



**Development Account**  
Department of Economic and Social Affairs



**Terminal Review of the UNEP/UNDA Project  
Strengthening national capacity to address the  
environmental impacts of humanitarian responses to  
population displacement in selected countries**

**PIMS ID 213.2  
UNDA 18190  
January 2018 – December 2021**



@Encarni Pindado

**UNEP Corporate Service Division  
March 2023**



**Photos Credits:**

Front cover by: Encarni Pindado

©Encarni Pindado, permission from Photographer to use cover photo. The photo was taken at the crossing of the Suchiate river on the border between Guatemala and Mexico, the people crossing the river are mostly Central American migrants.

United Nations Environment Programme, Review Mission (2023)

This report has been prepared by an external consultant as part of a Terminal Review, 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 review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

For further information on this report, please contact:

UNEP Corporate Services Division/Public Sector Partnerships Unit  
Nairobi, Kenya  
margarita.meldon@un.org  
+254748967170

Title: Strengthening national capacity to address the environmental impacts of humanitarian responses to population displacement in selected countries

Project Number: PIMS ID 213.2

03-2023

All rights reserved.

© (2023) UN Environment

## ACKNOWLEDGEMENTS

This Terminal Review was prepared for UNEP by Ms. Desirée Elizondo as an external consultant. The reviewer would like to express her gratitude to all persons met and who contributed to this review, as listed in Annex II.

The reviewer would like to thank the project team and in particular Ms. Margarita Meldon (Programme Management Officer) for their contribution and collaboration throughout the review process. Sincere appreciation is also expressed to members of the Evaluation Office who took time to provide comments to the draft report. The reviewer would also like to thank the IOM office staff in Guatemala and Nigeria, and to the staff of the ROWA and ROLAC offices for their valuable assistance.

Special acknowledgements and sincere appreciation to Ms. Marika Palosaari, of the UNEP's Regional Office for Europe, who provided invaluable assistance to reconstruct the project history.

The review consultant hopes that the findings, conclusions, and recommendations will contribute to the successful finalisation of the current project, formulation of future initiatives and to the continuous improvement of similar projects in other countries and regions.

## BRIEF CONSULTANT BIOGRAPHY

Ms. Desirée Elizondo is an independent consultant, founder of the consulting company CABAL S.A (<http://www.grupocabal.com>) and associate consultant to Scanteam (<https://www.scanteam.no>), with academic background on soil and water science and human rights and justice. She possesses over 30 years of experience in the field of environment, natural resource management and climate change adaptation and mitigation practices. She has a comprehensive track record on evaluations for international organizations and UN agencies.

### ***Review Team***

Desirée Elizondo – Review Consultant

### ***UNEP***

Margarita Meldon – Project Manager

## ABOUT THE REVIEW

**Report Language(s):** English.

**Document Type:** Terminal Review

**Brief Description:** This report is a Terminal Review of a UNEP-UNDA project entitled “Strengthening national capacity to address the environmental impacts of humanitarian responses to population displacements in selected countries” implemented between 2018 and 2021. The project’s overall development goal was to improve national and global knowledge and capacity to address environment impacts of human displacement in transit and destination countries through adequate policies and response actions. The project led on the ground activities in three pilot countries: Guatemala, Lebanon, and Nigeria. The review sought to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, UNDA and the relevant agencies of the project participating countries.

**Key words:** environment and human mobility, humanitarian actors, population displacement, environmental impact assessment’s, refugees and IDPs, large scale humanitarian response actions, National Contingency Plans, participatory Eco-DRR risk analysis, Eco-DRR strategic planning, flood risk management and water harvesting, strengthening forest ecosystems, fire sensitization strategy, camp coordination and camp management (CCCM), sector’s standard operating procedures (SOPs), risk and environmental management unit, virtual environmental and humanitarian adviser tool (VEHA), transitional shelters.

**Primary data collection period:** 3 Jan-15 Feb 2023.

**Field mission dates:** The field mission was conducted in Guatemala in January 2023.

## TABLE OF CONTENTS

<b>ACKNOWLEDGEMENTS</b> .....	<b>3</b>
<b>ABOUT THE REVIEW</b> .....	<b>4</b>
<b>TABLE OF CONTENTS</b> .....	<b>5</b>
<b>LIST OF ACRONYMS</b> .....	<b>6</b>
<b>PROJECT IDENTIFICATION TABLE</b> .....	<b>8</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>10</b>
<b>I. INTRODUCTION</b> .....	<b>16</b>
<b>II. REVIEW METHODS</b> .....	<b>19</b>
Review Scope, Objectives and Questions .....	19
Methodology of the Review .....	20
Data Collection and Analysis .....	21
<b>III. DESCRIPTION OF THE PROJECT</b> .....	<b>25</b>
<b>IV. THEORY OF CHANGE</b> .....	<b>37</b>
<b>V. REVIEW FINDINGS</b> .....	<b>41</b>
Strategic Relevance .....	41
Effectiveness .....	44
Financial Management .....	53
Efficiency .....	58
Monitoring and Reporting .....	62
Sustainability .....	67
Cross Cutting Issues .....	71
<b>VI. CONCLUSIONS LESSONS LEARNED AND RECOMMENDATIONS</b> .....	<b>74</b>
Conclusions .....	74
Summary of project findings and ratings .....	76
Lessons learned .....	78
Recommendations .....	79
<b>ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS (WHERE APPROPRIATE)</b> .....	<b>81</b>
<b>ANNEX II. PEOPLE CONSULTED DURING THE TERMINAL REVIEW</b> .....	<b>82</b>
<b>ANNEX III. KEY DOCUMENTS CONSULTED</b> .....	<b>83</b>
<b>ANNEX IV. DETAILED RESULTS FRAMEWORK OF THE PROJECT (OBJECTIVES, EXPECTED RESULTS AND OUTPUTS)</b> .....	<b>85</b>
<b>ANNEX V. REVIEW MATRIX</b> .....	<b>86</b>
<b>ANNEX VI. REVIEW TORS (WITHOUT ANNEXES)</b> .....	<b>89</b>
<b>ANNEX VII. QUALITY ASSESSMENT OF THE TERMINAL REVIEW REPORT</b> .....	<b>90</b>

## LIST OF ACRONYMS

ADASBA	Asociación de Desarrollo Santa Bárbara Honduras
ARG	Asociación de Retornados Guatemaltecos (Returnee Association of Guatemala)
BOSEPA	Borno State Environmental Protection Agency
CCCM	Camp Coordination and Camp Management
CONRED	National Coordinator for Disaster Reduction
COVID 19	Coronavirus 2 (SARS-CoV-2)
DTM	Displacement Tracking Matrix
Eco-DRR	Ecosystem-based Disaster Risk Reduction
EEC	Environmental Emergencies Centre
EHA	Environment in Humanitarian Action
HPC	Humanitarian Program Cycle
IAD	Inter-American Dialogue
IDPs	Internally displaced populations
IOM	International Organization for Migration
MARN	Ministry of Environment and Natural Resources
MoE	Ministry of Environment
MTS	Medium Term Strategy
NEMA	National Emergency Management Agency
NGO	Non-Governmental Organisation
NRCS	Nigerian Red Cross Society
OHCHR	High Commissioner for Human Rights
PCDMB	Post Conflict and Disaster Management Branch
PoW	Programme of Work
PRC	Project Review Committee (internal UNEP committee that approves new projects)
ProDoc	Project Document
RHAO	Regional Humanitarian Affairs Officer
ROLAC	Regional Office for Latin America and the Caribbean
ROWA	Regional Office of West Asia
SAFE	Safe Access to Fuel and Energy
SD	Sustainable Development
SDG	Sustainable Development Goals
SEMA	State Emergency Management Agencies
ToC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment Programme
UNDA	United Nations Development Account
UNGAR	Risk and Environmental Unit of Ayutla Municipality
UNHCR	United Nations High Commissioner for Refugees
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNU-EHS	United Nations University Institute for Environment and Human Security
VEHA	Virtual Environmental and Humanitarian Advisor
WASH	Water, Sanitation and Hygiene Sector



## PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

<b>UNDA ID:</b>	18190		<b>UNEP PIMS ID:</b>		01995/213.2
<b>Implementing Partners:</b>					
<b>SDG(s)</b>	<b>Goals</b>	5 - Gender equality	10 - Reduce inequality	11 - Safe, resilient, sustainable cities	15 - Sustainable forests, reduced degradation, desertification, and biodiversity loss
	<b>Targets</b>	5.5, 5.7, 5.9	10.7	11.5, 11.9	15.1, 15.3, 15.5
<b>UNEP Sub-programme:</b>	Resilience to Disasters and Conflicts		<b>Expected Accomplishment(s):</b>		Humanitarian actors in the target countries have the tools and capacity to incorporate environmental concerns into response plans and share experiences for learning by others
<b>UNEP approval date:</b>	14/11/2017		<b>Programme of Work Output(s):</b>		2018-2019: Training and technical assistance on institutional and legal frameworks provided to countries to improve national and local preparedness to mitigate environmental risks from disasters and conflicts
<b>Expected start date:</b>	January 2018		<b>Actual start date:</b>		January 2018
<b>Planned completion date:</b>	31 December 2019		<b>Actual completion date:</b>		31 December 2021
<b>Planned project budget at approval:</b>	USD 594,000.00		<b>Actual total expenditures reported as of:17/02/2022</b>		USD 551,638.38
<b>Planned UNDA grant value</b>			<b>Actual UNDA grant value as of Dec 2021:</b>		USD 594,000.00
<b>Planned Extra-Budgetary Financing:</b>	USD 250,000.00		<b>Secured Extra-Budgetary Financing as of Dec 2021:</b>		USD 250,000.00
<b>First disbursement:</b>	USD 594,000.00		<b>Planned date of financial closure:</b>		21/12/2022
<b>No. of formal project revisions:</b>	0		<b>Date of last formal project revision:</b>		
<b>No. of Steering Committee meetings:</b>	N/A		<b>Date of last/next Steering Committee meeting:</b>		Last:      Next:
<b>Mid-term Review (planned date):</b>	N/A		<b>Mid-term Review (actual date):</b>		N/A
<b>Terminal Review (planned date):</b>	01/01/2022		<b>Terminal Review (actual date):</b>		Nov 2022 – Jan 2023
<b>Coverage - Country(ies):</b>	Guatemala, Lebanon, Nigeria		<b>Coverage - Region(s):</b>		Latin America, West Asia, Africa



<b>UNDA ID:</b>	<b>18190</b>	<b>UNEP PIMS ID:</b>	<b>01995/213.2</b>
<b>Dates of previous project phases:</b>	N/A	<b>Status of future project phases:</b>	N/A

### Project overview

1. The report reviews the implementation of the project entitled “Strengthening national capacity to address the environmental impacts of humanitarian responses to population displacement in selected countries” aimed at mainstreaming the environment in humanitarian response actions. The project successfully engaged a broad range of actors to address environmental issues in humanitarian response, but this mobilization was not sustained over time. The project was implemented in Guatemala, Lebanon and Nigeria, countries facing political crises and fragile states, which undermined the ownership of the project by public institutions. Despite these challenges, most of the activities planned in the result framework of the three countries were carried out, but with limitations in achieving their outcomes due to the lack of an appropriate project exit strategy.

### This Review (purpose, scope, objectives, intended users, methodology and limitations)

2. The purpose of the Terminal Review (TR) was to provide evidence of results to meet accountability requirements and promote operational improvement, learning and knowledge sharing among United Nations Environment Programme (UNEP), United Nations Development Account (UNDA), and project partners. The review aimed to identify lessons of operational relevance for future initiatives in the field of environment and humanitarian response to displacement crises. However, due to the organizational changes in UNEP and frequent changes in project managers, the assessment of some of the review criteria and the anchoring of the review recommendations were affected. The primary target groups for the dissemination of the findings are UNEP project management staff and senior managers, organizations working in the first line of humanitarian response, global partners engaged in capacity building efforts in the humanitarian response domain, and members of the academic community.
3. The review was carried out using a set of seven review criteria that include strategic relevance, effectiveness, financial management, efficiency, monitoring and reporting, sustainability, and cross-cutting issues. Data for the review came from various sources and stakeholders' groups, and the main data collection method was individual interviews and a field mission to Guatemala.
4. The review process faced several limitations, including lack of country field missions to two of the three pilot countries, high personnel rotation, long time elapsed between project signature and review, unusual rotation of UNEP officers and managers, complexity of project management setup, lack of project steering committee, data collection period coinciding with holidays, and difficulties in communication with project implementing partners. These limitations made data collection and verification more difficult, and some relevant informants were no longer available for interviews, due to job changes one key person declined to participate in the interview.

### Key Findings

5. This initiative aligns with several United Nations Environmental Assembly (UNEA) policy mandates to bridge the gap between humanitarian and environmental domains, in response to the General Assembly Declaration of the 2013 High-Level Dialogue. It also aligns with UNEP's Medium-Term Strategy (MTS) 2018-2021 Sub-programme 2 Resilience to Disaster and Conflicts, and the new UNEP MTS 2022-2025's foundational Sub-programme of Environmental Governance, which seeks to enhance human rights

compliance relating to a safe and clean environment. The project's focus on building resilience to disasters and climate change in vulnerable countries and optimizing prevention and preparedness also aligns with UNEP's expected accomplishment of preventing and reducing the environmental impacts of disasters and conflicts.

6. The implementation of the project was significantly impeded by a series of delays and interruptions across all three pilot countries. While Nigeria's project proceeded without disruption, Lebanon's initiative was implemented in two separate phases with a protracted hiatus of 16 months in between, and in Guatemala, the project did not commence until nearly two years following its official start date. Furthermore, the COVID-19 pandemic, compounded by unanticipated events such as the Beirut Port explosion and hurricanes Eta and Lota in Central America, served to further impede the timely execution of the project. Despite the delays and interruptions, the consultants continued to work flexibly to meet milestones and deadlines, although the cancellation of study tours and downsizing of other project activities posed a challenge for project management. The delays and interruptions are believed to have resulted from a confluence of institutional factors, management-related issues, and unpredictable events. Finally, bureaucratic complexities in approving the UN-to-UN agreements and a no-cost project extension compounded the already intricate implementation process.
7. The implementation of **Outputs 1.1 and 1.2** in the pilot countries followed a similar approach of data collection, assessments, and training events, but the project partially achieved its expected outputs in Guatemala and Lebanon. In Nigeria, the project successfully integrated environmental indicators into the Displacement Matrix Tool (DMT tool) and the Shelter sector and had a direct working relationship with humanitarian actors.
8. **Output 2.1 and 2.2** development in Guatemala and Lebanon occurred very late in the project cycle and was limited by insufficient time and resources, potentially impacting the quality of products and degree of ownership of results. In Lebanon, the construction of project concept proposals lacked proper engagement with partners and actors, and the counterpart from the Ministry of Environment (MoE) was not in close collaboration with humanitarian actors as project partners, leading to results that do not strictly contribute to fulfilling the project outputs as envisioned in the Theory of Change (ToC). The final activities in Guatemala were focused on enhancing a municipal contingency plan, but the required active involvement with local technicians and adherence to the country's necessary review and approval processes, was not possible to achieve.
9. The project was not economically viable for UNEP due to high operational costs, and challenges in management and coordination. The project's high level of ambition, turnover among senior personnel, and difficulties in advocacy and integration with stakeholders further hindered its success. While the project produced outputs, stakeholders suggest it may have been more efficient to integrate it into a larger UN initiative assisting recovery efforts. Overall, the project was deemed cost-efficient based on the outputs produced, but the true cost may be higher than reflected in financial analysis due to unaccounted costs.
10. The project was designed with unrealistic expectations of the time commitment required of the UNEP Project Manager, resulting in an unrealistic management strategy, lack of effective handover procedures, and inadequate project monitoring. Interrupted monitoring can be attributed to the project's premature closure in Nigeria, significant deviation from the work plan in Lebanon without proper explanation in reports, and significant delays in the start of the project in Guatemala. The pilot countries did not

benefit fully from UNEP's previous work due to insufficient transfer of experiences and knowledge. There was also uneven quality across project deliverables and a lack of completion and editing of produced documents. UNEP management responses proposed adjustments to the project's work plan and contract extensions for international consultants in Guatemala and Lebanon.

11. The project successfully established communication with national public institutions in Guatemala and Lebanon, but there were challenges in gaining ownership of the project by national authorities. The project's design lacked stakeholder consultation and the Ministries of Environment did not consider the project's theme a high priority. Additionally, the project was a pilot with a modest budget and ambitious goals in countries facing critical political and social contexts. The three pilot countries have weak socio-political sustainability, and defining environmental priorities and integrating environmental concerns into humanitarian aid is a significant challenge. Significant investment is needed in environmental protection and infrastructure, beyond the possibilities of a project, which requires efficient coordination between donors and the governments.
12. The lack of gender indicators in the monitoring reports is a concern as women play a critical role as refugees and migrants. To address this, a gender module was introduced during training sessions to emphasize the unique challenges faced by women and girls in displacement situations. Additionally, there were concerns among implementing partners about the potential misinterpretation of environmental practices in humanitarian aid, which could perpetuate negative stereotypes towards migrant populations. The project coordinators were sensitive to this issue and engaged in constructive dialogue to avoid such misconceptions. However, the lack of recognition and attention to the indigenous population in Guatemala throughout the implementation process is a significant gap in the assessment of human rights' considerations.

## Conclusions

13. The implementation of this project highlights that mainstreaming the environment in humanitarian response actions requires sustained efforts with long-term programs. Collaboration between UN agencies and local actors with diverse or conflicting interests is also critical but requires prior agreements before project design. In this project, the anticipated benefits of UN inter-agency collaboration were not achieved, and UNEP should avoid pilot project initiatives where it cannot guarantee the quality or impact of its interventions.
14. Finally, the report highlights that the closure of the UNEP Disaster and Conflicts Sub-programme creates a significant leadership gap for continuing mainstreaming the environment in contexts of political crises or disasters, where strategic responses are required to prevent further environmental deterioration. UNEP needs to find a host to capitalize on the results of this review and the lessons from other projects to improve its approach to mainstreaming the environment, develop best practices and strategies, and guide its decision-making and planning for future initiatives.
15. Based on the findings from this review, the project demonstrates performance at the 'Moderately Unsatisfactory' level (a table of ratings against all review criteria is found below). The project has demonstrated strong performance in the areas of Strategic Relevance and addressing Cross Cutting Issues. Areas that would benefit/would have benefited from further attention are the Reporting and Monitoring, Financial Management, Effectiveness and Efficiency.

### Lessons Learned

1. Collaboration between UN agencies, as well as collaboration between local actors with diverse or conflicting interests, cannot be taken for granted in a project if prior agreements are not made before project design.
2. Collecting large amounts of data is important, but it is essential to have proper partners to use and further build on this information.
3. Institutions have multiple interests and respond to local circumstances, which may not always align with project priorities. Therefore, projects need to be flexible and adaptable to ensure they are responsive to local needs and can effectively engage local counterparts.
4. For local actors, humanitarian crises require not only emergency response but also international support to improve the conditions of vulnerability and infrastructure in their communities. It is necessary to balance short-term needs with development needs.

### Recommendations

5. The regional offices of UNEP should complete the documents produced by the project, edit them, distribute them among stakeholders, and disseminate them through UNEP's website.
6. UNEP should extend the training and capacity building activities to disseminate the tools generated by the global component of this project (the VEHA and the eLearning course) into new or ongoing like-minded initiatives.
7. UNEP needs to find an internal host to capitalize the results of this review and the lessons from other projects to improve its approach to mainstreaming the environment in humanitarian assistance, develop best practices and strategies, and guide its decision-making and planning for future initiatives of this very relevant work area. Climate change is expected to increase the frequency and severity of natural disasters in many parts of the world, which could further compound the challenges faced by conflict-affected regions.

