR for a list of tools and guidance available, see Annex 3 for a list of evaluation criteria and sub-categories to be assessed. The Evaluation Consultant will prepare:

- **Inception Report:** (see Annex 4 of these TOR) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Evaluation Report:** (see Annex 5 of these TOR) containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

78. **Review of the Draft Evaluation Report.** The Evaluation Consultant will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. The Evaluation Manager will then forward the revised draft report to the project team and to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

79. The final version of the Terminal Evaluation report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Evaluation report.

80. At the end of the evaluation process, the Evaluation Office Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

12. The Evaluation Consultant

81. One independent Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager (Pauline Marima) in consultation with the UNEP Project Manager (Hassan Partow), Head of Branch (Cecilia Aipira), Fund Management Officer (Paul Obonyo), and other relevant colleagues in UNEP. The Consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the assessment. The Project Manager and project team will be expected to provide support (documentation /information about the project, formal introductions to key stakeholders,

assistance with arranging meetings, etc.) allowing the Consultant to conduct the assessment as efficiently and independently as possible.

82. The Consultant will be hired over a period of **8 months** and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 8 years of technical or evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; a good/broad understanding of environmental management in conflict areas is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based.

83. The Consultant will be responsible, in close consultation with the Evaluation Manager, for the overall quality of the performance assessment and timely delivery of its outputs, described above in Section 11 Evaluation Deliverables, above. The Consultant will ensure that all the criteria and questions are adequately covered.

13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 5. Tentative schedule for the Evaluation

Milestone	Tentative Dates
Initiation Meeting	Within 1 week from start date
Inception Report	1 month from starting date
Primary and secondary data collection and analysis	1.5 - 2 months from starting date
Presentation of preliminary findings	2.5 months from starting date
Draft report submitted to Evaluation Manager	3.5 months from starting date
Draft Report submitted to Project Manager and core project team	5 months from starting date
Draft Report shared with wider group of stakeholders	6 months from starting date
Submission of Final Report	7-8 months from starting date

14. Contractual Arrangements

84. The Evaluation Consultant(s) will be selected and recruited by the Evaluation Office under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form. Fees will be paid on an instalment basis, paid on acceptance and approval by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Table 6. Schedule of Payment:

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

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

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

87. In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by UNEP, payment may be withheld at the discretion of the Head

of Branch or Portfolio Manager until the consultants have improved the deliverables to meet UNEP's quality standards.

88. If the consultant fails to submit a satisfactory final product to the Evaluation Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

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

The tools, templates and guidance notes listed below, and available here [UNEP Communities of Practice](https://communities.unep.org/display/EOU/MANAGEMENT-LED+REVIEW+TOOLS), are intended to help Evaluation Managers and Evaluation Consultants to produce review products that are consistent with each other. This suite of documents is also intended to make the review process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the review needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the review process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Evaluation Manager and the Evaluation Consultant in order to produce review reports that are both useful to project implementers and that produce credible findings.

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

<https://communities.unep.org/display/EOU/MANAGEMENT-LED+REVIEW+TOOLS>.

List of Tools, templates and guidance Notes available:

-  00_TR GEF_EA Tools Description
-  00a_Review Consultants Agreement Form_11.04.2024
-  00b_UNEP Glossary of results definitions_December 2023
-  00c_Estimating Review Budgets 31.01.2024
-  00d_TR GEF_EA List of Documents for Reviews 31.01.2024
-  00e_TR_GEF_EA Main Report Template FOR USE BY CONSULTANT_31.01.2024
-  00f_TR GEF EA Quality Assess of TR Template 31.01.2024 FOR USE BY UNEP
-  01_TR_GEF EA_TOR template 31.01.2024
-  02_TR GEF EA Criteria Ratings Table 31.01.2024
-  03_TR_GEF EA Criterion Rating Matrix 31.01.2024
-  04_TR_GEF EA Inception Report Structure and Contents 31.01.2024
-  05_TR_GEF EA Main Report Structure and Contents 31.01.2024
-  06_TR GEF_EA TOC Reformulation Justification Table 31.01.2024
-  07_TR GEF_EA Stakeholder Analysis Guidance 31.01.2024
-  08_TR GEF_EA Review Methodology Guidance 31.01.2024
-  09_TR GEF_EA Gender Methods Guidance 31.01.2024
-  10_TR GEF_EA Safeguards Assessment Template 31.01.2024
-  11_TR GEF_EA Use of TOC in Reviews Guidance 31.01.2024
-  12_TR GEF_EA Financial Tables 31.01.2024
-  13_TR GEF_EA Likelihood of Impact Flow Chart 31.01.2024
-  13a_TR GEF_EA Likelihood of Impact Test Case 31.01.2024
-  14_TR GEF_EA Recommendations Quality Guidance 31.01.2024
-  14a_TR GEF_EA In Report Presenting Recs and LL 31.01.2024
-  15_TR GEF_EA Recommendations Impl Plan Template 31.01.2024