**Table 2: Summary of project findings and ratings**

<b>Criterion</b>	<b>Summary Assessment</b>	<b>Rating</b>
<b>A. Strategic Relevance</b>		<b>Satisfactory</b>
<i>1. Alignment to UNEP's MTS, POW and Strategic Priorities</i>	Full alignment with MTS, UNEA mandate	HS
<i>2. Alignment to UNDA strategic priorities</i>	Full alignment with the call for proposals	HS
<i>3. Relevance to regional, sub-regional and national (i.e. beneficiaries') environmental priorities</i>	The thematic is relevant and responds to national challenges, MoE have different perspectives	MS
<i>4. Complementarity with existing interventions/Coherence</i>	Project did not fully capitalized potential for collaboration and complementarity.	MS
<b>B. Effectiveness</b>		<b>Unsatisfactory</b>
<i>1. Availability of outputs</i>	Targets don't accomplished ( see detail in table 10). Outputs not available to intended beneficiaries.	MU
<i>2. Achievement of outcomes (Expected Accomplishments in Development Account terminology)</i>	Drivers and assumptions not in place or hold, tools arrived too late to be used by stakeholders.	U
<i>3. Likelihood of impact (including an analysis of the project's contribution to long-lasting results)</i>	No intermediate state achieved, drivers not in place	MU
<b>C. Financial Management</b>		<b>Moderately Unsatisfactory</b>
<i>1. Adherence to UNEP's financial policies and procedures</i>	Timely advance of transfers to partners, but no timely follow up of expenditures, variations in budget exceeded 10%	MS
<i>2. Completeness of project financial information</i>	No project expenditure sheet in Lebanon and Guatemala	U
<i>3. Communication between finance and project management staff</i>	PM has little awareness of the financial status of the project, little documented interaction between PM and FMO provided to reviewer.	U
<b>D. Efficiency</b>		<b>Moderately Unsatisfactory</b>
<i>1. Economic efficiency</i>	One no-cost-extension, lump sum contracts absorbed the inefficient project planning	MS
<i>2. Timeliness</i>	Timeframes were exceeded and activities were not efficiently sequenced to achieve project outputs	U
<i>3. Partnerships (engagement of implementing entity with national, regional and global level stakeholders; engagement with other implementing agencies)</i>	The project interruptions and delays affected stakeholder engagement and usefulness of data collection efforts	MS
<b>E. Monitoring and Reporting</b>		<b>Moderately Satisfactory</b>
<i>1. Monitoring design and budgeting</i>	At project design detailed budget and activity framework available, collection methods	S
<i>2. Monitoring of project implementation</i>	Lack of management response, no use of baselines, and data collected	MU
<i>3. Project reporting</i>	Reporting agreements complete, but data and information gaps, repletion, lack of evidence.	MU
<b>F. Sustainability</b>		<b>Moderately Unlikely</b>

<b>Criterion</b>	<b>Summary Assessment</b>	<b>Rating</b>
<i>1. Socio-political sustainability</i>	High dependence on socio political factors,	MU
<i>2. Financial sustainability</i>	Funding was assured, project outcomes have a moderate dependency on future funding	ML
<i>3. Institutional sustainability</i>	High dependency to institutional support	ML
<b>G. Cross Cutting Issues<sup>1</sup></b>		<b>Satisfactory</b>
<i>1. Sustainable Development Goals</i>	Very relevant to many SDG	HS
<i>2. Human Rights and Gender Equality (Also for UNDA)</i>	Human rights and gender considerations present a project implementation, some gender sensitive measures taken in implementation	MS
<i>3. Environmental, Social and Economic Safeguards</i>	Safeguards considered at project design and implementation	HS
<i>4. Communication and public awareness</i>	Very weak communicational strategy after project launching.	MU
<b>Overall Project Rating</b>		<b>Moderately Unsatisfactory</b>

---

<sup>1</sup> While ratings are required for each of these factors individually, they should be discussed within the Main Review Report as cross-cutting issues as they relate to other criteria. Catalytic role, replication and scaling up should be discussed under effectiveness if they are a relevant part of the TOC.

## I. INTRODUCTION

16. United Nations (UN) agencies have a long track record addressing humanitarian response to climate related disasters and conflicts. The United Nations Environment/Office for the Coordination of Humanitarian Affairs (OCHA) Joint Unit was created in 1994 to support Member States to prepare for, and respond to, environmental emergencies. Since then, the nexus between population displacements and environment have been part of the UN humanitarian response mandate.
17. Nonetheless, environmental policies addressing large scale population displacement and humanitarian action is a new field in the environment arena and countries rarely have the knowledge, capacity, or the financial resources to enforce international standards. Developing and low-income countries already have their own challenges for integral human development, and regional and local disasters and conflicts provoking human displacements put more pressure on their already strained economies and governance systems.
18. Coincidentally, this initiative aimed to address the nexus between environment and human displacement in response to these current global trends of large-scale population movements and the urgent need to understand these footprints and their reciprocal interlinkages, thereby to improving the mainstreaming of the environment in UN humanitarian response actions and host-countries and/or local governments preparedness.
19. The project under review, “Strengthening national capacity to address the environmental impacts of humanitarian responses to population displacement in selected countries”, was implemented from January 2018 to December 2021 with UNEP as the implementing agency, in collaboration with the International Organization for Migration (IOM), the Office for the Coordination of Humanitarian Affairs (UN OCHA), the UN High Commissioner for Refugees (UNHCR) and UN Women.
20. The United Nations Development Account (UNDA) was the donor of the project, with a financial contribution of USD 594,000. Countries with pilot activities were Guatemala, Lebanon, and Nigeria.
21. Despite the small funding envelope of this initiative, similar project activities with funds from other sources outside the scope of this review have also been extended during the same period by UNEP to Brazil and Vanuatu. Accordingly, this review considers as an aspect of the implementation context, the vision of these UNEP wider efforts, as well as the lessons from the case studies provided in earlier years, of the relationship between the environment and humanitarian action in other countries i.e. (Afghanistan, Haiti, Nepal)<sup>2</sup>.
22. The UNEP and UNDA institutional units related to the project are the Disaster and Conflict Branch and the Public Sector Partnerships Unit. The project’s line of work derives from the project portfolio for Resilience to Disasters and Conflicts contained in the Medium-Term Strategy (2018-2019). The implementation of the MTS strategy involves operationalising UNEP’s objective to mainstream environmental approaches to reduce risk/conflicts in vulnerable countries in collaboration with other UN agencies and international partners.

---

<sup>2</sup> <https://www.unep.org/explore-topics/disasters-conflicts/what-we-do/preparedness-and-response/environmental>



23. The most relevant stakeholders of the project under review are government institutions responsible for ensuring humanitarian enabling conditions together with the engagement of civil society and international NGOs supporting the creation of preparedness and humanitarian response actions to human mobility.
24. Initially, partners for implementation and project stakeholders were identified according to each country context, the implementing institution's mandate and the interest of the organizations working in humanitarian response. In **Guatemala**, decades of violence and disasters had triggered internal displacement and migration, especially in the country's most vulnerable municipalities. The territory is also the main transit point for migrants to Mexico, United States and Canada. According to the Inter-American Dialogue (IAD)<sup>3</sup>, two million people migrate from Latin America to the United States annually, making the region one of the largest migration corridors in the world. In this context, IOM as the project's main implementation partner, joined efforts with OCHA, the Ministry of Environment and Natural Resources (MARN), and the National Coordinator for Disaster Reduction (CONRED) as the main governmental actors in liaison with civil organizations with a long trajectory of assisting migrants with humanitarian response aid on site.
25. In **Lebanon**, where Syrian refugees and the displaced population accounts for 30% of the population, an Environment Task Force within the country Crisis Response Plan was established to mainstream priorities in relevant sectors. This Task Force, led by the Ministry of Environment (MoE) with sector ministries, acted as the project's main implementing partner. Other participating stakeholders were government institutions at the governorate of Akkar, Baalbek and Baadba, international organizations and research and university offices.
26. In **Nigeria**, the main partner for implementation was IOM in collaboration with Borno State Environmental Protection Agency (BOSEPA), National Emergency Management Agency (NEMA), State Emergency Management Agencies (SEMAs), Nigerian Red Cross Society (NRCS), and national and international NGOs. As it is widely documented<sup>4</sup>, the country has the highest rates of internal displacement in the world, the majority being women and children under the age of five years, and accordingly, there is a very high level of humanitarian response and actors on the ground.
27. This evaluation report provides evidence-based assessment of the project results, the processes towards achieving them, and the lessons learned to help guide future operations of UNEP and UNDA in their work on resilience to disasters and conflicts. It has reviewed the project performance in the three pilot countries with regard to its relevance, efficiency, effectiveness, impact, and sustainability in line with the ToR and UNDA Project Evaluation Guidelines, the Guidance Note on Planning and Conducting Terminal evaluations of 11th Tranche projects and UNEP Evaluation Policy and Guidance. The report presents recommendations for the use of the review results by project main implementing partners. Special attention has been given to UNEP staff needs for institutional learning in the disasters and conflicts branch; UNDA Corporate Service Division; and the Africa, Europe, and Latin American Regional Offices of UNEP and IOM.
28. The TR was conducted between December 2022 and March 2023 and covered the period from the project's design phase to the closing of its operations. The project approval date was January 2018, with a January 2018 start date, and the completion date was December 2021. A field mission to Guatemala was carried in the third week of January

---

<sup>3</sup> IAD, 2022 Migration in Latin America. Manuel Orozco.

<sup>4</sup> <https://cdn.sida.se/app/uploads/2021/04/05082842/HCA-Nigeria-2022.pdf>

2023. This TR provides the accountability and transparency requirements at completion of projects providing reliable information to understand the extent of project accomplishments. No Mid Term Review (MTR) was required for the project during its implementation, in line with UNEP policy for evaluations <sup>5</sup>.

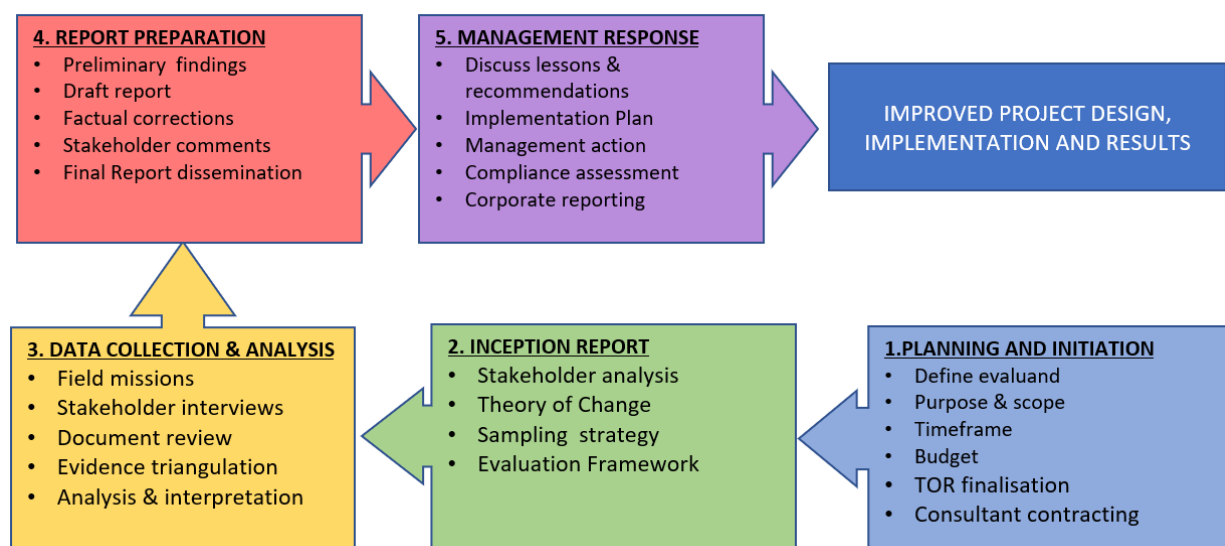
---

<sup>5</sup> UNEP Policy only requires a Mid Term Review for projects with a duration of 4 years or more, so none was required for this 3-year project.

## II. REVIEW METHODS

29. This review adopted a participatory approach, consulting with project team members, partners, and beneficiaries at several stages throughout the process. Central to the review was the analysis (and reconstruction<sup>6</sup>) of the project's Theory of Change. Consultations were held during the review inception phase to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. The (reconstructed) Theory of Change, supported by a graphic representation and narrative discussion of the causal pathways, was discussed further with respondents during the data collection phase, and refined as appropriate. The final iteration of the Theory of Change is presented in this final review report and has been used throughout the review process.

Figure 1: UNEP Review Process



30. The data collection and analysis phase followed the steps outlined in Figure 1. Started on the 5 of December 2022 and ended the 24 of February 2023 with the submission of the draft version of the Final Review Report. The external part of the Review ended with the approval of the final report.

31. The consultant worked under the supervision of the last UNEP Programme Management Officer in consultation with Project Manager and UNDA representative at UNEP. Valuable guidance was provided by the Evaluation Office at all the stages of the review process until completion of the assignment.

### Review Scope, Objectives and Questions

32. The TR had two main 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, UNDA and project partners. Therefore, one of the intentions of the review has been the identification of lessons of

<sup>6</sup> Over time it is expected that UNEP projects will include a Theory of Change within the Project Document and the need to 'reconstruct' change models will reduce.

operational relevance for future initiatives in the field of environment and humanitarian response to displacement crisis.

33. Coinciding with the last activities of the project in 2021, UNEP executed organizational changes in its structure, reorganizing the Disaster and Conflict Sub-programme. Most of its senior staff working in the organization as Regional Humanitarian Affairs Officers in the geographic regions of the project pilot countries (Latin America and West Africa), envisaged as main users of this TR, are now working with other organizations. This situation affects the anchoring of the review recommendations and some of the review criteria as explained in the conclusions of this report.
34. Nonetheless, the results of this TR can support the discussions of future steps to continue scaling up efforts to integrate environment in humanitarian actions in UNEP's new sub-programmes and UN agencies. The recommendations have also been drafted for organizations working in the first line of humanitarian response, that require the knowledge and practical tools generated by the project in their daily work. Although the project was carried out in very diverse geographical regions, the activities of dissemination and outreach of project results that are proposed in this report will serve to fill the gap left by the lack of an exit strategy of the project, where the lessons and results generated in each pilot country could be shared.
35. Another target group for the learning presented in this review report are the global partners engaged in capacity building efforts in the humanitarian response domain, as well as members of the academic community. The primary objective of disseminating the findings of the review to these stakeholders is to identify improved approaches to mainstreaming environmental considerations in humanitarian interventions.
36. The review encompassed activities in Guatemala, Lebanon, and Nigeria, however, due to the limitations explained at the end of this section, data verification and triangulation was not possible in Nigeria.
37. The two most outstanding restrictions to the review were i) reluctance of UNEP staff to take part in the interviews due to poorly managed institutional changes, ii) gaps in information due to frequent changes in project managers and/or complex management set up, with no authority lines between the project management and the regional offices, that were responsible for the region-specific components and oversight of funds.

## **Methodology of the Review**

38. The review process was evidence-based, where the reconstructed Theory of Change, along with assumptions and drivers, has been used to inform the review framework.

### ***Definition of review criteria***

39. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the UNDA Project Evaluation Guidelines, this TR has been carried out using a set of 7 commonly applied review criteria which include: (1) Strategic Relevance<sup>7</sup>, (2) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (3) Financial Management, (4) Efficiency, (5) Monitoring and Reporting, (6) Sustainability and: (7) Cross-Cutting Issues, including SDGs, Human Rights and Gender Equality, Environmental,

---

<sup>7</sup> This criterion includes a sub-category on Complementarity, which closely reflects the OECD-DAC criterion of 'Coherence', introduced in 2019. Complementarity with other initiatives is assessed with respect to the project's design. In addition, complementarity with other initiatives during the project's implementation is assessed under the criterion of Efficiency.

Social and Economic Safeguards and Communication and Public Awareness. (See Annex V: Review Framework/Matrix for more details on how each review criterion was assessed).

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

#### ***Matrix of ratings levels for each criterion***

41. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each review criterion. The consultant has considered all the evidence gathered during the review in relation to this matrix to generate impartial review criteria performance ratings.

#### ***Core review questions***

42. To assess the seven review criteria outlined above, a review framework matrix including core questions was formulated at the inception phase. These referential questions guided the preparation of semi-structured questionnaires with specific questions tailored according to the pilot country context and stakeholder role and interest in the project. In addition to the 7 review criteria and the factors affecting performance outlined above, the TR addressed how the project adjusted to the COVID 19 pandemic.

### **Data Collection and Analysis**

43. Data for the review came from different sources and stakeholders' groups. The main data collection method was individual interviews (online) using semi structured questionnaires to facilitate consistency and triangulation of responses.
44. The data collected can be grouped into various sources, which include:
- Background information and project reports: This includes information obtained from UNEP and UNDA during the inception period and interviews conducted with the Project Manager.
  - Project country baselines and other relevant information: This was provided by national offices and partner organizations during the review process.
  - Project financial data: This was provided by the project fund officer and country project coordinators.
  - Secondary data and complementary country-specific information: This was acquired through open-source libraries and databases.
  - Primary data: This was acquired through interviews conducted with project stakeholders and thematic resource people, using online applications like Google Meet and Zoom.
  - In-person interviews: These was conducted with IOM office in Guatemala and other project implementing agencies, partners, and beneficiaries during the country field visit to Guatemala.
45. The field visit provided the opportunity to reach direct and indirect beneficiaries beyond those immediately involved in managing the project. The following methods were used to identify, sample, and meet with interviewees: 1) meetings with some members of the

inter-agency strategic alliance IOM, UNHCR, UNICEF, IGM; 2) meetings with staff of government institutions and 3) meetings with international researchers doing long term research on migration in Guatemala. One focal group with migrants was possible through a network of civil society organizations that helps LAC transit migrants, refugees, internally displaced people and returnees from Mexico and United States.

46. Throughout this review process and in the compilation of the Final Review Report efforts were made to represent the views of both women and men in mainstream and in more marginalized groups, applying the principle of 'leave no one behind'. Data were collected using ethical standards and code of conduct, with due respect to people rights. The online interviews showed only the face of the person doing the interview, and prior to commencing, the consultant provided a concise explanation of the purpose of the evaluation. Recording was conducted only with prior informed consent. The discussions remained anonymous, and all information was collected according to relevant UNEP guidelines and UN standards of conduct.
47. The collected data were analyzed using data management software such as Excel and Scrivener. Qualitative information was analyzed using these software tools while simple statistics were used for analyzing quantitative data. The data were disaggregated by gender and age wherever possible and was triangulated to ensure its accuracy. Apart from project documents, information was also collected through open sources to support the understanding of the country's contexts. The full list of documents consulted during the review process is listed in Annex III.
48. During the review, data gaps were identified in certain periodic reports such as half-yearly narrative reports and expenditure reports. To address these gaps, triangulation methods were used to complete the missing information. This ensured that the review process was as comprehensive as possible, despite the challenges posed by variations in project timelines and interruptions (see monitoring section).
49. Online interviews were conducted with project stakeholders and thematic resource persons. The interviews were conducted for approximately one hour each, and whenever possible, a camera was used to verify the identity of the participants and provide confidence in the interview process.
50. The list of persons contacted and interviewed is presented in Annex II. Of the total of 40 persons consulted, 15 were women and 25 were men. The respondents represent a higher value than the intended sample for interviews. The number of interviewees was greater than originally anticipated, as it required additional effort to gather contextual and project information, due to the limitations listed in the next paragraph. The selection of persons for interview was done using a purposive sampling approach, based on project stakeholder categories and their links to the review questions in the three pilot countries.
51. The main groups interviewed were project implementing agencies and executing agencies, as well as project partners such as government agencies or semi-autonomous agencies. Project beneficiaries (trainees) were reached using email questions. In addition, a focus group was conducted with eight migrants in Guatemala, which included 3 women, 2 young men (family members), and 3 men.
52. The review process faced several **limitations** that impacted the data collection and verification process. These limitations include:

- Country field missions were not included in the review design, except for Guatemala. This increased the number of interviews carried out remotely, making it more difficult to verify data and triangulate information to cover all the review criteria.
- In Nigeria, due to the high rotation of IOM personnel, the present staff could not provide any information about the project.
- A long time elapsed between the project signature date and project implementation (and closure), leaving a big void regarding finding the right people to interview. Original national contacts were no longer working in the government or implementing agencies, and the people interviewed were not able to provide information about project performance.
- The project suffered from an unusual rotation of UNEP regional humanitarian officers and Project Managers, and some relevant informants no longer felt in a position to be interviewed or take questions regarding the review.
- The complexity of the project management setup exacerbated the effort required to acquire data and project documentation, as explained in the efficiency section.
- No project steering committee was instituted in the pilot countries, making it more difficult to have a dialogue and access information with local stakeholders.
- The data collection period coincided with the Christmas holidays, which interrupted the data collection period, and the return of people to interview to their offices took longer than anticipated.
- All communication was remote and getting email responses from project implementing partners and appointments for interviews took more time than anticipated.

53. The following table showing the percentage of respondents, in relation to the number of people contacted.

**Table 3: Respondents' Sample**

		# people involved (M/F)	# people contacted (M/F)		# respondent (M/F)		% respondent
<b>Project team</b> (those with management responsibilities e.g. UNEP)	Implementing agency		6	3	4	3	77
IOM	Executing agency/ies		5	2	4	2	85.7
	# entities involved	# entities contacted	# people contacted (M/F)		# respondent (M/F)		% respondent
<b>Project (implementing/ executing) partners</b> <i>(receiving funds from the project)</i>	Consultants		2	1	2	1	100
<b>Project (collaborating/contributing<sup>8</sup>) partners</b> <i>(not receiving funds from the project)</i>	UN		1	2	1	2	100
	CONRED, MoE, IGM, NGO		5	2	5	2	100

<sup>8</sup> Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc).

<b>Beneficiaries:</b>							
<i>Examples:</i>	Trainees		8		4		50
Duty bearers	Researchers,						
Gate keepers	resource						
Direct beneficiaries	people and	1	5	1	3		66
Indirect beneficiaries	journalist						
Civil society representatives	Migrant						
	population	5	3	5	3		100

54. Before the final review report, there was a plan to conduct an online validation analysis of the project's performance findings against the ToC. This would have involved inviting relevant respondents and personnel from UNEP responsible for the project. However, this plan was not possible due to the lack of project management and UNEP regional project staff, as well as difficulties in finding IOM regional staff in LAT and West Africa. As a result, an alternative approach is needed from UNEP to complete the final review process.



### III. DESCRIPTION OF THE PROJECT

#### Background

55. Disaster and conflict crisis drives millions of people to move around the world. The 2021 Disaster Displacement Report estimates that 225.3 million internal displacement – or forced movements – were recorded during 2010-2019.
56. According to UNHCR, the number of forcibly displaced people both within countries and across borders due to persecution, conflict, generalized violence, human rights violations or events seriously disturbing public order has nearly doubled in the last 10 years. At the end of 2010 there were 41 million displaced people, with a figure of 78.5 million by the end of the 2020 year<sup>10</sup>. This represents the highest number available on record before the Ukraine war<sup>11</sup>. It is estimated that by the end of 2022, this figure has reached the dramatic milestone of 100 million.
57. Regardless of the underlying factors inducing people to move, these large-scale population displacements create significant social, economic, and environmental alterations at the various stages of the migration process. This project aimed to identify some of the gaps in knowledge and to build capacity to address the environmental impacts of the humanitarian response in countries with large movements of people.
58. One of the priority areas of work of UNEP is to minimize threats to human well-being from the environmental causes and consequences of disasters and conflicts. The Post-Conflict and Disaster Management Branch (PCDMB) coordinates the theme across UNEP, the regional offices, other divisions, and several inter-agency partnerships are instrumental in the implementation of this mandate.
59. This project brought together the experience of UNEP and other UN agencies to support tailored strategies in diverse country contexts and governance regimes across regions, to address specific environmental needs in preparing and responding to disaster and conflicts displacement. The Project Document (ProDoc) identifies some of these unintended environmental consequences as: pollution of ecosystems, deforestation, increased disaster risk from flooding, landslides, food and water insecurity, encroachment into protected or marginal areas, and carbon dioxide emissions. Additionally, there are also impacts caused by the humanitarian response actions, where under the urgency of guaranteeing people's security, organizations do not have the possibility of implementing environmental assessments and prevention/mitigation measures (i.e. reduced safeguards assessment and management). In the event of large-scale crisis, humanitarian responses can escalate the emergencies if the impacts of the actions are not properly assessed.
60. The three selected countries for pilot activities (see Figure 2) are from different continental regions, purposely intended to allow for comparisons of lessons and best practices in terms of methodologies and partnerships. Countries were selected based on a comprehensive analysis of the potential for country level impact. According to the ProDoc, the selected countries were considered as pilots, with the intention to strengthen and scale up actions to integrate environment in the humanitarian work in other countries.

---

<sup>9</sup> [https://www.internal-displacement.org/sites/default/files/publications/documents/grid2021\\_idmc.pdf](https://www.internal-displacement.org/sites/default/files/publications/documents/grid2021_idmc.pdf) Internal Displacement in a Changing Climate. GRID 2021.

<sup>10</sup> [https://www.migrationdataportal.org/themes/forced-migration-or-displacement#footnote2\\_y26usro](https://www.migrationdataportal.org/themes/forced-migration-or-displacement#footnote2_y26usro)

<sup>11</sup> <https://www.unhcr.org/60b638e37/unhcr-global-trends-2020>

## Justification for selected Pilot Countries

61. **Guatemala** is one of the countries most affected by violence and disasters in Latin America. The last disaster that left tragic results was the passage of Eta and Iota in November 2020, leaving more than 2 million people affected in their livelihoods. Due to its geographical location, Guatemala is also a necessary route for the transit of migrants from Latin America to the United States and Canada. Although these human movements have been of long record, in the last two years new dynamics of massive human mobility have emerged, tripling migration rates<sup>12</sup> and adding new displacement phenomena such as the migratory caravans of the year 2020-21 in a context of COVID. For local governments on transit routes, these crises add resource demands to their limited economies, increasing pressure for natural resources and use of public services.
62. **Lebanon** faces one of its worse humanitarian crises and has one of the highest density of refugees in the world. According to the Lebanon Crisis Response Strategy, the conflict in Syria has imposed a heavy economic, environmental, and social toll on Lebanon, straining even more its natural resources. The devastating impact of Beirut port explosions, with the compounding COVID outbreak, and governance crisis, surpassed the capacity of displaced people to cope with the situation. It is estimated that approximately 23.2 per cent of Lebanese have been plunged into extreme poverty<sup>13</sup>.
63. In **Nigeria**, cutoff date of September 2021, the armed conflict in northeastern Nigeria involving the Boko Haram insurgency and government forces was ongoing. The conflict has been ongoing since 2009 and has resulted in significant loss of life, displacement of people, and damage to infrastructure. According to OCHA, as of July 2021, there were 2.7 million internally displaced persons (IDPs) in Nigeria, with 1.9 million in the northeast. The conflict has also resulted in significant food insecurity, with 4.4 million people facing crisis or worse levels of acute food insecurity in the northeast as of June 2021<sup>14</sup>, according to the Integrated Food Security Phase Classification (IPC). The conflict has also resulted in significant human rights abuses and violations, including the abduction of schoolgirls and boys, and the forced recruitment of children, and attacks on civilians<sup>15</sup>. The COVID pandemic in 2020, and a major cholera outbreak in 2021 has deepened food security and people well-being to life threatening warnings and no early end to the conflict is foreseen.
64. In the three countries the humanitarian crisis has exacerbated in recent years, attesting to the relevance of the project with the passing of time. In Lebanon and Guatemala, it is a challenge for UNHCR and other organizations to keep up-to-date figures, as many migrants also enter irregularly, and find their own support arrangements and accommodations. Moreover, the inflow and outflows of people, between Syria and Lebanon, and between Guatemala and its neighboring countries, is not one way.
65. Guatemala, besides being a transit route, is also an important source of migration. The Interamerican Dialogue<sup>16</sup> estimates the growth of 7% over the last five-year period of Guatemalan migrants to the United States. The increase coincides with the deepening of the political, social, and economic crisis in the region.
66. In summary, the selected countries display a common ecological vulnerability in the areas impacted by the migration crisis, which encompasses refugees, internally displaced

---

<sup>12</sup> Interamerican Dialogue

<sup>13</sup> Executive Summary. LCRP at a glance situational analysis response strategy response monitoring and evaluation. Lebanon Crisis Response Plan 1017-2021.

<sup>14</sup> Humanitarian Response Plan 2022 Nigeria.

<sup>15</sup> Amnesty International

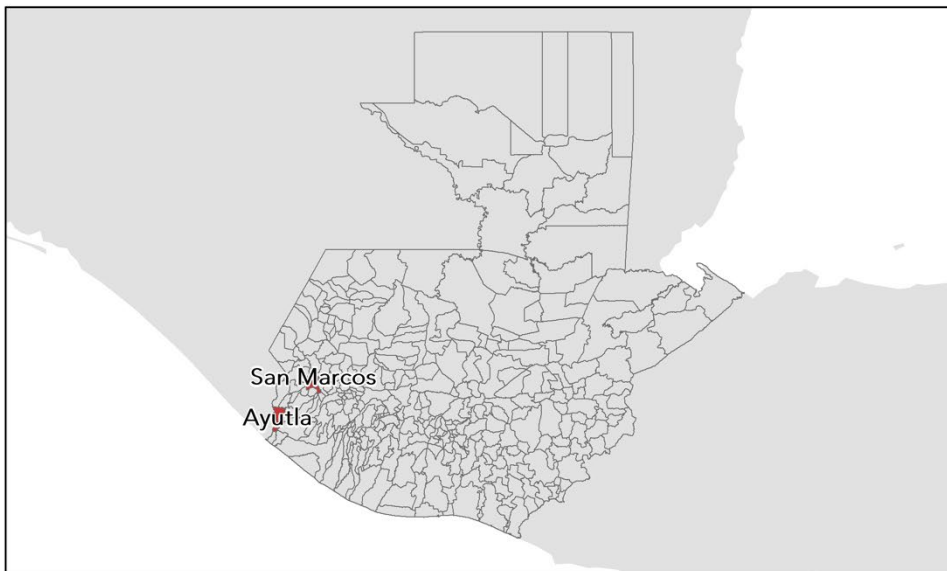
<sup>16</sup> Key issues on migration from Latin America and the Caribbean. Manuel Orozco, 2022.

persons, and transit migrants. Specifically, the regions affected by the highest poverty rates, such as the dry corridor in Guatemala, the vulnerable cadasters in Lebanon, and the severe droughts in northern Nigeria, are disproportionately affected by this crisis, leading to the gradual depletion of resources and deterioration of living conditions that can ultimately result in life-threatening situations.

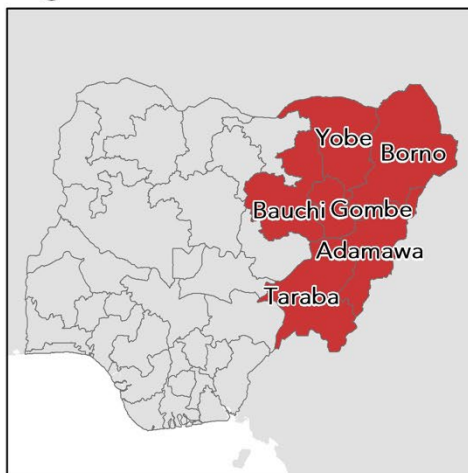
Figure 2: Project Area of Influence

## Project Pilot Countries

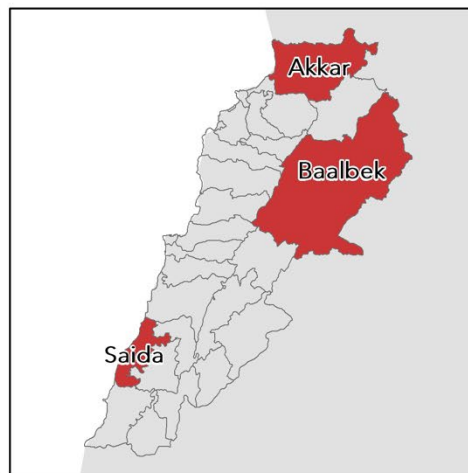
Guatemala



Nigeria



Lebanon



## Project Objective and Outcomes

67. The overall objective of this project was *“to support low impact and climate sensitive humanitarian response to forced displacement and irregular migration, enhancing coordination between humanitarian and environment actors and better awareness and uptake of respective tools for environmental assessment and management in humanitarian action” (ProDoc, 2017).*
68. The project aimed to enhance assessment capacities in Guatemala, Lebanon and Nigeria, countries severely affected by displacement, to integrate environmental concerns into their national humanitarian action plans by: i) building knowledge of stakeholders to mainstream environment within humanitarian response programming; and ii) developing context sensitive activities and adoption of tools for environmental screening of projects.
69. The results framework matrix (Annex IV) focused on these two outcomes. As described in the ToC, some minor changes were made in relation to project outcomes, activities, and outputs in each country.

## Project Strategy and Key Activities

70. The project strategy aimed to generate knowledge and tools that facilitate the integration of environmental considerations in humanitarian response programming, through the implementation of country-specific activities. The project also sought to develop and promote best practices that could benefit a wider audience in the environment and humanitarian sector.
71. Several areas of focus were identified in the ProDoc as reference to drive the integration of environment in the humanitarian work. The ProDoc also outlines a range of activities to be selected based on country-specific needs and contexts as part of the project implementation strategy. The following table provides examples of activities considered during the design phase.

**Table 4: Project Strategy, (ProDoc, 2017)**

Project Strategy	Menu of Key Activities
<b>Baselines and studies</b> to provide a framework and evidence of the environmental consequences of the crisis and response contexts for adaptation of local approaches and guide project activities	Contextual research on the relationship between environment, displacement, and gender
<b>Capacity-development and training</b> to bridge the gap in technical knowledge among humanitarian actors for mainstreaming environment at project and programme level. Events will be tailored to different audiences and training modalities, taking advantage of the UNEP-OCHA Joint Units expertise and available tools.	Capacity building to address environment/gender/security/displacement nexus;  Learning and advocacy events on environment, gender, security, and displacement
<b>Streaming of Environmental Assessments</b> assistance to national and local governments to undertake gap analysis, as well as introduction of assessments tools to determine existing environmental risks that may impact upon or result from humanitarian response.	Input into the development of displacement risk indicators / early warning approaches in source and/or destination or transit countries
<b>Mechanisms for environmental screening of humanitarian response projects and coordination</b> promotion of existing tools such as the	Develop and promote local solutions / microprojects to mitigate environmental impacts of displacement, improve

Environmental Marker and approaches for environmental screening at the project and intersectoral level, and develop case studies of best practices	ecosystem management and strengthen livelihoods and basic services, reducing vulnerability of populations
<b>Development of guidelines-action plans and policies for disaster and humanitarian response</b> to mainstream environment within this broader disaster and humanitarian frameworks i.e., disaster waste guidelines, including chemicals and hazardous waste pollution.	Support policy transformation to address environmental causes and consequences of displacement, in collaboration with national / regional authorities and other partners;

## Project Target groups and Stakeholders

72. The main target group of the project was the humanitarian actors (UN agencies and international/national NGO's), who were identified as the primary beneficiaries. The project aimed to improve their understanding and knowledge of environmental management in their programming, as well as provide them with tools and guidance to effectively integrate environmental considerations into their response activities. The ultimate beneficiaries of these efforts were the migrant populations, including IDPs and refugees, who would benefit from improved environmental conditions and more sustainable conditions as migrants.
73. In addition to the humanitarian actors, the project also targeted national and local environmental authorities, disaster and risk management committees, and local governments, such as municipalities, governorates, and districts. These groups were seen as important partners in achieving the project outcomes, as they had the capacity and mandate to influence and support the integration of environmental considerations in humanitarian response and planning.
74. Table No. 5 outlines the most prominent groups of stakeholders (including UN agencies) as well as their specific roles, influence, and contributions to the review. It serves as a useful reference for understanding the complex network of actors expected to be involved in the project and highlights the importance of collaboration and partnership in achieving sustainable and effective outcomes. Contractors and experts are included as a stakeholder, due to their prominent role in project implementation in Guatemala and Lebanon.