Annex 3: Evaluation Criteria and Ratings Table

The Evaluation should provide individual ratings for the evaluation criteria described in the table below.

Criteria will be rated on a six-point scale as follows: Highly Satisfactory¹⁸ (HS = 6); Satisfactory (S = 5); Moderately Satisfactory (MS = 4); Moderately Unsatisfactory (MU = 3); Unsatisfactory (U = 2); Highly Unsatisfactory (HU = 1).

A Criteria Ratings Matrix is available, within the suite of tools, to support a common interpretation of points on the scale for each review criterion. [The Overall Performance Rating is calculated as a simple average of the ratings for each criterion \(A-G\). Similarly, the sub-categories are aggregated into the criteria ratings as simple averages.](#)

In the Conclusions section of the Main Evaluation Report, ratings will be presented together in a table, with a brief justification for each rating, cross-referenced to findings in the main body of the report (see Table 1 below).

Table 1: Project Performance Ratings Table

Criterion	Summary Assessment	Rating
A. Strategic Relevance		HS → HU
1. Alignment to UNEP's, GEF and Country (global, regional, sub-regional and national) strategic priorities		HS → HU
2. Complementarity/Coherence with relevant existing interventions		HS → HU
B. Effectiveness		HS → HU
1. Availability of outputs		HS → HU
2. Achievement of project outcomes		HS → HU
3. Likelihood of impact		HL → HU
C. Financial Management		HS → HU
D. Efficiency		HS → HU
E. Monitoring and Reporting		HS → HU
1. Monitoring of project implementation		HS → HU
2. Project reporting		HS → HU
F. Sustainability		HL → HU
1. Institutional sustainability		HS → HU
2. Other dimensions of sustainability		HS → HU
G. Factors Affecting Performance and Cross-Cutting Issues		HS → HU
1. Quality of project management and supervision		HS → HU
2.1 UNEP/Implementing Agency:		HS → HU
2.2 Partners/Executing Agency:		HS → HU
2. Stakeholders participation and cooperation		HS → HU
3. Responsiveness to human rights and gender equality		HS → HU
4. Environmental and social safeguards		HS → HU
5. Country ownership and driven-ness		HS → HU
6. Communication and public awareness		HS → HU
Overall Project Rating		HS → HU

¹⁸ Sustainability is similarly rated on a six-point scale but labelled from Highly **Likely** (HL) down to Highly **Unlikely** (HU).

Annex 4: Guidance on the Structure and Contents of the Evaluation Inception Report

See the Communities Platform link shared with you containing a suite of tools, templates and guidance notes. Please make a fresh download for every new Terminal Evaluation as we update these materials regularly.