**Table 5: Project Stakeholders Analysis**

Stakeholder	Stake in the project and the topic that the project addresses	Level of influence over topic and project / Ways in which affected by topic and project	Expected use of the review results	Way(s) to involve this stakeholder in the review process
UNEP / UNDA	Leading agency in Environment Mainstreaming environment priorities	Project design, institutional arrangements, and fund allocation Project management, and monitoring responsibilities	Primary users of review results and recommendations to improve project designs, and to scale up good practices	-approval of review report, generation of lessons learned -supportive role to consultant in case needed
OIM	Project implementing partner in Guatemala and in Nigeria	Played a role in the: -adjustment of project results to country needs -project performance - provision of funding, reporting, and monitoring	Mainstreaming environment in humanitarian action	-provision of evidence-based project outcomes and outputs - respond to 7 evaluation criteria's - promote stakeholders' active participation in TE review process -Dissemination of review results with project stakeholders
UNEP regional offices	Project implementing partner in Lebanon. Project reporting and monitoring in Lebanon, Guatemala, and Nigeria	Played a role in the: - country institutional arrangements for participation -on time funding, reporting, and monitoring	-Institutional Learners -Improved performance of the Resilience to Disasters and Conflicts Sub programme -Dissemination of project outcomes in other humanitarian response programs and platforms	-provision of evidence-based project outcomes and outputs -provision of official financial documentation -provision of contacts and support consultant to fulfil TE goals
MoE Ministry of Environment	Co executing responsibilities in Guatemala and Lebanon	Played a role in the: -securing of alignment with country priorities and needs -Project performance	-Institutional Learners, -improvement of national policies and strategies to respond to disasters and displacement -improvement of Ministry baseline information - Use project outcomes for communication and outreach goals	-provision of evidence-based project outcomes and outputs -respond to evaluation questions of relevance, effectiveness, sustainability, and cross cutting issues -verification – triangulation of information
Other national and local governments	-sectorial ministries in tasks force or national DRR coordination platforms	-engaged in sectorial studies, baselines etc.	-Greater capacity to incorporate environmental concerns in response plans and national – local disasters -access to tools and training material	-provision of evidence-based project outcomes and outputs -support assessment of project alignment with other efforts

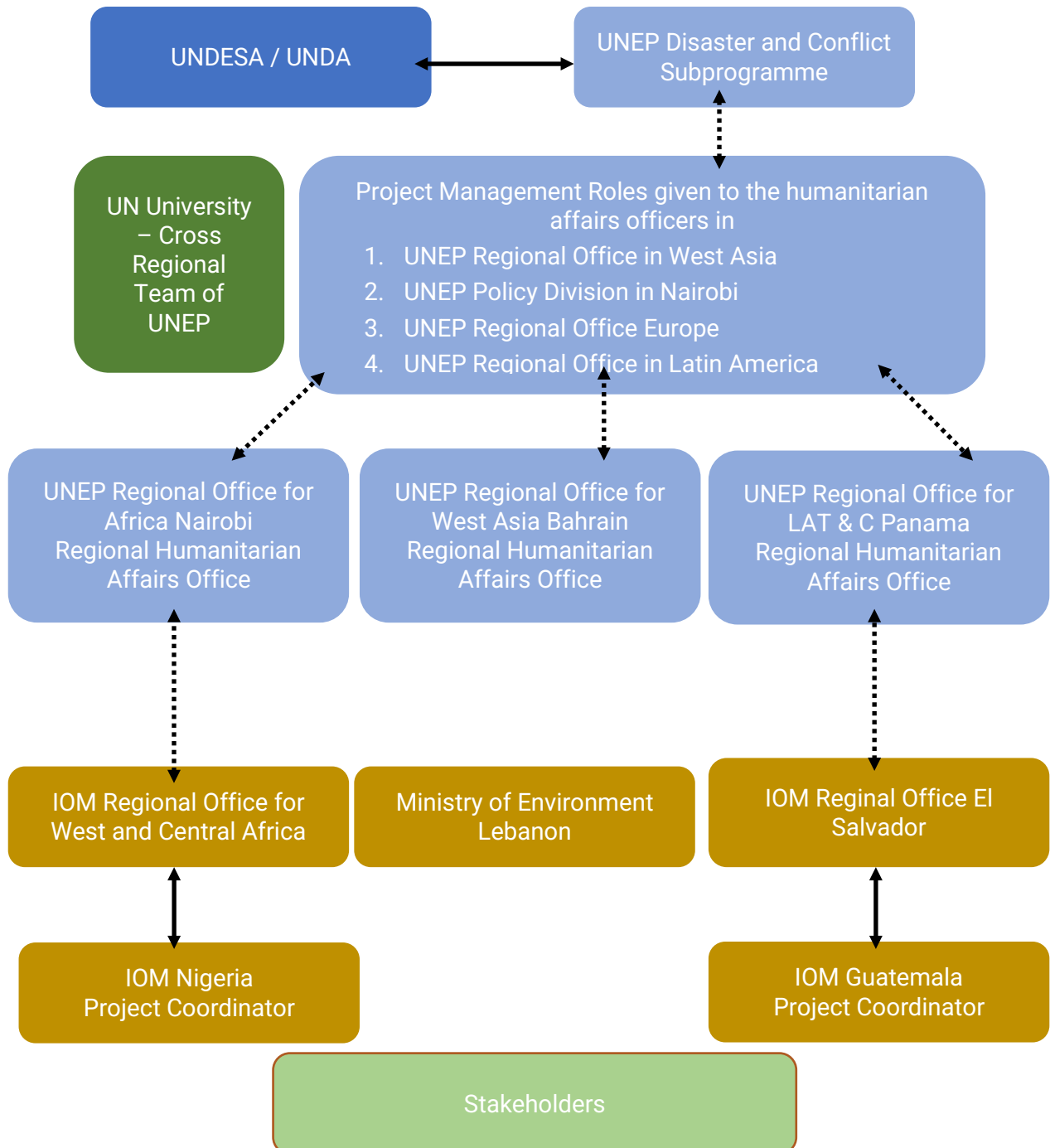
Stakeholder	Stake in the project and the topic that the project addresses	Level of influence over topic and project / Ways in which affected by topic and project	Expected use of the review results	Way(s) to involve this stakeholder in the review process
	-beneficiaries of project outcomes	-increased awareness of the link between displacement and environment	-dissemination of project outcomes	-verification – triangulation of information
International Humanitarian actors	-consulted in the project design -funding for scaling up	-participation in project activities, setting of project baseline and priorities -Beneficiaries of project outcomes	-improved coordination and dialogue among CSO -use of training materials and online course -dissemination of project outcomes	- provision of evidence-based project outcomes and outputs -sustainability of project efforts -verification – triangulation of information
National CSOs and grass root organizations	-consulted in the project design -funding for humanitarian response activities -training of staff personnel	-participation in project activities, setting of project baseline and priorities -beneficiaries of project outcomes	-improved coordination and dialogue among CSO -use of training materials and online course dissemination of project outcomes	- provision of evidence-based project outcomes and outputs -sustainability of project efforts -verification – triangulation of information
Academia UN University	-provided training	-provision of services	-develop research priorities	-provide secondary information and relevant research results -validation of hypothesis
Contractors/ Consultant	-provided services	-defining methodologies and priorities	- implementation of recommendations	- provision of evidence based project outputs
Migrants and IDPs	Indirect beneficiaries of appropriate emergency response initiatives	-human rights concerns	-participation in consultation processes	-provide perspectives of the project relevance, and crosscutting criteria's
Media Outlets and journalist	none	-developed success stories and communication materials	-promotion of public debate -reach wider audiences	
Direct/indirect Beneficiaries				Focus Group

## Project Implementation Structure and Partners

75. The project under evaluation was a UNDA 11th tranche active from January 2018 to December 2021. The planned start and end date of the project was from March 2018 to December 2019.

76. The management, coordination, and implementation agreements of the project were as follows, as illustrated in Figure 3.

Figure 3: Management Structure





77. At project design, the project was envisioned to be managed by the UNEP Regional Humanitarian Affairs Officer in the West Asia office and the UNEP Regional Humanitarian Officers in each target country were expected to implement the project activities. The designated focal point among the Regional Humanitarian Affairs Officers were to oversee the project, develop a detailed plan for each outcome, and ensure activities aligned with the project's objectives. The officers were to regularly convene for management issues and decide on strategies. The UNEP regional offices for Europe and Asia were envisioned to coordinate with the project for aligned initiatives in Turkey and Vanuatu. Regular reporting and a cloud-based system for information management was expected to be established.
78. In practice the project had four project managers. Initially, the project management was overseen by the UNEP Regional Humanitarian Officer in West Asia, but shortly after kickoff, it was transferred to the UNEP Policy and Programme Division, based in Kenya, and remained under their responsibility until mid-2019, after which it was transferred to the Europe Office and lastly to the Humanitarian Officer in the Latin America Office. However, the latter soon left the post after this final change.
79. It is noteworthy that the Regional Humanitarian Affairs Officers, who were entrusted with overseeing and managing the project activities in each of the pilot countries under the authority of their respective UNEP regional offices in Panamá, Bahrain, and Nairobi, experienced a significantly high rate of turnover. The implications for project performance are discussed in the section of project monitoring.
80. The project implementation in Guatemala and Nigeria was executed through two UN-to-UN collaboration agreements with the International Organization for Migration (IOM). In Lebanon, the project was directly implemented by UNEP West Asia Office in coordination with the Ministry of Environment.
81. Regarding the implementation of global activities, a UN-to-UN agreement was established between UNEP and the UN University's Institute for Environment and Human Security (UNU-EHS) to deliver the activity 1.3 of the project by creating an online training on 'Environment and Human Mobility' for humanitarian actors to increase their understanding of the environmental causes of mobility, the environmental impacts of mobility, as well as the impacts of humanitarian response to the needs of people on the move.

**Table 6: Milestones/key dates in project implementation**

Reference dates	Guatemala	Lebanon	Nigeria
Project Approval	5-3-2018		
UNEP confirmation of UNDA funds	April 2018		
Project Intended Start date	January 2018		
Project Intended end date	December 2019		
UN to UN Agreement UNU-EHS	22/11/2019 to 31/12/2020 extended to 30/06/21		
UN to UN agreements IOM	October 2019	N.A	October 2018
Activities start date as UN Agreement	October 2019	N.A	October 2018
Activities end date as UN Agreement	March 2021	N.A	August 2019
As per Amendments	November 2021		
First Disbursement	January 2020	N.A	December 2018

Activities start date as project records. Effective starting date (procurement of consultancy)	March 2020 December 2020	March 2019	October 2018
Activities end date as project records	October 2021	July 2019 1st phase September 2021 2nd phase	October 2019 as per financial statements June 2020 as project reporting
Project First Inception Meetings /Workshops	Sept 2018	Nov 2018	December 2018
<b><i>Unforeseen Events</i></b>			
Volcano Fuego Eruption Guatemala	May-June 2018		
WHO declares COVID emergency	March 2020		
Lebanon Crisis-government	August 2020		
Guatemala Hurricanes Emergency	November 2020		
Amendment No.1 Guatemala	March 2021		
Final IOM Reports Submission to UNEP	October 2021		August 2021
Final UNDA Project Report	December 2021		
Reports as Agreements	4 (modified to 5)	NA	2
Planned date for TR	March 2022		
TR date	December 2022 – March 2023		

82. The project under review was a UNDA 11th tranche project active from January 2018 to December 2021. The project was approved in March 1918, with an original end date of December 2019. Funds were made available to UNEP in April 2018. However, according to project records, the project experienced substantial delays and interruptions, with an end date of November 2021. A review of the project timeline and its effect on project delivery is presented in the efficiency section.

83. As per UNEP evaluation policy, a project MTR (Mid-Term Review) was not deemed necessary for the project due to its size and timeframe. However, one no-cost extension was granted to Guatemala to extend the project completion date until 31 October 2021.

## Project Financing

84. The project budget at approval presented in Table 5 was USD 594,000, of which USD 73,500 was allocated to a global component (29,500 were committed in the agreement with UNU-EHS). Of the country contributions, two UN-to-UN agreements (Guatemala and Nigeria), were signed with IOM as main implementing partner with a contribution of USD 151,125 each. The activities in Lebanon were under the financial responsibility of the UNEP Regional Office of West Asia (ROWA).

85. This project does not have in kind or cash counterpart contributions.

86. The supplementary funding from UNEP to support the development of the learning tools for the global component was as follows:

**Table 7: Supplementary Project Funding**

Source/Donor	Purpose	Cash raised (USD)
--------------	---------	-------------------

		In year 2020
UNEP core resources financed by the UNEP ROLAC regional office.	Review and analysis of existing humanitarian indicators and humanitarian standards relevant to environment. Mapping / survey to identify interests and needs of different sectors / clusters regarding the integration of environment in response planning and field-level activities. Draft guidance on integrating environment into Humanitarian Response Plans within the WASH and Food Security sectors based on previous experiences of mainstreaming environment in HRPs.	4,641
UNEP core resources	Support to the development of the content of the unit 1 of the e-learning course.	1,628
Norwegian Cooperation Agreement	Development of the content of the unit 5 of the eLearning course and support to the coordination among content developers of the other four units.	16,000
UNEP core resources	Additional UNEP expert from the UNEP-OCHA Joint Environment Unit (not part of the project team as declared in the project document). Support to the development of the GEHARP, its complementarity to other tools, links to other networks and partners for review of materials and similar.	0

**Table 8: Budget at Project Approval**

Region	Budget Class	A1.1	A1.2	A1.3	A1.4	A2.1	A2.2	A2.3	A2.4	Total
Africa	Other Staff Costs & Consultants and Experts	500.00	1,375.00		1,500.00		500.00	500.00		4,375.00
	Travel of Staff & Representatives		4,000.00		4,000.00		5,000.00	2,500.00		15,500.00
	General Operating Expenses	312.50	312.50	312.50	312.50	312.50	312.50	312.50	312.50	2,500.00
	Grants and Contributions	16,187.50	43,312.50	7,187.50	6,187.50	21,187.50	11,187.50	36,187.50	9,687.50	151,125.00
<b>Africa Subtotal</b>		<b>17,000.00</b>	<b>49,000.00</b>	<b>7,500.00</b>	<b>12,000.00</b>	<b>21,500.00</b>	<b>17,000.00</b>	<b>39,500.00</b>	<b>10,000.00</b>	<b>173,500.00</b>
Global	Other Staff Costs & Consultants and Experts			25,500.00		24,000.00			24,000.00	73,500.00
	Travel of Staff & Representatives									0.00
	General Operating Expenses									0.00
	Grants and Contributions									0.00
<b>Global Subtotal</b>		<b>0.00</b>	<b>0.00</b>	<b>25,500.00</b>	<b>0.00</b>	<b>24,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>24,000.00</b>	<b>73,500.00</b>
Latin America and the Caribbean	Other Staff Costs & Consultants and Experts	500.00	1,375.00		1,500.00		500.00	500.00		4,375.00
	Travel of Staff & Representatives		4,000.00		4,000.00		5,000.00	2,500.00		15,500.00
	General Operating Expenses	312.50	312.50	312.50	312.50	312.50	312.50	312.50	312.50	2,500.00
	Grants and Contributions	16,187.50	43,312.50	7,187.50	6,187.50	21,187.50	11,187.50	36,187.50	9,687.50	151,125.00
<b>Latin America Subtotal</b>		<b>17,000.00</b>	<b>49,000.00</b>	<b>7,500.00</b>	<b>12,000.00</b>	<b>21,500.00</b>	<b>17,000.00</b>	<b>39,500.00</b>	<b>10,000.00</b>	<b>173,500.00</b>
West Asia	Other Staff Costs & Consultants and Experts	5,750.00	8,250.00	3,750.00	5,750.00	3,750.00	8,750.00	5,750.00	3,750.00	45,500.00
	Travel of Staff & Representatives		27,500.00	2,500.00	5,000.00	2,500.00	7,000.00	27,500.00		72,000.00
	General Operating Expenses	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	10,000.00
	Grants and Contributions	10,000.00	12,000.00	0.00	0.00	14,000.00	0.00	5,000.00	5,000.00	46,000.00
<b>West Asia Subtotal</b>		<b>17,000.00</b>	<b>49,000.00</b>	<b>7,500.00</b>	<b>12,000.00</b>	<b>21,500.00</b>	<b>17,000.00</b>	<b>39,500.00</b>	<b>10,000.00</b>	<b>173,500.00</b>
<b>and Experts</b>	<b>Other Staff Costs &amp; Consultants</b>	<b>6,750.00</b>	<b>11,000.00</b>	<b>29,250.00</b>	<b>8,750.00</b>	<b>27,750.00</b>	<b>9,750.00</b>	<b>6,750.00</b>	<b>27,750.00</b>	<b>127,750.00</b>
<b>Representatives</b>	<b>Travel of Staff &amp;</b>	<b>0.00</b>	<b>35,500.00</b>	<b>2,500.00</b>	<b>13,000.00</b>	<b>2,500.00</b>	<b>17,000.00</b>	<b>32,500.00</b>	<b>0.00</b>	<b>103,000.00</b>
	<b>General Operating Expenses</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>1,875.00</b>	<b>15,000.00</b>
	<b>Grants and Contributions</b>	<b>42,375.00</b>	<b>98,625.00</b>	<b>14,375.00</b>	<b>12,375.00</b>	<b>56,375.00</b>	<b>22,375.00</b>	<b>77,375.00</b>	<b>24,375.00</b>	<b>348,250.00</b>
<b>Grand Total</b>		<b>51,000.00</b>	<b>147,000.00</b>	<b>48,000.00</b>	<b>36,000.00</b>	<b>88,500.00</b>	<b>51,000.00</b>	<b>118,500.00</b>	<b>54,000.00</b>	<b>594,000.00</b>

#### IV. THEORY OF CHANGE

87. According to UNEP evaluation guidelines, “A project Theory of Change (ToC) describes the change processes by outlining the causal pathways of the results... It reflects a negotiated understanding or interpretation of the project’s intervention logic: it is both contextual and temporal.”
88. The Theory of Change diagram in Figure 4 is a visual representation of the project hypothesis, showing how the intervention was expected to lead to the intended results. From left to right, cause and effect relationships are shown between project activities and project outcomes. The project document (ProDoc, 2017) has two areas of action in its implementation logic: i) “Through the introduction of approaches to mainstreaming environment within humanitarian response programming, and ii) by direct implementation of a range of context-tailored activities, the project provides targeted support to ongoing humanitarian relief efforts in three pilot countries (Guatemala, Lebanon and Nigeria).”
89. The rationale in the ToC is that by improving the knowledge of the cause-and-effect relationships between human displacement and the environment, targeted humanitarian actors will be able to: i) strengthen their planning by carrying out environmental assessments in the field, and ii) integrate mitigation measures in their humanitarian response actions, achieving the desired changes leading to the main project objective: “Improved capacities of countries to integrate environmental concerns into their national action plans to address human displacement”.
90. As the project’s results frameworks does not provide output level results statements and as the two Expected Accomplishments are not articulated at an outcome level, results statements have been reconstructed to meet with UNEP’s requirements and in keeping with their results definitions. The justification for the reconstruction is provided below:

**Table 9: Reconstructed ToC**

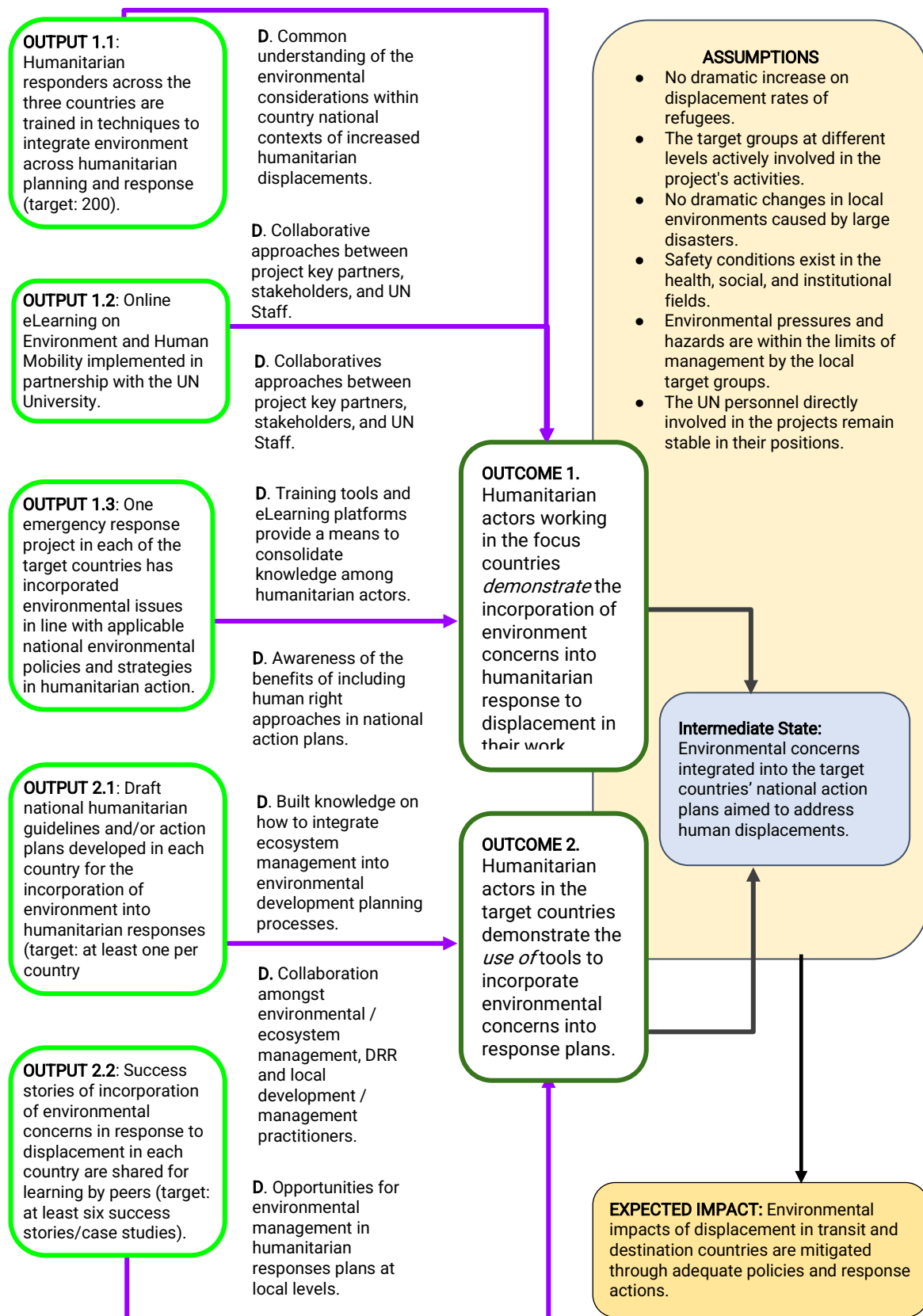
Original Results Statement	Reconstructed Results Statement	Justification
<b>OBJECTIVE:</b> To enhance the capacities of selected developing countries affected by displacement to integrate environmental concerns into their national humanitarian action plans.	<b>IMPACT:</b> Environmental impacts of displacement in transit and destination countries are mitigated through adequate policies and response actions.	Effective environmental assessments at adequate scale should result in preventive actions.
	<b>INTERMEDIATE STATE:</b> Environmental concerns integrated into the target countries’ national action plans aimed to address human displacements.	Capacity built by the project should result, over time, in plans incorporating environmental concerns on a regular and well-informed basis.
<b>EXPECTED ACCOMPLISHMENTS</b>	<b>OUTCOMES</b>	
Humanitarian actors working in the focus countries have understanding and knowledge of the importance of incorporating environment into humanitarian response to displacement.	Humanitarian actors working in the focus countries <i>demonstrate</i> the incorporation of environment concerns into humanitarian response to displacement in their work.	The original statements are not formulated as outcomes (i.e. adoption, uptake of outputs), so reconstructed

<b>Original Results Statement</b>	<b>Reconstructed Results Statement</b>	<b>Justification</b>
Humanitarian actors in the target countries have the tools and capacity to incorporate environmental concerns into response plans.	Humanitarian actors in the target countries demonstrate the <i>use of</i> tools to incorporate environmental concerns into response plans.	
<b>ACTIVITIES</b>	<b>OUTPUTS</b>	The activities have been grouped into reasonable output statements. Targets are taken from the ProDoc, 2017.
1.1 Review and analysis of the relationship between environment and displacement, identifying critical gaps and issues. 1.2 Organize and deliver knowledge development workshops to enhance capacity amongst national entities in mainstreaming environment into humanitarian responses. 1.3 Develop a massive open online course (MOOC) on environment in humanitarian action with a focus on displacement.	1.1: Humanitarian responders across the three countries are trained in techniques to integrate environment across humanitarian planning and response (target: 200).  1.2: Online eLearning on Environment and Human Mobility implemented in partnership with the UN University.	This output has been added as it was part of the deliverables in the UN-to-UN project agreement. See page 30 of this report.
1.4 Provide ongoing support to the process of development/updating of country humanitarian policies and action plans to support authorities and key actors to incorporate relevant environmental issues.	1.3: One emergency response project in each of the target countries has incorporated environmental issues in line with applicable national environmental policies and strategies in humanitarian action.	
2.1 Develop guidelines and/or action plan to provide step-by-step guidance on how to incorporate environment and gender considerations in prominent sectors. 2.2 Ongoing support to update country humanitarian policies and action plans.	2.1: Draft national humanitarian guidelines and/or action plans developed in each country are available for the incorporation of environment into humanitarian responses (target: at least one per country).	Activity 2.1 includes the development of tools and guidelines intended to provide means to consolidate the knowledge gained in the activities under 1.1, 1.2, and 1.3.  See table 10 of the report.
2.3 Undertake study tours between neighboring countries with a shared displacement problematic to enhance south to south cooperation. 2.4 Develop success story papers from lessons learned from the demonstration projects in the target countries for dissemination.	2.2 Success stories of incorporation of environmental concerns in response to displacement in each country are shared for learning by peers (target: at least six success stories/case studies).	

91. Drivers that were expected to lead to the desired outcomes were identified using the project documents and country reports as reference. It is worth mentioning that these drivers influence more than one activity; therefore, in the following diagram they were represented without lines. In addition, the ToC is based on various assumptions, mostly informed by the project report, some of which arose during project implementation such as the Covid-19 pandemic and social unrest in the target countries.

92. The final version of the ToC was developed in a consultative and collaborative process during the review process. It was foreseen that, with the achievement of the overall project objective, the project would, in the longer-term, contribute to the mitigation of environmental impacts of migration and displacement in transit and host countries through appropriate implementation of policies and response plans.

Figure 4. Theory of Change





## V. REVIEW FINDINGS

### Strategic Relevance

93. This section assesses the project's suitability for implementing partner and donor policies, as well as the priorities of stakeholders in the respective countries. Additionally, an assessment is conducted to determine the project's complementarity with other initiatives or strategies within the three pilot countries, as outlined in the project design or identified during the review.

### Alignment to UNEP's Mid Term Strategy and Programme of Work and Strategic Priorities

94. This initiative is in line with various policies established by UNEA to bridge the gap between the humanitarian and environmental domains, as a response to the General Assembly's Declaration of the 2013 High-Level Dialogue. The project concept recognizes the importance of preparedness actions to address the environmental impact of displacement related to conflicts, disasters, and climate change in line with the Paris Agreement and the Sendai Framework.

95. Additionally, it is aligned with UNEP's Medium-Term Strategy (MTS) 2018-2021 Sub-programme 2 on Resilience to Disaster and Conflicts and responds to the Member States requests to strengthen the work on climate change and security, and the environmental causes of displacement and forced migration, as well as its impacts.

96. It is directly in line with the MTS's expected accomplishment, where countries prevent and reduce the environmental impacts of disasters and conflicts, while building resilience to future crisis. The project also responds to UNEP's strategic vision of developing integrated, multi-sub-programme projects that seek to tackle complex "nexus issues" in an integrated manner like displacement and environment.

97. Despite being designed in 2017, this project's focus on building capacities for adequate environmental responses to crises and optimizing prevention and preparedness in vulnerable countries affected by disaster and conflicts remains relevant under the new UNEP Medium-Term Strategy (MTS) 2022-2025. The project aligns with the UNEP principle of "ensuring that no one is left behind" and maintains a linkage with the new foundational sub-programme of Environmental Governance. This sub-programme promotes interagency partnerships with OHCHR and other UN agencies to enhance human rights compliance, particularly with the poor and vulnerable, concerning a safe and clean environment.

### Alignment to UNDA Strategic Priorities

98. The project is also in line with the call for concepts by UN capacity development programme based on the Development Account Steering Committee meeting of August 12, 2016, that endorsed "Supporting Member States in strengthening evidence-based policy coherence, integration and participatory implementation of the 2030 Agenda at all levels" as the theme for the 11th tranche.

99. The project is part of pioneering efforts in raising awareness and developing knowledge addressing the environmental impact of humanitarian operations.

100. It relates to the Development Account programme budget for biennium 2018-2019 as issued by General Assembly report A/72/6 (Sect.35) that responds to the capacity development objectives and related expected accomplishments of various programmes

of the biennial programme plan for the period 2018-2019 (A/71/6/Rev.1) that implement Development Account projects.

### **Relevance to Regional, Sub-regional and National (i.e. beneficiaries') environmental priorities**

101. The project is deemed relevant in light of the environmental challenges faced by pilot countries and the intrinsic vulnerability of selected geographies impacted by migration and/or internal displacement. The project design considered environmental challenges, and an assessment of the political and institutional context, leaving the tailoring of specific action plans to the start-up phase of the project, after updating context-specific baselines and agreeing on priorities with relevant stakeholders.
102. The project was expected to contribute to the generation of information and analysis on the environmental impact of humanitarian crises in Guatemala, Lebanon, and Nigeria, and contextualize the relationship between environment and human displacement through different lenses and methodological approaches, according to the priorities and interests of the executing agencies and project's counterparts.
103. Drawing on previous collaboration with the United Nations, the Ministry of Environment (MoE) in Lebanon prioritized updating the Environmental Assessment of the Syrian Conflict, originally conducted by UNDP in 2014. Meanwhile, the priorities of local governments in Guatemala and Lebanon included the updating of environmental risk assessments or contingency plans at the municipal or district level.
104. In Nigeria, the National Emergency Management Agency (NEMA) and the International Organization for Migration (IOM) prioritized the enhancement of accurate data collection on internal displacement, by improving the application of the Displacement Tracking Matrix (DTM) in the northeast states through collaboration with humanitarian actors. This aligns with IOM's global-level initiative to utilize DTM in contributing to the call of the World Humanitarian Summit 2016 for bridging the humanitarian-development nexus through joint assessments and collective outcomes. The field assessment was carried out by IOM in collaboration with humanitarian partners, ensuring continued coherence and collaboration.
105. UNEP, in partnership with the Ministry of Environment (MoE), was expected to play a crucial normative role in advocating for and guiding efforts to address the environmental impacts of human displacement in planning. This included emphasizing the urgency of considering such impacts and ensuring that humanitarian organizations take into account the environmental aspects of their actions from an early stage.
106. As the project focused on local government offices, such as environmental and risk management units in Guatemala and Lebanon, priorities shifted accordingly. In the project's selected areas, the main priority was the provision of basic services to the population, while solid waste management and water pollution were identified as the primary environmental issues.
107. From the perspective of the migrant population in Guatemala, priorities were focused on security aspects, including the urgency of not being returned to their countries of origin or detained by migration authorities due to their irregular status. They would have liked the transit route to be secured by United Nations personnel. Regarding the project, they believed it was necessary because it would contribute to better organization of humanitarian aid and help to create cleaner and safer spaces. The migrant population

viewed the environment as a driver of migration, and disasters and environmental degradation meant losing their livelihoods and hope for a better life.

108. Examined through the lens of researchers in Lebanon, the project's contribution to the generation of information and analysis on the environmental impact of the humanitarian crisis was of great significance. It brought to the fore the complex interplay between environmental degradation, migration, and conflict, underscoring the exigency for a more integrated approach to address these multi-dimensional issues. The project's emphasis on updating environmental risk assessments and contingency plans at the local level was critical, as it was expected to enable targeted and context-specific interventions. However, researchers cautioned that the political and institutional challenges in Lebanon, coupled with the economic crisis, might impede the successful implementation of the project's action plans. Hence, continued support and concerted collaboration among donors were considered pivotal to ensuring the project's long-term sustainability and impact.

109. Capacity building efforts were a central pillar in the project's design, emphasizing the importance of skill development and knowledge acquisition. The project's capacity building initiatives and tools were essential for achieving the sustainable integration of environmental considerations into humanitarian actions, aiming at a valuable contribution towards the larger aim of strengthening resilience in crisis-affected communities. For the trainees, many of them staff of humanitarian organizations, the project training activities were relevant, putting a different angle to the work they do.

### **Complementarity with Existing Interventions/Coherence**

110. The project's focus on addressing the environmental dimensions of migration and displacement aligns with several of the Sustainable Development Goals (SDGs). This thematic complementarity with other initiatives implemented by the UN system and International Humanitarian NGOs in the pilot countries provided opportunities for synergy and collaboration. During the project's inception period, intentions were made to consider the relevant ongoing initiatives as part of the completion of country assessments and baselines. However, the project's limited resources and timeframe made it difficult to fully capitalize on the results of the studies and on potential collaboration opportunities. To maximize the benefits of effective collaborations with other initiatives, extensive advocacy work and donor/agency coordination would have been required from UNEP Regional Offices and implementing partners.

111. Despite these challenges, the project was able to make advances towards interagency communication, bringing closer the work with UNDP, IOM, and UNHCR in practice.

112. Several coordination mechanisms were foreseen in the ProDoc, but rarely called by the project management:

- United Nations Interagency group on Environment in Guatemala
- Environmental Task Force in Lebanon
- UNEP cross regional Team for the global component
- Sectors coordination (WASH, Shelter, Food Security, Nutrition, Health, Logistics) for training activities

113. Globally, a relevant complementarity strategy in the project design was the participation in the global initiative Coordination of Assessments for Environment in Humanitarian Action, to promote uptake of project tools and integration with other ongoing interventions. The Environmental Management Tools have been presented at the

meetings of the Environmental and Humanitarian Action Network (EHAN) and will be presented in the coming Humanitarian Networks and Partnership Week (HNPW 2023) on April 2023.

Rating for UNEP Alignment: Highly Satisfactory  
Rating for UNDA Alignment: Highly Satisfactory  
Rating for Relevance to National Priorities: Moderately Satisfactory  
Rating for Complementarity: Moderately Satisfactory  
**Rating for Strategic Relevance: Satisfactory**

## Effectiveness

114. This section of the review evaluates the extent to which the project has succeeded in achieving its planned outputs and delivering them to the main stakeholders for their intended use. It explains change processes and the roles of key actors, as well as the outcomes. It also assesses the likelihood of achieving the desired impact. A reconstructed Theory of Change (ToC) has been used to provide the causal pathways, as well as drivers and assumptions.

## Availability of Outputs:

115. The table below presents how the project's actual deliverables compare with the intended outputs. The information for Nigeria in the table is entirely based on the Interim and Final Reports. At the time of the review, the IOM staff in the Maiduguri office were unable to provide any information about the performance of the project.

### *Towards Outcome 1*

116. Outputs 1.1, 1.2 and 1.3 are designed to provide training that builds knowledge and capacity among humanitarian actors to mainstream environment concerns across humanitarian planning and response. As planned, and in accordance with the project's theory of change (ToC), the first project activity in the three countries was the development of country reviews or assessments (baselines) to identify the environmental impacts of human displacement and the gaps in knowledge among stakeholders. This baseline study further guided project implementation and delivery of capacity building processes.

## Guatemala

117. Prior to the transfer of funds to IOM in February 2020, an initial baseline analysis based on secondary data was conducted by the UNEP Regional Office for Latin America and the Caribbean (ROLAC) office to identify the current situation in Guatemala regarding areas most affected by displacement and humanitarian response, environmental degradation, and ongoing initiatives in humanitarian capacity building. This analysis was developed during project negotiations from around November 2017 onwards.

118. After hiring project consultants in December 2020, an updated version of the baseline analysis titled "**Environmental Impact of the Response to Migration in Guatemala**" was released in May 2021. This report serves as the first project output and provides the foundation for the content of the training materials produced for the second project activity. An important limitation is that IOM has considered these reports to be internal and they were not distributed to stakeholders, limiting their feedback and improvement, and most importantly, the wider use of the effort.

119. As part of the capacity development process, a 10-hour online training course was conducted in September 2021 with the support of IOM's E-Campus team. The course was primarily attended by staff from governmental offices and humanitarian actors, and 13 attendees (7 women and 6 men), of the 22 initially enrolled, successfully completed the 4 modules of the course.

#### **In Lebanon:**

120. In response to a request from the Ministry of Environment, the end-product of this activity was an updated report entitled "**Light Factual Update of Lebanon Environmental Assessment of the Syrian Conflict**," dated June 2019. The report aimed to address the gaps in the four priority sectors of the assessment and evaluate the incremental environmental impacts resulting from the presence of refugees in Lebanon between 2014 and 2018. It is worth noting that this is the second update, with the first being in December 2015, one year after the initial UNDP assessment in 2014.

121. The data collected in the update was utilized to construct the second end-product of this output, the **Meta-analysis**. The Environmental Meta Analysis for the 8 Governorates in the country and in total 26 Districts (Cazas), provides an overall view of environmental pressures using 11 indicators at the Caza level, building upon the previous assessment. Five indicators were identified based on the Light EASC Update, that directly relate to the incremental pressure on the environment from refugee populations:

- Number of refugees (excluding Palestinian refugees in Lebanon - PRL) (Source: UNHCR, 2018)
- Number of Informal Tent Settlements (ITS) (Source: IAMP, 2019)
- Refugee Incremental Water Demand (MCM/yr) (Source: Update of EASC, 2019)
- Refugee Incremental Wastewater BOD5 Pollution Load (ton/yr) (Source: Update of EASC, 2019)
- Refugee Incremental Solid waste generation(ton/yr) (Source: Update of EASC, 2019)

122. The Meta-analysis was later used to inform discussions and analysis during the **Capacity Building Workshop on Ecosystem-based Disaster Risk Reduction**, held in Beirut in June 2019, with key stakeholders in selected priority Cazas to develop capacities in Eco-DRR Risk Analysis. The workshop employed interactive methods for knowledge-sharing and peer-to-peer learning, intertwined with conceptual inputs on ecosystems and services, Eco-DRR with situation analysis, planning, and other tools. Of the 32 participants, 18 were women.

#### **Nigeria**

123. In Nigeria, the initial activities involved conducting a desk review to gather context and information on the environmental issues and displacement in the northeast region of the country. According to reports, this literature review served as a reference to define the scope of the project's first output, that was the "**Environmental Impact Assessment of 33 IDP locations in Borno, Adamawa, and Yobe States, February 2019**". The study identified existing gaps and highlighted the need to integrate environmental indicators in the Humanitarian Program Cycle (HPC) and increase the commitment of UN agencies to environmental considerations in humanitarian action. As part of the data collection process, IOM developed a site assessment tool for environmental indicators that was integrated in the work methodology of the DTM Unit.

124. An inception workshop was held in Nigeria in December 2018 to support capacity building activities with project stakeholders. As a follow-up activity to this workshop, IOM provided technical support to the CCCM sector to incorporate environmental considerations into sector guidelines for shelter design and development, site planning, and camp closure guidelines.

#### **Global Component**

125. As part of the project global component, the UNEP/OCHA Unit sponsored Output 1.2, which involved developing and implementing a self-paced eLearning course on Environment and Human Mobility in collaboration with project partners. One of the objectives of aligning this development with the project was to support training processes in the pilot countries. However, this was not possible as it was completed in the final stage of the project. The project was able to strengthen Unit 3 of the course on Environmental Impacts and Environmental Safety on Human Mobility by providing reviewed information from the Guatemala project and inputs of the Humanitarian Affairs Officer. The course is now available on the Environmental Emergencies Centre (EEC) platform and has been disseminated since 2022.
126. Another activity under global assistance, managed from ROLAC, was the development of the Virtual Environmental and Humanitarian Advisor Tool (VEHA). Planning began in early 2019, and implementation continued until the end of the project. As with the online course, this development arrived too late in the project cycle to reap its benefits among project stakeholders. However, the tools have been presented globally at meetings of the Environmental and Humanitarian Action Network (EHAN) and are accessible through the Training Hub online learning platform of the JEU's Environmental Emergencies Centre.
127. *In conclusion, Outputs 1.1 and 1.3 were implemented in the three pilot countries following a similar approach that involved data collection, country assessments, and training events. However, the project only partially achieved its expected outputs in Guatemala and Lebanon, as it was not able to integrate the environmental dimension into at least one humanitarian response project, as foreseen by the Theory of Change (ToC). Moreover, the project did not fully deliver the target of training 200 humanitarian actors. Output 1.2 was achieved in the final stage of the project, and could not benefit the project's stakeholders in Guatemala, Lebanon, and Nigeria.*
128. *In contrast, regarding output 1.1 and 1.3, Nigeria had a direct working relationship with humanitarian actors, and successfully integrated environmental indicators in the DMT tool and in the Shelter sector. Although the reports mentioned the workshop and follow-up meeting as training activities, there is no evidence that a training course was conducted during these meetings, as envisaged in the project design.*

### ***Towards Outcome 2***

129. Activities planned under output 2.1 and output 2.2 aimed to offer practical guidance on incorporating environment and gender considerations into humanitarian policies and action plans, and to create case studies or success stories that showcase the integration of environmental concerns in responses to displacement in each of the pilot countries. Additionally, it was also foreseen to undertake study tours between neighboring countries with a shared displacement problematic.