Section	Notes	Data Sources	Recommended no. pages
Preliminary pages	Review and complete (where necessary) the Project Identification Table that was in the Terms of Reference. This can be the project description table copied from the latest GEF Project Implementation Review (PIR) report.	TOR for the Review, latest PIR etc.	1
1. Introduction	<i>Summarise:</i> Purpose and scope of the review (i.e. <i>learning/accountability and the project boundaries the review covers e.g. timeframe, funding envelope etc</i>) Project problem statement and justification for the project. Institutional context of the project (MTS, POW, Division/Branch, umbrella etc) Target audience for the review findings.	TOR and project document	1
2. Project outputs (and outcomes if they exist)	Confirm and present the formulation of planned project outputs (and expected outcomes if they exist). The project should be assessed against its intended results.	Project document, formal revision documents ¹⁹ , consultation with PM/TM	1 /2
3. Stakeholder analysis²⁰	Identify key stakeholder groups and provide an analysis of the levels of influence and interest each stakeholder group has over the project outcomes. Give due attention to gender and under-represented/marginalised groups, including those living with disabilities. (guidance note available)	Project document, consultation with PM/TM	1
4. Logical Framework(and Theory of Change where available) at Inception	The project design document should have a Logical Framework (and may have a TOC). Review and highlight any formal revisions to the results made during project implementation. Confirm the results (with indicators and targets) against which the project's performance will be assessed.	Project document narrative, logical framework and any formal revisions.	1 page
5. Review methods	Describe all review methods (<i>especially how sites/countries will be selected for field visits or case studies; how any surveys will be administered; how findings will be analysed etc</i>).	Review of all project documents.	1-page narrative. The review framework as

¹⁹ Minor formal revisions can be evidenced through ProDoc revisions, GEF PIRs, Steering Committee meeting minutes, Recommendation Implementation Plan from an MTR/MTE etc. Note GEF's requirements for major revisions.

²⁰ Evaluation Office of UNEP identifies stakeholders broadly as all those who are affected by, or who could affect (positively or negatively) the project's results. At a disaggregated level key groups should be identified, such as: implementing partners; government officials and duty bearers (e.g. national focal points, coordinators); civil society leaders (e.g. associations and networks) and beneficiaries (e.g. households, tradespeople, disadvantaged groups, members of civil society etc.). UNEP recognizes the nine major groups as defined in Agenda 21: Business and Industries, Children & Youth, Farmers, Indigenous People and their Communities, Local Authorities, NGO's, the Scientific & Technological Community, Women, Workers and Trade Unions.

	Methods to ensure that potentially excluded groups (excluded by gender, vulnerability, disability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section. Summarise data sources/groups of respondents and methods of data collection to be used with each (e.g. <i>skype, survey, site visit etc</i>) Create a review framework that includes detailed review questions relevant to the review criteria and linked to data sources. Present this as a table/matrix in the annex and highlight different stakeholder groups to be approached. (samples available). Note that the UNEP Evaluation Office provides a Matrix to guide the rating of each of its review criteria. Design draft data collection tools and present in the annex (e.g. <i>interview schedules, questionnaires etc</i>)		a matrix and draft data collection tools as annexes.
6. Review schedule	Provide a revised timeline for the overall review (<i>dates of travel, where appropriate, and key review milestones</i>) Tentative programme for site/country visits, where appropriate.	Discussion with PM/TM on logistics	½ (table)
7. Learning, communication and outreach	Describe the approach and methods that will be used to promote reflection and learning through the review process (e.g. <i>opportunities for feedback to stakeholders; translation needs, etc.</i>)	Discussions with the PM/TM	½
TOTAL NARRATIVE PAGES			Approx. 10 pages, plus annexes
Annexes (to be provided by the Review Consultant)	A - List of individuals and documents consulted for the inception report B - Review Framework C - Draft data collection tools D - List of documents and individuals to be consulted during the main review phase		

Annex 5: Guidance on the Structure and Contents of the Main Evaluation Report

NOTE: Evaluation Consultants are kindly advised to refer the reader to paragraphs in different parts of the report instead of repeating material.

See the Communities Platform link shared with you containing a suite of tools, templates and guidance notes. Please make a fresh download for every new Terminal Evaluation as we update these materials regularly.