### **Guatemala**

130. As part of the project's final activities, a checklist was developed to promote the integration of environmental considerations in emergency response sectors, drawing inspiration from the VEHA tool. Furthermore, the project consultant provided written comments on the Ayutla Contingency Plan to IOM upon project closure. However, as previously mentioned, the project in Guatemala faced significant delays and the consultant's contributions were made remotely, meaning that these two products have not yet been finalized or edited for distribution.
131. In Guatemala, a virtual meeting was held on September 23, 2021, between the IOM team, the representative of the UMGAR of Ayutla, and humanitarian actors from the

Honduran shelter sector. The attendees included Save the Children, Red Cross, International Plan, ADASBA, Ciudad Mujer, Pure Water for the Word, Goal, and World Vision, to share the project vision and experience.

## Lebanon

132. In Lebanon, the project faced a long delay, which was resolved in 2021 when the consultants resumed work, and based on the results of the 2019 workshop they agreed with the ROWA office to produce the following three products to close the project:

- **Methodical Guidelines for Ecosystem-based Disaster Risk Reduction (DRR) Risk Analysis and Strategic Planning:** These guidelines were developed to assist with project proposals for implementing activities that were recommended by the risk analysis. The guidelines incorporate examples from Palestine and Oman and can be used in other countries in the region as well.
- **Three Eco-DRR Case Studies in Lebanon:** These case studies provide examples of how ecosystem-based approaches can help address environmental challenges and prevent disasters.
- **Three Concept Projects:** The project team developed three concept projects based on the information gathered through the Eco-DRR Risk Analysis and Case Studies.

## Nigeria

133. According to reports, the project in Nigeria developed an Action Plan in collaboration with humanitarian actors as mentioned previously and produced two guidelines. These guidelines served as examples of how to incorporate environment considerations into humanitarian policies and action plans. The Fire Sensitization Strategy by Shelter Sector guideline provided guidance on how to prevent fires in displacement camps, while the Incorporation of Environment in the Safe Access to Fuel and Energy (SAFE) project guideline provided guidance on how to ensure that access to fuel and energy is safe and environmentally sustainable. These guidelines also emphasized community involvement and participation in the decision-making process, ensuring that designs were appropriate to the local environment and culture.

134. Regarding study tours, in the final project report for Nigeria, it is mentioned that two virtual bilateral study tours were held in April 2020, with 50 participants, sourced from the 1.5-hour Environment in Humanitarian Action (EHA) e-learning module, including the experience from Colombia. However, the reviewer was unable to find a separate record of this event with details or participation lists. Additionally, it is worth noting that the financial statements for the project only record activities up to August 2019.

## Study Tours

135. It should be noted that the study tours were originally intended as a way for project beneficiaries to showcase their success stories and inspire good practices. They were planned to be one of the last activities of the project. Unfortunately, due to project delays and the outbreak of the COVID pandemic, it was not possible to conduct physical study tours in any of the three countries.

136. *In summary, the development process of output 2.1 and output 2.2 in Guatemala and Lebanon occurred very late in the project cycle and was limited by insufficient time and resources, which hindered the use of more participatory processes with active counterpart involvement. This limitation impacted the quality of the products and the degree of ownership of the results. Regarding Lebanon, the last concept notes for project proposals are technically sound and could be useful for further development and use in the environment sector. However, the construction of the proposals lacked proper engagement with partners and actors. Moreover, the Lebanon project counterpart, the*

*focal point of the MoE, was not in close collaboration with the humanitarian actors as project partners, meaning that the results do not strictly contribute to the fulfillment of project outputs as envisioned in the ToC. It is therefore crucial to prioritize effective collaboration with project partners to ensure that the final outcomes align with project goals and meet the stakeholders' needs. The final activities of the project in Guatemala were focused on enhancing a municipal contingency plan, but this objective would have required active involvement with local technicians and adherence to the country necessary review and approval processes. Given the relevance of these activities to achieve project objectives, the outputs have been only partially delivered.*



Table 10: Project Outcomes and Outputs as ToC

<i>Reconstructed ToC at Review</i>	<i>At Review Lebanon</i>	<i>At Review Guatemala</i>	<i>At Review Nigeria</i>
<b>Outcome 1 (Expected Accomplishment): Humanitarian actors working in the focus countries demonstrate the incorporation of environment concerns into humanitarian response to displacement in their work.</b>			
<b>Output 1.1 Humanitarian responders across the three countries are trained in techniques to integrate environment across humanitarian planning and response (target: 200)</b>	<p><b>Assessments and Baselines</b></p> <p>1. <b>Light factual update of the EASC (2014)</b>, at the request of the Task Force with a shift in emphasis to the Governorate level and to environmental hotspots (driven by refugees as well as other fundamental causes);</p> <p>2. <b>Meta-analysis of important environmental indicators</b> for potential disaster and associated risks for the eight Governorates and their Districts (Cazas);</p>	<p><b>Base line</b><sup>17</sup></p> <p>1. Initial baseline analysis based on secondary data was developed by ROLAC while project negotiations were ongoing (from approx. November 2017 onwards). This aims to identify the current situation in relation to areas most affected by displacement and humanitarian response, environmental degradation, current initiatives in humanitarian response.</p> <p><b>2.Environmental Impact of the response to migration in Guatemala.</b></p> <p>This is a complementary report with primary data collected with online interviews and 2 field visits to Tecún Umán, border city with Mexico, to have the stakeholder perspective of the environmental impacts of migration.</p>	<p><b>Desk Review</b> (not available in records)</p> <p>1.To inform the design of data collection tools capturing environment specific information.</p> <p><b>2 Environmental Impact Assessment of some IDP locations in Borno, Adamawa, and Yobe States, February 2019</b></p> <p>This is a comprehensive report with data collected across 33 IDP with the site assessment tool of the Displacement Tracking Matrix (DTM).</p>
	<p><b>3-day Capacity &amp; Strategy Workshop</b> with strong participation of the Governorate level to raise understanding on the interactions between environment and potential disasters by human or natural induced.</p>	<p><b>Course on Environmental Criteria in Humanitarian Responses to Migration</b> with the support of the OIM E Campus 9,10,16,17 y 23 September 2021</p> <p>13 participants finished the course.</p>	<p><b>Inception Workshop 12/18</b> to identify opportunities and needs for capacity development among government counterparts. <b>28 persons</b></p> <p>Follow up meeting 06/19 with <b>23 persons</b></p>

<sup>17</sup> Línea de Base sobre las consecuencias ambientales de la movilidad humana y repuesta humanitaria en Guatemala. 2020.

<i>Reconstructed ToC at Review</i>	<i>At Review Lebanon</i>	<i>At Review Guatemala</i>	<i>At Review Nigeria</i>
<b><i>OUTPUT 1.2: Online eLearning on Environment and Human Mobility implemented in partnership with the UN University</i></b>	This online eLearning course was created by UNEP and the UNU-EHS with contributions from International Humanitarian Organizations and UN agencies during 2020-2021 with the aim to familiarize participants with the multi-dimensional nature of environment, human mobility, and humanitarian action. It was thought as a complementary activity to the project training efforts, to reach humanitarian actors who provided support to the three countries at field level, but who may not have been able to attend project workshops, or to complement the project capacity development efforts.		
<b><i>Output 1.3 One emergency response project in each of the target countries has incorporated environmental issues in line with applicable national environmental policies and strategies in humanitarian action (target: 3, one response per country)</i></b>			<p>-Provision of <b>technical support</b> with the CCCM sector to incorporate environment in sector guidelines for shelter design and development, site planning, and camp closure guidelines.</p> <p><b>-Fire Sensitization Strategy by Shelter Sector</b></p> <p>-Incorporation of environment in the <b>Safe Access to Fuel and Energy (SAFE)</b> project</p>
<b><i>Outcome 2 (Expected Accomplishment): Humanitarian actors in the target countries demonstrate the use of tools to incorporate environmental concerns into response plans.</i></b>			
<b><i>Output 2.1 Draft national humanitarian policies/action plans developed in each country for the incorporation of environment into humanitarian responses (target at least one per country)</i></b>	<b>Methodical Guidelines</b> for Ecosystem-based DRR Risk Analysis and for Strategic Planning	Check List (draft) to mainstream environment in emergency response sectors based on the VEHA tool, and written comments to the Ayutla Contingency Plan were provided by the project consultant, at project closure.	A collective Action Plan was developed at the inception workshop among humanitarian actors and updated as a result of the environmental assessment study.
<b><i>Output 2.2 Success stories of incorporation of environmental concerns in response to displacement in each country</i></b>	<b>3 concept note proposals</b> for specific action to tackle environmental problems.  Study tour to Turkey cancelled.	One virtual meeting 23/09/21 was held between the IOM team, the representative of the UMGAR of Ayutla and humanitarian actors from the Honduran shelter sector, among these are: Save the Children, Red	Two bilateral <b>study tours</b> were held virtually in April 2020 with <b>50</b> participants, sourced from the 1.5-hour Environment in Humanitarian Action (EHA) eearning module. Also included the experience from Colombia, where

<i>Reconstructed ToC at Review</i>	<i>At Review Lebanon</i>	<i>At Review Guatemala</i>	<i>At Review Nigeria</i>
<i>are shared for learning by peers</i>	<p>Three Eco-DRR Case Studies in Lebanon with examples how ecosystem-based approaches can be helpful to tackle environmental challenges and prevent disasters.</p> <p>Lessons Learned: a) Generating ownership; b) Involvement of key stakeholders; c) Available environmental data base; d) Setting priorities; and e) Ecosystems and Disaster Risk Reduction.</p>	Cross, International Plan, ADASBA , Ciudad Mujer, Pure Water for the Word, Goal and World Vision.	<p>partners have piloted a sector based environmental self-assessment.</p> <p>1.Fire Sensitization Strategy developed by Shelter Sector that calls for revision of the CCCM SOPs to undertake dissemination among all sectors at the LGA/Camp level and state level as a guideline.</p> <p>2.Guidance for community involvement and participation when prioritizing the local building practices and materials to be used in shelters.</p>

<i>Tools</i>	<ol style="list-style-type: none"> <li>1. <b>The Virtual Environmental and Humanitarian Adviser Tool (VEHA Tool).</b> Developed by the global component, this online tool produces short and specific guidance for design and implementation of humanitarian activities and strategies, both at field level and for development of sectorial / cluster strategic priorities.</li> <li>2. The <b>VEHA Tool</b> addresses cluster strategic planning and the links between cluster strategic planning and field-level implementation. The VEHA Tool can be used at any stage in the project cycle and can provide guidance for retroactive changes to activities after a project has begun, to strengthen environmental mainstreaming or facilitate any changes in strategy.</li> <li>3. <b>E-Learning on Environment and Human Mobility</b>, prepared by a cross-regional team of UNEP staff and experts in close collaboration with the UNEP-OCHA Joint Environment Unit (JEU) and the UN University's Institute for Environment and Human Security. It takes the environment as an entry point to explore the complex interplay of environmental change, human mobility, and humanitarian action. It is structured in 5 connected units.</li> <li>4. <b>In Nigeria</b>, IOM developed a site assessment tool that allows environment-specific data collection and analysis to feed into the Displacement Monitoring Tool (DMT).</li> </ol>
--------------	---

## Achievement of Outcomes (Expected Accomplishments in Development Account terminology)

137. As presented in the previous section, an important number of activities were planned and implemented; however, other factors limited the processes leading to the project outcomes. Perhaps the most important factor was the failure to achieve effective collaboration between the environmental and humanitarian sectors, contributing to a common understanding of the importance of environmental considerations in the context of increased humanitarian displacements. In practice, these two sectors work together operationally in disaster emergencies, but in the case of large-scale displacement assistance, this mobilization did not occur.
138. One weakness identified in this review was that UN specialized agencies did not contribute to ensuring proper coordination between these sectors, nor among the UN agencies themselves. The presence of UN-Women was very marginal, and the collaboration between UNDP, UNEP, OCHA, and UNHCR in Lebanon and Guatemala did not generate the benefits of interagency work, losing the specialized experiences of each agency in the project.
139. The project had opportunities to influence environmental management in humanitarian response, as happened in Guatemala during the accompaniment of IOM to the crisis of migrant caravans, or in the case of Nigeria, in the shelter sector, which was taken in a timely manner. Influencing at a more institutional level was more difficult, such as the opportunity that could not be taken in Guatemala during the process of reviewing the Emergency Response Plan in Guatemala, led by CONRED, the government institution closest to the project. According to CONRED executives interviewed, intentions of this collaboration require written agreements to be put into action and to provide proper institutional follow-up.
140. Among the assumptions of the ToC that were given, factors outside the project's control that hindered project implementation included political and disaster crises identified in Table 8, and the outbreak of the COVID pandemic, which affected planning and the work delivery everywhere. However, given that the project context was one in which the occurrence of disasters and crises is a norm rather than an exception, one could reasonably expect stronger preparedness within the project implementation structures to adapt to disruption. In addition, given the uncertain implementation context, the original project timeframe of 24 months was overly ambitious.
141. Unexpectedly, the assumption that the project would have a stable and continuous presence of United Nations staff was not fulfilled. In Lebanon and Guatemala, the project was left quite orphaned for periods, mainly without strategic follow-up of the Regional Humanitarian Affairs Officers and specialized interagency collaboration. This deficiency was very evident when project coordinators tried to mainstream gender, and in the interviews with national authorities.
142. All these factors have contributed to the limited distribution of benefits and acceptance of project results by government agencies and humanitarian actors. The pandemic has highlighted the potential of virtual processes, and it is suggested that an action plan be drafted and implemented with the contribution of the UN joint OCHA-UNEP Unit, to capitalize on the project's efforts, and especially, to continue the training and knowledge development that began in the last phase of the project, using the tools that the project did manage to develop, which are highly promising to provide humanitarian

actors with concrete means to internalize the environmental impact assessments in their operations.

143. The Environmental Management Tools generated at the end of the project will be presented during the next Humanitarian Networks and Partnership Week on the 17-28 April 2023, demonstrating that UNEP will continue to promote these results in the future.

**Likelihood of impact (including an analysis of the project's contribution to long-lasting results)**

144. While a conclusive assessment of the likelihood of impact of the project in the three pilot countries is not possible without additional data and a project baseline, the logic behind the project formulation and its specific plans suggests that the activities being carried out and the conversations opened with project counterparts can lead to the continued efforts of those counterparts towards achieving the expected objectives and impact. However, if these efforts are successful, it may be difficult to attribute them solely to project management.

145. Based on the above, it is recommended that IOM and UNEP further engage with their respective counterparts and explore opportunities for enhanced collaboration. Building on existing exchanges, such efforts could pave the way for joint initiatives aimed at addressing the environmental and migration challenges faced by affected communities.

Rating Availability of Outputs: Moderately Unsatisfactory

Rating Achievement of Outcomes: Unsatisfactory

Rating for Likelihood of Impact: Moderately Unlikely

**Rating for Effectiveness: Unsatisfactory**

**Financial Management**

146. At the time of approval (as indicated in Table 5), the project budget comprised of expenses for a global component and three country allocations, which amounted to a total of US 594,000. It is worth noting that this project did not include any in-kind or cash counterpart contributions. The financial management was assessed under three criteria:

**Adherence to UNEP's financial policies and procedures**

147. After consulting with the Project Manager, the reviewer verified that the primary responsibility for complying with UNEP's financial standards rested with the Regional Offices. The project adhered to the proper management structures and procedures established by each regional office, as confirmed during interviews with the financial staff of the ROWA and ROLAC offices. No specific audit has been conducted for this project thus far.

148. Regarding project approval procedures, it was found that despite the project proposal being developed in coordination with IOM, certain bureaucratic requirements had to be met prior to the signing of the UN-to-UN agreements in Guatemala and Nigeria. One such requirement was for IOM to have its own Project Document for each project it implemented. Additionally, the organization's delivery model included overhead charges, which should not exceed 7% under its cost recovery policy. As per UNDA and UNEP, these costs are within their guidelines allowance limits for project administrative and running cost.

149. The UN-to-UN agreement for Nigeria was signed in October 2018, while the agreement for Guatemala was signed one year later in October 2019 (with payment to IOM made in January 2020). Initially, the preparation of the agreement for Guatemala was delayed by the eruption of the Fuego volcano in 2018, as discussed in Table 13. These two UN-to-UN agreements accounted for 58% of the project funds. Certain financial matters with IOM have yet to be resolved, namely the return of unspent funds from the Salvador-Guatemala office to UNEP.

150. Under the two UN-to-UN agreements, IOM bears full responsibility for administering the contribution in accordance with its own financial regulations and policies, including the cost recovery fee. However, the budget classes and financial commitments are subject to the rules outlined in the 11th tranche of the UNDA.

151. One of the main budget lines was personnel cost (including consultants and experts). In Guatemala, professional services were procured through a consultant tendering process overseen by the UNEP Regional Humanitarian Affairs Officer and the regional IOM office in Salvador, which received five submissions in response to a call for proposals. The terms of reference for this consultancy were clear and comprehensive, and an evaluation committee was formed to select a provider. In Lebanon, the procurement process was conducted directly by ROWA, and information regarding the contracting process of consultants was not available to the reviewer. In Nigeria, the IOM office provided in-house technical staff for the project, and the cost of these personnel was deducted from the project budget.

152. Based on the information provided, it seems that the decision to charge the cost of in-house technical staff from the project budget in Nigeria, in addition to overheads for each of these technical in-house personnel, and a separate budget line for office expenses, may be in disagreement with the guidelines of UNDA and UNEP, but sufficient information was not provided to be conclusive.

153. It is important to note that the IOM uses its own financial and management platforms, which are managed from the regional offices. For the Guatemala activities, this has resulted in long delays and complicated approval processes. The system is not integrated into the UN Umoja financial and management platforms, which may result in differences in procedures. While procurement principles and processes follow the same ethical standards in both organizations, operational procedures and rules for project management use different templates and platform systems. In Guatemala, following the IOM's legal and financial rules has led to delays in the acquisition/payment of services after the no-cost extension and has severely impacted the project implementation schedule.

### Completeness of Project Financial Information

154. At the time of the evaluation, the most recent financial report available requested by the reviewer was dated February 2023, and the project had a financial execution rate of 91.4% (see table below).

**Table 11: Project Final Expenditure Record**

Funds Center -	FM Area 1000 [U10] - descrp	Budget - Umoja	committe d	Actual - Umoja	Consumed Umoja	balance
UNEP RO Africa	Consultants' experts	25,000.00	17,500.00	7,500.00	25,000.00	0.00
	Travel of staff	4,680.44	0.00	4,680.44	4,680.44	0.00
	Grants and Contributions	151,125.00	0.00	151,125.00	151,125.00	0.00

		<b>180,805.44</b>	<b>17,500.00</b>	<b>163,305.44</b>	<b>180,805.44</b>	<b>0.00</b>
UNEP RO LAC	Other staff costs	1,000.00				1,000.00
	Consultants experts	67,135.92	0.00	31,066.45	31,066.45	36,059.47
	Travel of staff	7,009.90	0.00	6,009.90	6,009.90	1,000.00
	Contractual Services		0.00	30,320.05	30,320.05	<b>30,320.05</b>
	General Operating Ex	19,436.00		12,300.00	12,300.00	7,136.00
	Supplies and mats	792.04		182.74	182.74	609.30
	Grants and Contributions	163,745.40	0.00	128,454.89	128,454.89	35,290.51
		<b>259,119.26</b>	<b>0.00</b>	<b>208,334.03</b>	<b>208,334.03</b>	<b>50,785.23</b>
UNEP RO West Asia	Consultants experts	81,441.21	0.00	81,441.21	81,441.21	0.00
	Travel of staff	28,622.00	0.00	28,622.00	28,622.00	0.00
	Contractual Services	8,113.63	0.00	8,113.63	8,113.63	0.00
	General Operating Ex	1,189.00	0.00	1,189.00	1,189.00	0.00
	Supplies and mats	207.96		207.96	207.96	0.00
		<b>119,573.80</b>	<b>0.00</b>	<b>119,573.80</b>	<b>119,573.80</b>	<b>0.00</b>
UNEP RO Europe	Consultants experts	5,001.50		5,000.00	5,000.00	1.50
	Grants and Contributions	29,500.00	0.00	29,501.50	29,501.50	<b>-1.50</b>
		<b>34,501.50</b>	<b>0.00</b>	<b>34,501.50</b>	<b>34,501.50</b>	
<b>Total</b>		<b>594,000.00</b>	<b>17,500.00</b>	<b>525,714.77</b>	<b>543,214.77</b>	<b>50,785.23</b>

155. During the review, the Regional Offices of Guatemala and Lebanon provided the up-to-date final aggregated reports of the country expenditures at closure date. The following financial reports were provided for the review:

- Project final financial report as Table 11
- Nigeria Financial Report Oct 2018 to August 2019 complete (excel file).
- Lebanon final financial statement (see letter below)
- Guatemala final financial statement

156. The financial information provided by ROWA's financial office and by the financial officer of IOM in Guatemala is not sufficient to meet the requirements of the assessment for this criterion. It also does not allow for any analysis of expenses by result.

157. There is a discrepancy in the final data of the global accounts of the project. The initial contribution from the UN-to-UN agreement in Guatemala was US \$151,125.00, and Table 10 reports US \$163,745.40 under the Grants and Contributions category.

158. In Guatemala, the project completed its operations on 10/31/21 with a 76% execution rate and an unspent balance of US \$36,630.64. Expenses were grouped by budget line, so it is not possible to determine from this financial analysis which activities could not be executed, nor is it possible to determine the costs per output of the activities that were achieved.

159. Another aspect to note is that the project budget in Guatemala was modified at the outset, compared to the budget agreed upon in the UN-IOM agreement, with a variance as shown in Table No. 12, primarily in the consultancy budget line, where the modification represents almost 50% increase in provision of consultancies.

**Table 12: IOM Final Expenses Guatemala**

Guatemala	IOM Agreement	IOM finances project start	Variation at project start	Expenses	% of Exp
1. Other Staff Costs - GTA (015)	7,531.91	2,153.00	-71.41	0	0
2. Consultants and Experts (105)	81,036.06	120,752.00	+49	96,321.78	80
3. Travel of Staff (115)	7,500.00	2500.00	-66.6	0	0
4. Contractual Services (120) Overhead	14,000.00	9,886.74	-29.3	7,490.32	76
5. General Operating Expenses (125)	22,657.04	4,233.26	-81.3	4,232.70	100
6. Grants and Contributions - Workshops/ Study Tours (145)	18,400.00	11,600.00	-36.9	6,449.84	56
Total Budget Consumption	151,125.00	151,125.00		114,494.64	76

160. In Lebanon, according to the final financial statement, the project completed its operations on 12/31/21 with a 68% budget execution rate, compared to the original budget allocation of US \$173,500 at project approval. In the final financial report provided by ROWA, it was reported that the first disbursement received in the project office was US \$247,000. There has been no explanation for this disbursement, which appears to be an administrative error, as two months later, there was a refund of US \$73,500, leaving the amount available for project expenses at the originally agreed US \$173,500.

161. In July of 2021, a second refund of US \$53,926.20 was issued, which represents the remaining funds at the project's closing date. However, as mentioned in paragraph 157, this information is insufficient for an assessment of expenses in the Lebanon project since the consultant's latest product had a date of September 2021, and the refund of the funds was made two months earlier in July 2021. Therefore, additional information is needed to evaluate the financial performance of the Lebanon project accurately.



UNDA - Humanitarian Response for Lebanon- UNDA-UNEP 18190

Funded Program: SB-009393.05 UNEP RO West Asia

Project Implementation Period: 01/01/2018-31/12/2021

Final Financial Report for the period ending 10th Feb. 2023

**Income**

<b>Budget Allocated</b>	\$	119,573.80
<b>Total Income</b>	\$	119,573.80


**Expenditures**

<b>Staff &amp; Other Personnel Cost</b>	\$	74,926.00
<b>Travel</b>	\$	35,137.21
<b>Operating and Other Direct Costs</b>	\$	1,396.96
<b>Contract Services</b>	\$	8,113.63
<b>Total Direct Expenditures</b>	\$	119,573.80
<b>Available Balance</b>	\$	-

**Funds Received/ Returned (through released sub allotments)**

Date	Allotment/ Refund
Jul-18	\$ 247,000.00
Sep-18	\$ (73,500.00)
Jul-21	\$ (53,926.20)
	\$ 119,573.80

Name & Title of officer in Charge: **Tarek Al Khoury, Programme Management Officer**

Signature:  Date: 22.3.2023

Name & Title of Certifying Officer: **Jawed Sulaiman, Administrative Officer**

Signature:  Date: 21.02.2023

## Communication Between Finance and Project Management Staff

162. The project under review featured a complex organizational management setup, (see Figure 3) with several UNEP offices responsible for different aspects of project implementation and financial management. The Project Manager had a global oversight role, while UNEP regional offices and IOM coordinators were responsible for managing the technical and financial aspects of country components.
163. Agile communication between financial officers and the Project Manager was challenging in the given setup, with no line of authority. Financial officers reported to IOM project coordinators for Guatemala and Nigeria, who communicated with UNEP regional offices in Panama and Nairobi. Financial management coordination primarily took place between financial officers, supervisors, and UNEP regional offices reporting directly to UNDA management.
164. Due to the delays experienced by the reviewer in obtaining the financial closings of the project that ended in 2021, the lack of a folder with organized information on communication between management regarding financial decisions of the project, and the poor financial execution performance in Lebanon and Guatemala, it can be concluded that the project had communication difficulties, especially in the closing stage, when there was no longer a PM or Regional Humanitarian Affairs Officers.
165. Based on the monitoring section, the exchange and flow of information in this project was found to be deficient. Collaborative efforts and effective communication that are ultimately crucial for successful project implementation and financial management, was not enforced.
166. During the review, it was noted that the financial and technical closure for the global component of the project had been transferred from ROLAC to the Europe office, indicating that the project was still ongoing in 2022.

Rating for Adherence to Regulations: Moderately Satisfactory Rating for Completeness of Project Financial Information: Unsatisfactory Rating for Communication with PM: Unsatisfactory <b>Rating for Financial Management: Moderately Unsatisfactory</b>
---

## Efficiency

### Economic Efficiency

167. The project under review was not economically viable for UNEP, as it imposed an undue workload on the project managers (PMs), Regional Humanitarian Affairs Officers, and administrative staff. This was due to a combination of factors, including a very high operational cost for a very small project in three continental regions, which resulted in an imbalance between the demands of the project and available resources.
168. Additionally, the project's high level of ambition, which is common in knowledge generation initiatives operating across multiple pilot countries, created additional challenges for efficient management. To effectively manage the project, a substantial amount of management effort, agency coordination and staff time would have been necessary, but this requirement was not adequately accounted for in the project design.

169. It is noteworthy that the primary implementing partner, the International Organization for Migration (IOM), encountered difficulties in executing the necessary advocacy tasks required with stakeholders, due to a lack of subject matter expertise in environmental issues. In Guatemala, the project's theme was deemed sensitive to misunderstandings, and it was expected that UNEP would provide the normative and guiding role in this regard. However, UNEP's regional staff were occupied with responding to environmental emergencies related to humanitarian crises in various countries, which limited the amount of time available for project management and monitoring activities. This created a challenge for the efficient management of the project, as more time and effort were needed than what was initially accounted for in the project design. In Lebanon, the project encountered difficulties integrating into the priorities of the Task Force, and within the MoE, other agencies were pushing for more comprehensive initiatives, making it difficult for the ROWA office to manage the multiple interests on the MoE agenda.
170. Additionally, the project encountered a significant turnover among its senior personnel, which affected the project's performance and delivery quality. This high rate of turnover was particularly pronounced at critical stages in the Nairobi and West Asia offices, where UNEP's senior coordinators left for other positions, and in the Panama regional office at the end phase, where the Project Manager resigned concurrently with the closure of the Disaster and Conflict Sub-programme. The loss of key personnel caused difficulties in the effective management of the project, and the junior staff in these offices were tasked with completing the project work plan and closing phase.
171. Regarding the implementation of activities, and modality of technical assistance delivery, the management of the project in Nigeria appears to have been cost-effective for IOM, as staff costs were reduced in the 11 months of project activity without any disruptions.
172. In the case of Guatemala and Lebanon, the factor that influenced the project's cost efficiency was the use of consultancy lump sum agreements to produce all the project outputs. In Lebanon, a consulting group based in Lebanon with an international team leader was hired, while in Guatemala an international consultant worked with the support of two local consultants. The implications of this delivery model in the project performance are discussed in other sections of the review, but for the implementing agencies (IOM and ROWA), this strategy is considered cost efficient given the extensive delays, complexity involved in managing the project and the expertise required, consultants delivered the final products to close the project.
173. The stakeholders involved in the project felt that the project was not well-positioned to achieve its goals due to limited resources, and time frame. Instead, they suggested that it may have been more efficient to integrate the project as a component of a larger initiative with a similar focus in order to maximize impact.
174. *Summing up, if we consider the number of outputs produced with the given funding, the project has managed to produce results at a reasonable cost efficiency. However, as mentioned before, the project also incurred a high unaccounted cost for UNEP, which means that the true cost of the project may be higher than what is reflected in the financial analysis.*

## **Timeliness**

175. As outlined in several parts of the project design and in this review, the project has been implemented at a time of severe emergencies and political crisis in the pilot

countries, and therefore, some but not all, of the project’s considerable delays in Guatemala and Lebanon can be attributed to “force majeure” events.

176. The following table shows the unforeseen events that affected the delivery of project activities in a chronological order:

**Table 13: Unforeseen Events during project implementation**

Date	Event	Country	Remarks
June 2018	Fuego volcano eruption	Guatemala	A catastrophic eruption affected more than 1.7 million people, the humanitarian efforts lasted 3 months (World Vision report).
March 2020	WHO declares COVID emergency		
August 2020	Explosion of Port of Beirut	Lebanon	Massive explosion ripped Beirut, killing more than 200 people and leaving more than 300,000 homeless.
August 2020	Political Crisis	Lebanon	The cabinet stepped down over the civil protests following the blast of the port.
November 2020	Hurricane Eta and Lota	Guatemala	530 km <sup>2</sup> of flooded lands and mudslides, with 33,000 people directly exposed.

177. Based on an analysis of the project timeline and stakeholder interviews, it has been determined that the logic of project implementation was significantly impacted by delays and interruptions, which were in turn affected by project management and oversight mechanisms.

178. According to project records, the project was launched on track in all three pilot countries, with inception meetings and workshops that engaged a wide range of project stakeholders in the initial stages of the project. However, the continuum of the projects was lost, and the execution of the project varied across countries, resulting in staggered timelines and long interruptions that disrupted the efficient sequencing of outputs and hindered progress towards project outcomes. It is worth noting that IOM’s inexperience with UN-to-UN agreement may also be part of the problem in Guatemala.

179. In Nigeria, project activities were carried out without interruptions from October 1, 2018, to August 31, 2019, a period of 11 months. While there were no delays recorded in project reports, it should be noted that this does not necessarily mean that all project goals were achieved.

180. In Lebanon, the project was implemented in two phases, the first from March 2019 to July 2019. A long interruption occurred after the first phase, and the second phase was unable to be implemented as planned due to a combination of internal institutional factors, management factors, and unforeseen events. This led to a delay of almost 16 months, from the training workshop in June 2019 to the resumption of consultant work in 2021.

181. The COVID-19 pandemic, which caused global lockdowns and disrupted work performance, as well as the explosion of the Beirut Port in August 2020 and subsequent socio-economic crises, further affected the project environment and priorities. The consulting group was able to resume work in early 2021, using both online and in-person methods, and completed the second phase of the project with the submission of the final report in September 2021.

182. In Guatemala, the project de facto began a new planning phase in February 2020, 4 months after the signature of the UN-to-UN agreement in October 2019 (and almost two years after project approval). A Regional Humanitarian Affairs Officer mission was conducted in February to adjust the work plan and confirm stakeholder understanding of the project goals. The project was in the process of formalizing a call for consultant services for the first project activity when the COVID-19 outbreak and subsequent hurricanes Eta and Iota occurred, resulting in another delay of almost 6 months.
183. The project effectively began in December 2020, almost 3 years after the project approval date, with the hiring of an international consultant. The first output, the project baseline, was completed in May 2021, coinciding with the project end date as agreed with IOM. The no-cost project extension was not approved on time, resulting in another bureaucratic challenge and delays in complying with IOM's financial and legal requirements, to reopen the system for payment requirements, which affected consultant work.
184. In both Guatemala and Lebanon, international consultants were under time pressure to complete project deliverables before the project's global closure in November 2021. Local consultants and project assistants played a key role in enabling this to happen, particularly in Guatemala, where the project assistant had been preparing working conditions since 2020.
185. The COVID-19 pandemic forced the project consultants to adapt their work methodologies, particularly with regard to workshops and training events, in order to comply with protection measures. This impacted the implementation process, as detailed in other sections, with some activities being unable to be developed as planned, such as study trips. Despite this, the consultants continued to work with flexibility to meet milestones and deadlines.
186. The cancellation of study tours and downsizing of other project activities posed a challenge for project management, as there was limited time and capacity to reallocate funds to other activities due to budget allocation requirements and the remaining time until the project's closure. This is a factor explaining the unspent funds in both Guatemala and Lebanon.

**Partnerships (engagement of implementing entity with national, regional, and global level stakeholders; engagement with other implementing agencies)**

187. The most relevant stakeholders with regard to project participation are government authorities, both at the national and local level, as well as semi-autonomous institutions and humanitarian actors.
188. The project consulting teams employed participatory methodologies, including focus groups, workshops, and online surveys, to engage a diverse range of local actors, informants, and migrant and/or refugee populations during the development of project baseline and assessments. Notably, during the initial baseline and country environmental assessments, local consultants invested significant time in promoting the project and developing consultation processes in local regions, which resulted in more active stakeholder engagement.

189. Multistakeholder groups from government institutions, civil society, and humanitarian NGOs, both national and international, participated actively in planning and assessment of project activities in in-person workshops and online training courses.

190. The project team encountered the challenge of sustaining stakeholder interest due to interruptions in the project and high staff turnover in public offices. During the interviews with the reviewer, this issue was brought to their attention. Furthermore, many government officials, particularly those from the Ministries of Environment, exhibited limited familiarity with the project and lacked the ability to offer their opinions concerning the review criteria.

The following table No 14 presents the main stakeholders by country, as project records.

**Table 14: Stakeholder Involvement**

Country	Stakeholder engagement	Roles and Engagement
Guatemala	MARN, CONRED, Municipality of Ayutla, IGM, ARG, SBS, SOSEP, Asociación Corazón Migrante, Pastoral de Movilidad Humana, Casa del Migrante, ONU Women and ACNUR, migrant population	Takeoff meetings, consultation during baselines, training activities, recipients of technical assistance at municipal level
Lebanon	MoE, Environmental Task Force (ETF), Districts of Akkar, Balbeek and Saida, NGO, UNICEF, UNHCR, OCHA,IFI, DRMU,UNDP, OMSAR	Takeoff meetings, participation in workshops, consultations during assessments, and preparation of proposals.
Nigeria	NEMA, BOSEPA, BORNO, State Government, NRCS, displaced population 11 partners and two government agencies in shelter sector OFDA, 8 UN Agencies, 50 participants in 2 virtual study tours	Workshop, planning meetings, consultation, study tours.
Global	UNEP-OCHA, UN University, UNHCR	Tool development

191. Despite the importance of stakeholders in project formulation and implementation, the available reports and documents do not offer sufficient information on their structures or expected participation in the realized activities and achieved outputs. Specifically, the consultant reports in Lebanon identifies various stakeholders, including governmental institutions at the governorate and municipality levels, NGOs, technical experts, and working units/communities within concerned stakeholders, as key actors. However, the documents do not provide clarity on which individuals or organizations fulfilled these roles. The absence of more detailed information on the profile and roles of the stakeholders hinders the reconstruction of their roles in project implementation.

192. Stakeholders were also engaged during the TR as shown in [Table 5: Project Stakeholders Analysis](#).

<p>Rating for Economic Efficiency: Moderately Satisfactory          Rating for Timeliness: Unsatisfactory          Rating for Partnership: Moderately Satisfactory  <b>Rating for Efficiency: Moderately Unsatisfactory</b></p>
---

## Monitoring and Reporting

193. UNDA and UNEP projects have reporting and monitoring obligations to ensure effective implementation in line with agreed objectives and outcomes. Overall, projects are expected to maintain high standards of reporting and monitoring to ensure

accountability and transparency, and to provide evidence of the impact and effectiveness of their work.

194. The specific reporting and monitoring requirements may vary depending on the nature and scope of the project. In this project, the following UNDA obligations were required:
- Annual regular reports using UNDA templates and the project results framework.
  - Frequent financial reports to track the project's financial performance.
  - Final report at the end of the project.
195. For this project, the UNDA requirements were the primary guiding framework. No specific PIMS (Project Information Management System) practices of periodic reviews, tools, or frameworks focused on environmental performance were utilized.
196. Reporting obligations that were part of the UN-to-UN are described in the following section.

### **Design and Budgeting**

197. The ProDoc included a plan for a collaborative project management and monitoring system, which anticipated active coordination and cooperation between the Project Manager and the Regional Humanitarian Affairs Officers. According to the design, the Project Manager was responsible for creating a detailed work plan linked to a monitoring and evaluation plan, as well as a communication plan during the inception phase. The project also emphasized close communication and collaboration between the Regional Humanitarian Affairs Officers and the Project Manager, with regular coordination meetings to exchange strategies and ensure harmonized output delivery in pilot countries.
198. The Project Manager was expected to design a reporting and monitoring system in alignment with UNDA and UNEP requirements, and to create a cloud-based data storage system for the management and exchange of information. No specific guidelines were provided at design.
199. It is important to note that there were limited records available regarding the internal management communication of the project, and the extent to which a collegial management was used to take project decisions, beyond some correspondence with copies to the regions. While the ProDoc did outline the intention for a collaborative management and monitoring system, it is uncertain how the management was implemented. Nonetheless, it is worth considering that the lack of a clearly defined collegial management functioning may have restricted the project's effectiveness in terms of management response and sharing experiences and lessons learned during implementation.
200. A very detailed project budget was part of the project design and approval. The project budget allocated funds for the final evaluation.