Preliminaries	<i>Title page</i> – Name and number of the evaluated project, type of evaluation (mid-term or terminal), month/year evaluation report completed, UNEP logo. Include an appropriate cover page image. <i>Disclaimer text to be included</i> – “This report has been prepared by an external consultant as part of a Terminal Evaluation, which is a management-led process to assess performance at the project’s operational completion. The UNEP Evaluation Office provides templates and tools to support the evaluation process and provides a formal assessment of the quality of the Evaluation report, which is provided within this report’s annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Evaluation report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Evaluation report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UNEP Programme Senior Management.” <i>Acknowledgements</i> – This is a maximum of two paragraphs. At the end of acknowledgements name the UNEP Evaluation Manager and Evaluation Administrative Officer. <i>Short biography of the consultant(s)</i> – giving relevant detail of experience and qualifications that make the consultant a suitable candidate for having undertaken the work. (Max 1 paragraph) <i>Contents page</i> – including chapters, tables and annexes <i>Abbreviations table</i> – only use abbreviations for an item that occurs more than 3 times within the report. Introduce each abbreviation on first use and ensure it is in the table. Where an abbreviation has not been used recently in the text, and is likely to be needed by the reader, provide its full version again. <i>Paragraph numbering</i> – All paragraphs should be numbered, starting from the Executive Summary <i>Header/footer</i> – Name of evaluation project, type of evaluation and month/year evaluation report completed. Page numbers, header and footer do not appear on the title page <i>(Cover page, prelims and style sheet/Main Review Report template available)</i>
Project Identification Table	An updated/completed version of the Project Identification Table. This can be extracted and updated from the TORs or the latest GEF Project Implementation Review (PIR) report.
Executive Summary <i>(Kindly avoid all abbreviations in the Executive Summary)</i>	The summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall project performance rating and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the project performance ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions) and selected lessons learned and recommendations. (Max 4 pages).
I. Introduction	A brief introduction, identifying institutional context of the project (sub-programme, Division/Branch, regions/countries where implemented) and coverage of the evaluation; date of Project Review Committee approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in UNEP’s Programme Of Work); project duration and start/end dates; number of project phases completed and anticipated (where appropriate); implementing partners; total secured budget and whether the project has been reviewed/evaluated in the past (e.g. mid-term review, part of a synthesis evaluation, evaluated by another agency, etc)

	Concise statement of the purpose of the evaluation and the key intended audience for the findings. (Max 1 page)
II. Evaluation Methods	This section is the foundation for the evaluation's credibility, which underpins the validity of all its findings. The data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc). The methods used to analyse data (e.g. scoring; coding; thematic analysis etc) should be described. Note the need to provide details of those interviewed (sample table template available) It should also address limitations to the evaluation such as: inadequate evaluation budget to complete the TOR; low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome. Ethics and human rights issues should be highlighted including how anonymity and confidentiality were protected, methods and strategies used to reach and include the views and feedback of marginalised or potentially disadvantaged groups and strategies used to include divergent views. E.g. <i>'Throughout this evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous and all information was collected according to the UN Standards of Conduct.'</i> (Max 3 pages)
III. The Project	
A. Context	Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). Include any socio-economic, political, institutional or environmental contextual details relevant to the project's stated intentions. Can include a map (geo-referenced) of the intervention locations. The section should identify any specific external challenges faced by the project (e.g. conflict, natural disaster, political upheaval etc). (1 page)
B. Results Framework	Summary of the project's results hierarchy as presented in the Evaluation Inception Report ²¹ (or as further revised during the Evaluation process). (1 page)
C. Stakeholders ²²	Description of groups of targeted stakeholders organised according to relevant common characteristics such as: interest/influence; roles/responsibilities or contributions/benefits etc. Key change agents should be identified, and due attention given to gender and under-represented/marginalised groups, including those living with disabilities. (½ page)
D. Project implementation structure and partners	A description of the implementation structure with diagram (implementing and executing agencies) and a list of key project partners, including their role in project delivery and performance (½ page narrative + table/diagram)
E. Changes in design during implementation	Any key events that affected the project's scope or parameters should be described in brief in chronological order, including: costed/no-cost extensions; formal revisions to the project's results; additional funding and when it was secured etc. (½ page)

²¹ During the Review Inception phase the formulation of planned project outputs and expected outcomes should have been confirmed and presented. The project should be assessed against its intended results, but these may have needed to be rephrased, re-aligned etc to make them consistent with UNEP results definitions²¹ and to create the Theory of Change (TOC). Where the articulation of the project's results framework, including outputs, outcomes, long term impacts and objectives/goals, needed to be revised, a simple table should have been provided in the Inception Report showing the original version and the revisions proposed for use in the Review. [This table should be annexed to the Main Review Report.](#)

²² Evaluation Office of UNEP identifies stakeholders broadly as all those who are affected by, or who could affect (positively or negatively) the project's results. At a disaggregated level key groups should be identified, such as: implementing partners; government officials and duty bearers (e.g. national focal points, coordinators); civil society leaders (e.g. associations and networks) and beneficiaries (e.g. households, tradespeople, disadvantaged groups, members of civil society etc.). UNEP recognizes the nine major groups as defined in Agenda 21: Business and Industries, Children & Youth, Farmers, Indigenous People and their Communities, Local Authorities, NGO's, the Scientific & Technological Community, Women, Workers and Trade Unions.

F. Project financing	Completed tables of: (a) budget at design and expenditure by components. (template available)
IV. Evaluation Findings	
Refer to the TOR for descriptions of the nature and scope of each criterion	This chapter is organized according to the evaluation criteria presented in the TORs and reflected in the project performance ratings table. The Review Findings section provides a summative analysis of all triangulated data relevant to the parameters of the criteria. Evaluation findings should be objective, relate to the evaluation objectives/questions, be easily identifiable and clearly stated and supported by sufficient evidence. This is the main substantive section of the report and incorporates indicative evidence ²³ as appropriate. "Factors Affecting Performance" should be discussed as appropriate in each of the evaluation criteria as cross-cutting issues (see section IV. I below). Ratings are provided at the end of the assessment of each evaluation criterion and the complete ratings table is included under the conclusions section (V. A) below.
A. Strategic Relevance	Integrated analysis of all dimensions evaluated under Strategic Relevance.
B. Effectiveness: i. Availability of outputs ii. Achievement of project outcomes iii. Likelihood of impact	Integrated analysis, guided by the causal pathway represented by the <i>TOC at Evaluation</i> , of all evidence relating to the achievement of results. Change processes explained and the roles of key actors, as well as drivers and assumptions, should be explicitly discussed under the following sub-headings: - Availability of outputs - Achievement of project outcomes – for GCF includes innovativeness and replication/scalability where appropriate. - Likelihood of impact The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability, disability or marginalisation, should be discussed explicitly. These may be positive or negative effects.
C. Financial Management	Integrated analysis of all dimensions considered under financial management: <i>adherence</i> to UNEP's policies and procedures; <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used and <i>communication</i> between financial and project management staff. The completed 'financial management' table may be included in this section or as an Annex (template available)
D. Efficiency	This section should contain a well-reasoned assessment of efficiency under the primary categories of cost-effectiveness and timeliness including: • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of how the project during implementation made use of/built on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project, or the method of carrying out activities by partners, minimised UNEP's environmental footprint.
E. Monitoring and Reporting	Integrated analysis of all dimensions evaluated under Monitoring and Reporting, including: • Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • Project reporting (e.g. <i>UNEP reporting systems; gender disaggregated data, consideration of vulnerable/marginalised groups, including those living with disabilities</i>).
F. Sustainability	Discussion of the key conditions or factors that are likely to undermine or contribute to the persistence of those benefits achieved at the <u>project outcome level</u> are identified and discussion, including:

²³ This may include brief quotations, anecdotal experiences, project events or descriptive statistics from surveys etc. The anonymity of all respondents should be protected.

	• Institutional Sustainability (<i>including issues of partnerships</i>) • Other Dimensions of Sustainability (<i>e.g. social, political, financial</i>)
I. Factors Affecting Performance	Where possible, these factors are not discussed in stand-alone sections but are integrated in criteria A-F as appropriate . (Quality of project management/supervision; Stakeholders participation and cooperation; Responsiveness to human rights and gender equality; Environmental and social safeguards; country ownership and driven-ness and Communication and public awareness. <u>Where the factors have not been discussed in the main body of the report, summary paragraphs should be given.</u> A rating is given for each of these factors in the Project Performance Ratings Table, please see the Evaluation Criteria Ratings in the suite of tools provided through a SharePoint link.
V. Conclusions and Recommendations	
A. Conclusions	This section should summarize the main conclusions of the evaluation following a logical sequence from cause to effect. The conclusions should highlight the main strengths and weaknesses of the project, preferably starting with the positive achievements and a short explanation of how these were achieved, and then moving to the less successful aspects of the project and explanations as to why they occurred. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Answers to the key strategic evaluation questions should be provided. All conclusions should be supported with evidence that has been presented in the evaluation report and can be cross-referenced to the main text using paragraph numbering. The conclusions section should end with the overall assessment of the performance of the project, followed by the ratings table. The conclusions section should not be a repeat of the Executive Summary but focuses on the main findings in a compelling story line that provides both evidence and explanations of the project's results and impact. (Max 2 pages)
B. Lessons Learned	Both positive and negative lessons are expected and duplication with recommendations should be avoided. Lessons learned should be anchored in the conclusions of the evaluation, with cross-referencing to appropriate paragraphs in the evaluation report where possible. Lessons learned are rooted in real project experiences, i.e. based on good practices and successes which could be replicated in similar contexts. Alternatively, they can be derived from problems encountered and mistakes made which should be avoided in the future. Lessons learned must have the potential for wider application and use and should briefly describe the context from which they are derived and those contexts in which they may be useful. Specific lessons on how human rights and gender equity issues have been successfully integrated into project delivery and/or how they could have been taken into consideration, should be highlighted.
C. Recommendations	All recommendations should also be anchored in the conclusions of the report, with paragraph cross-referencing where possible. Recommendations are <u>proposals for specific actions to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results</u>. They should be feasible to implement within the timeframe and resources available (including local capacities), specific in terms of who would do what and when, and set a measurable performance target in order that the project team/Head of Branch/Unit can monitor and assess compliance with the recommendations. Structure the recommendation as a SMART (Specific, Measurable, Achievable, Relevant, and Time-oriented recommendation), followed by a summary of the finding that supports it (this is the challenge/ problem identified and needs to be addressed) and an indication of the priority level, type of recommendation, responsibility, and proposed timeframe. Also, in some cases, the same challenge/problem can lead to separate recommendations (prescribed actions) to be addressed by different groups e.g. Project or Partners recommendations. 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. Address the strengthening of human rights and gender dimensions of UNEP interventions, in (at least) one recommendation. Alternatively, include human rights and gender-related practice carried out by the intervention as a lesson learned. <i>See template for recommendations in document 'In Report Template Presenting Recs and LL' and the "Recommendations Quality Guidance Note"</i>
Annexes <i>(The Project Design Quality assessment table is not needed in the final evaluation report as it is annexed in the Inception Report)</i>	These may include additional material deemed relevant by the Evaluation Consultant(s) but must include: 1. Response to stakeholder comments received but not (fully) accepted by the Evaluation Consultant, where appropriate. 2. Evaluation itinerary, containing the names of locations visited and the names (or functions) and of people met/interviewed. A total gender disaggregation figure to be provided. <i>(A list of names and contact details of all respondents should be given to the Project Manager for dissemination of the report to stakeholders but contact details should not appear in the report).</i> 3. List of documents consulted. 4. A statement of project expenditure by activity or component as well as co-financing information where relevant. 5. Evaluation Framework/Matrix <i>(may be taken from the Inception Report unless a revised version was used)</i> 6. GEF Portal inputs <i>(5 questions, see Annex 1 of these TOR)</i> 7. Any other communication and outreach tools used to disseminate results (e.g. power point presentations, charts, graphs, videos, case studies, etc.). 8. Brief CV(s) of the Evaluation Consultant(s). 9. Review TORs (without annexes). 10. Quality Assessment of the Evaluation Report (final only) will be added by the UNEP Evaluation Office as the final annex and Ratings will be validated within the Report itself.

Important note on report formatting and layout

Reports should be submitted in Microsoft Word .doc or .docx format. Use of Styles (Headings etc.), page numbering and numbered paragraphs is compulsory from the very first draft report submitted. Consultants should make sure to gather media evidence, especially photographs, during the assignment and insert a sample in the final report in the appropriate sections. All media collected during the assignment shall become property of the Evaluation Office of UNEP; which shall ensure that the authors are recognised as copyright owners. The evaluator grants permission to the Evaluation Office of UNEP to reproduce the photographs in any size or quantity for use in official publications. The evaluator shall seek permission before taking any photographs in which persons are recognisable and to inform them that the photographs may be used in UNEP official publications.