### **Project Reporting**

201. The project produced a total of three UNDA annual reports and one final report, covering the entire four-year project duration. In addition, IOM delivered one interim report and one final report for each of the two pilot countries, namely Guatemala and Nigeria.

202. The reporting was conducted in accordance with the requirements of UNDA and IOM. Among the various reports produced, the UNDA annual reports were more comprehensive, while the IOM progress reports fell short of fully meeting the reporting standards. However, the quality of reporting improved in the final reports, particularly in the UNDA last year report and the final project report. One limitation was the lack of evidence of the reported outputs, and project results. All project outputs and documents produced should have been appropriately cataloged and appended as components of the final reports, including a gender-disaggregated list of participants in project events. In Lebanon, the available reports consisted of technical reports commissioned to a consultant group, and no management progress reports were available.

**Table 15: Project Monitoring and Final Reports**

<b>Annual Progress Reports for the 10<sup>th</sup> tranche Development account Projects</b>	<b>Reporting Period</b>	<b>Comments</b>
DA project code 213.2b	January 2018 – December 2018	
DA project code 213.2b	January 2019 – December 2019	
DA project code 18190	January 2020 – December 2020	78.82 % implementation rate. Substantial improvement in report quality and completeness.
DA project code 18190	January 2021 – December 2021	NA
DA final Report	January 2018 – December 2021	Substantial effort to complete project gaps in project reporting.
<b>Guatemala</b>		
Humanitarian Affairs Officer Mission Report Guatemala	September 2018	OIM request new project document and overhead for UN-to-UN agreement.
Humanitarian Affairs Officer Mission Report Guatemala	February 2020	Administrative launch of project, revision of work plans and local agreements
IOM Interim Report to UNEP	January 2020 – May 2020	Administrative and planning progress.
IOM Interim Report to UNEP	June 2020 – Nov 2020	Delivered dec 2020
<b>Nigeria</b>		
IOM Interim Report to UNEP	September 2018 – March 2020	15 April 2019
IOM Final Report to UNEP	October 2018 to June 2020	Financial records show that project ended on ... This report was submitted 12 august 2021
Lebanon Final Report UNDA/Lebanon/Phase1	Governorate-based Environmental Meta-Analysis and Agendas for Environmental Action in Lebanon Peter Laban, Hussam Hawwa, Leopold Villeroy de Galhau and Maya Nehme	Submitted July 2019 Is a technical report Commissioned by MoE and UNEP



Draft Final Report	Peter Laban and Hussam Hawwa	Submitted September 2021 Commissioned by UNEP
--------------------	------------------------------	--

## Monitoring of Project Implementation

203. The primary design limitation of the project was the unrealistic expectation placed on the time commitment required of the project manager, as it necessitated a full-time position that was beyond the means of the Regional UNEP Offices (RHOs) due to their existing institutional responsibilities in vast regions with countries highly susceptible to conflicts and disasters.
204. As a consequence of this design weakness, the intended collective management strategy was also unrealistic, and moreover, the high turnover rate in Regional Humanitarian Officers positions resulted in a lack of proper transitions and effective handover procedures. Additionally, the project's management framework did not facilitate project monitoring, as the roles and responsibilities were inadequately defined, and the authority lines between temporary project managers and the regional UNEP offices were unclear.
205. It is essential to note that the initiative involved the selection of several pilot countries to implement the project. These countries were chosen with the intent of serving as reference models for future implementation. Therefore, it was crucial to establish proper monitoring mechanisms during implementation to facilitate learning and to address any issues encountered promptly. Additionally, a comprehensive pre- and post-data collection strategy was necessary to evaluate the success of the pilot program. These measures were indispensable to ensure that the pilot activities could be effectively evaluated, and that any lessons learned could be utilized to enhance the future design of initiatives in countries with displacement and conflict challenges.

The following aspects can be attributed to interrupted and or weak monitoring:

206. The project was originally designed as a two-year endeavor within the four-year UNDA tranche limit. The project team faced difficulties in monitoring the project's progress effectively and managing the project's scope within the allocated time and budget. These monitoring and management issues led to the project not completing all its intended activities and failing to achieve a proper closeout with the partners in Guatemala and Lebanon.
207. The monitoring system was not effective in tracking the project's progress and identifying potential issues with implementing partners (as the long delays in Guatemala and the change of scope in Lebanon), which made it challenging for the project management to make informed decisions about adjustments of work plans. The management deficiencies also made it difficult to manage the project's advocacy effectively and anticipate potential issues that could have been addressed promptly. As a result, the project had to use all the available tranche time, but it still could not complete all the intended activities, losing the engagement of stakeholders.
208. The closure of the project in Nigeria lacked proper explanation in the progress reports or final report concerning the unfinished activities and reasons for their incompleteness. Based on a review of the project's annual reports, it seems that the project concluded without the participation of the project manager. Although the last financial transaction

for the project took place in October 2019, the monitoring reports did not acknowledge this closure, and the final report is dated August 2021.

209. There was a significant deviation from the project's work plan in Lebanon in terms of scope and focus, which moved away from humanitarian actors, without proper explanation in the monitoring reports. Furthermore, there was a mid-term breakdown in the project's implementation in Lebanon that cannot be solely attributed to the COVID-19 pandemic or the country's political crisis, as other UN programs continued their implementation after developing crisis adaptation strategies.
210. Significant delays occurred in the start of the project in Guatemala, which were outside the norm, considering that the implementing agency was part of the UN system. These delays were due, in part, to misinterpretations of the UNDA and UNEP procedures in preparing the UN-to-UN agreements, and to poor follow-up.
211. The pilot countries did not appear to fully benefit from UNEP's previous work and the tools and knowledge available on the project's thematic area. This is largely attributed to insufficient transfer of experiences, conceptual documents, approaches, and tools for mainstreaming environmental considerations into humanitarian response with counterpart institutions. This, in turn, resulted in implementation agencies being unable to guide the work of consultants with greater efficiency. There was no exchange between the three pilot countries (virtual meetings, sharing of workplans, etc.).
212. Furthermore, the project's preparatory analyses, which were conducted with supplementary funding, such as the baseline document on Guatemala under the guidance of ROLAC, were not fully utilized to define the project's work plan. The document was not adequately integrated into the project's second baseline effort in Guatemala, which was the project's first activity, and essential uses were not extracted from it.
213. The review has noted uneven quality of project deliverables and a lack of completion and editing of produced documents. In Guatemala and Lebanon, project documents have not been shared with counterpart institutions.

Some management responses to the issues raised were as follows:

214. In Guatemala, UNEP management proposed to adjust the project's work plan, reducing implementation to one year full-time instead of the originally designed two years part-time. They also anticipated the need for a project extension in 2021.
215. In Lebanon, some delays and interruptions were due to negotiations of priorities<sup>18</sup> between ROWA, the task force, MoE, and UNDP. ROWA partially responded to government requirements in what was called the 1st phase of the project and defined a work plan with consultants for decentralized implementation, prioritizing four districts, for the 2nd phase.

---

<sup>18</sup> 1) The Environment task force insisting to use all the fund allocated to do the full update or assessment of environment degradation as result of Syrian crisis under their supervision and without considering UNEP capacities

2) The ministry of environment absence of engagement due to their interest to tackle only the problem of waste management in Lebanon.

The decision was then taken to select an international consultant and 2 national consultants in the ground to achieve the project milestones and remain in line with its original scope.

216. In Guatemala, the international consultant's contract was extended to include the remaining project products and achieve the proposed project milestones.

Rating for Design and Budgeting: Satisfactory  
Rating for Reporting: Moderately Satisfactory  
Rating for Project Monitoring: Moderately Unsatisfactory  
**Rating for Monitoring and Reporting: Moderately Satisfactory**

## Sustainability

### Countries' Socio-political Sustainability

217. This project maintained cordial and informative communication with national public institutions, achieving some degree of involvement in the project's activities, primarily by responding to invitations for consultation and training. In both Guatemala and Lebanon, the work of consultants led to establishing greater links with local authorities at the intermediate administrative levels of the country.

218. However, several factors explain the weak ownership of the project by national authorities. The project's design did not involve prior consultations with stakeholders and presented the constructed strategy and established goals at the beginning of the project. This approach led to critical reactions at the launching meetings in both countries, as reported in follow up minutes.

219. The Ministries of Environment, UNEP's thematic counterpart, did not consider the project's theme main priority, as they expected the project to address problems related to the country's environmental vulnerability. The focus of the project on mainstreaming environment in humanitarian response actions, which the environmental authorities in both countries associated with direct refugee assistance or protection aspects, were considered the responsibility of other institutions. In Lebanon, the government changed the status regarding the registration of Syrian population as refugees, and in Guatemala, migration and transit of migrants are seen as a structural long-dated problem, and from their point of view, projects should prioritize responding to the causes of migration and the poverty and vulnerability of the region.

220. Additionally, the project was a "pilot" with a modest budget and ambitious goals in countries facing critical political and social contexts. These countries have well-defined environmental and social priorities due to existing poverty and environmental degradation, but without state response capacity in contexts of weak governance and transparency. To promote sustainable progress, international cooperation and projects need to coordinate more effectively to have more leverage and impact.

221. From a wider perspective, the three pilot countries face weak socio-political sustainability. Guatemala has a history of political instability, conflict, and human rights abuses, with ethnic and social divisions often leading to violence. Corruption and mismanagement have also eroded public trust in institutions, despite recent efforts to promote transparency.

222. In the latter half of 2019, Guatemala faced challenges in electoral campaigns, marked by protests and political instability, compounded by the expulsion of the UN-backed anti-corruption tribunal. These factors created significant obstacles to substantive work with the government during this period. While the situation improved with the inauguration of a new president in January 2020, Guatemala still faces structural challenges related to

transparency and governance. At the time of the review, the country had entered the pre-campaign environment.

223. In Lebanon, since 2018, the country's socio-political sustainability has been threatened by a complex set of factors, including the Syrian crisis, sectarian divides, systemic corruption, economic fragility, and regional geopolitical tensions. The ongoing economic crisis has pushed over half of the population into poverty, leading to widespread discontent and frustration. Political fragmentation and gridlock have made it difficult for the government to effectively address these issues, resulting in a loss of public trust in institutions. Furthermore, the massive explosion in Beirut in August 2020 exacerbated the already dire humanitarian situation, further straining the government's capacity to respond to the crisis.

224. The reviewer was unable to conduct stakeholder interviews in Nigeria, but secondary data indicate that the country is still grappling with political instability, ethnic and religious tensions, corruption, and economic difficulties. Despite recent advancements such as democratic power transitions and economic reforms, Nigeria needs to continue making sustained efforts to ensure long-lasting progress.

225. In these contexts, defining environmental priorities and finding ways to integrate environmental concerns into humanitarian aid is a significant challenge. The environmental vulnerability of Guatemala and Lebanon has been further compounded by a decline in public services and basic infrastructure, leading to soaring pollution levels and collapsing waste management systems. The ongoing crisis has also caused a surge in illegal landfills and a decline in environmental law enforcement, exacerbating the countries' already dire environmental situation. To address these environmental challenges, significant investment is needed in environmental protection and infrastructure. However, this will only be effective with a stable and functioning government that can effectively implement policies and enforce regulations.

## **Financial Sustainability**

226. This project was unable to fully execute its allocated budget, and despite the project team's efforts, a number of factors hindered the realization of its outcomes. The intended beneficiaries have not yet received the full benefit of the project's outputs, and therefore, it is recommended that UNEP continue to support the project by completing the final products, publishing, and distributing them to key stakeholders, including the management and training tools, and ensuring they are widely accepted and utilized by counterpart institutions and humanitarian actors. The project did not have a proper closure strategy, and therefore, if UNEP, through its regional offices, should pursue a final closure event, it would increase the likelihood of any benefits arising from the project being supported in the future.

227. From the reviewer's perspective, the following activities were missed, as part of the project closure process:

- engaging in a validation process with stakeholders to secure greater institutional anchoring of project results, through a consultative process with national and local authorities.
- In Lebanon, among the project documents are three concept notes for project proposals that should be finalized through a participatory process with local authorities. A clear agency should be identified for their promotion and funding.
- All technical documents produced in Lebanon, including the Eco-DRR methodological guidelines and the Metadata, should be edited by UNEP and distributed among

project actors. These documents should also be published for use by other interested parties in UNEP project web pages.

- In Guatemala, the main project products should be finalized, edited for publication, and distributed. This includes the baseline titled "Environmental Impact of the Response to Migration in Guatemala," and the consultant final report. The report should include the checklist to be used in the environmental and risk offices of municipalities.
- As part of the global component, and in collaboration with the Joint Environmental Unit of UNEP-OCHA, two products have been developed that are very relevant to achieving the project's outcomes. Unfortunately, these products could not be validated and shared with the counterpart humanitarian actors of the project. Therefore, at least one activity must be undertaken to share with project counterparts the content and access to the eLearning on Environmental and Human Mobility, as well as the Virtual Environmental and Humanitarian Adviser Tool (VEHA Tool).

### **Institucional Sustainability**

228. The Theory of Change for this project proposes a logical sequence of actions that culminate in the aspiration to have national action plans or policies to integrate the environment into humanitarian response, once all the project activities have been developed and assumptions met. This aspiration is quite common in projects, but very rarely achievable.
229. In general, to have a positive impact on policy processes or national plans, strong ownership by public institutions is required, with strong leadership and coordination within the government environment. It is very difficult to drive change in a regulatory framework without a decision (sometimes expressed in project documents as political will) that comes from leaders or high-level managers.
230. In this case, it was not realistic to think that a capacity-building and knowledge development process, even with the appropriate humanitarian actors, could generate the driving force for a process of reform, amendment, or creation of a policy or plan of national scope.
231. Environmental projects that have institutional development or strengthening components, which usually integrate these types of goals or objectives within environment ministries, have the appropriate human and financial resources and the necessary political attention to develop these work processes, which are very internal to public management, and which also require great capacity for sectoral coordination and multi stakeholder work to achieve effective results.
232. The project under review lacked the desired degree of agency with environmental institutions or humanitarian actors. The link with coordination structures, such as the task force in Lebanon and the inter-agency humanitarian coordination group in Guatemala, which occurred at the beginning of the project, did not continue over time.
233. This fact is also related to the loss of follow-up that occurred on the part of UNEP, due to the change of coordinators and the closure of the subregional program on disasters and conflicts and the subsequent losing of the Regional Humanitarian Affairs Officers. The project leaves many lessons learned, as well as results that can still be strengthened, to continue within UNEP the mainstreaming of the environment in key sectors of the work of other UN agencies.

234. In the project design, the institutional sustainability of project actions was clearly anchored in the sub-programme.

*The results of the project will flow naturally into the standard activities of the Disasters and Conflicts sub-programme, with UN Environment and its partners providing a solid base for future learning. Furthermore, future humanitarian response and risk reduction interventions will be designed based on the findings and lessons learned from the implementation of this project. As such, the project feeds into future interventions and resilience-building. By sharing the results widely, and by feeding into UN Environment's advocacy work, the project results will be disseminated and replicated (page 25, project document).*

235. It is relevant to ask how the extensive knowledge base generated through projects like this one, which contribute to the development of methods and approaches for mainstreaming the environment in disaster and conflict situations, will be maintained within UNEP now that the sub-programme has been closed. It is important to determine where this ownership will be hosted (now that the Disasters and Conflict work is housed in a Branch of the Ecosystems Division), and how the work will be expanded and built upon previous lessons learned.

236. Regarding IOM, as the implementing agency in two of the three pilot countries, the review revealed that IOM is a project-driven organization, and this modality of organizational delivery hinders the internal capacity to mainstream the environment into its organizational work or sectors involving its own staff. Therefore, another project will need to be developed to enable IOM to build upon the experience gained through this project.

237. For new initiatives to become institutionally sustainable, it is important to ensure that they are properly anchored into intuitions and organizations with decision making authority and into the relevant institutional frameworks of the government agencies and stakeholders.

Rating for Socio Political Sustainability: Moderately Unlikely Rating for Financial Sustainability: Moderately Likely Rating for Institutional Sustainability: Moderately Likely <b>Rating for Sustainability: Moderately Unlikely</b>
---

**238. What adjustments, if any, were made to the project as a direct consequence of the COVID-19 situation, and to what extent did the adjustments allow the project to effectively respond to the new priorities of Member States that emerged in relation to COVID-19?**

239. This project made various adjustments in response to the COVID-19 pandemic. The adjustments included remote work, digitalization of project activities, flexibility in terms of budgets, timelines and activities, reallocation of resources to support emergency COVID-19 response efforts, and adaptation of activities to comply with health measures. These adjustments allowed the project to continue responding to the new priorities of Member States that emerged in relation to COVID-19 once the period of lockdown ended.

240. The Guatemala government implemented measures such as travel restrictions, health screenings, and quarantine requirements for people entering or leaving the country in order to prevent the spread of COVID-19. It's also possible that they implemented measures to provide support and assistance to vulnerable migrant populations deported from United States who were affected by the pandemic.

**241. How did the adjustments affect the achievement of the project's expected results as stated in its original results framework?**

242. The COVID-19 pandemic had a notable impact on the project's training activities, with in-person sessions being postponed, study trips canceled, or shifted to online platforms. This transition to remote training presented certain challenges, as some trainees lacked the necessary technology, connectivity, and resources to participate effectively. Furthermore, the virtual format often limited interaction between trainers and trainees and reduced the ability to engage in practical activities, potentially impeding the achievement of learning objectives. Nevertheless, these adjustments also created opportunities to experiment with diverse teaching modalities, including working boards and groups, videos, and self-paced courses, which could be valuable in the future. The effectiveness of these adaptations in enabling the project to meet the evolving needs of Member States was contingent on the specific context, the project team's adaptability, and its alignment with partner and stakeholder requirements.

243. According to the project monitoring reports, the Central America Humanitarian Needs Overview, which was developed in 2019 and published in early 2020, included significant analysis of the role of environmental factors as drivers of humanitarian need and displacement in Guatemala, El Salvador, and Honduras. Additionally, an annex focused on COVID-19 was developed by May 2020, with UNEP providing inputs to highlight the relationship between the pandemic, response to the pandemic, and the environment in the context of human mobility in Guatemala. The annex emphasized the environmental risks associated with potentially contaminated waste, as well as the increasing volume of healthcare waste generated by emergency response efforts.

## **Cross Cutting Issues**

### **Sustainable Development Goals**

244. When it comes to humanitarian response, the environment plays a critical role in providing basic needs such as food, water, and shelter, as well as ensuring the sustainability of those resources over time. Therefore, mainstreaming the environment in large-scale humanitarian response, and in national response plans is critical to achieving several SDGs, including:

SDG 1: No Poverty – Providing conditions to refugee populations to reduce poverty and promote sustainable livelihoods.

SDG 2: Zero Hunger – Emergency food assistance, may involve the distribution of food aid or vouchers that can be exchanged for food to meet immediate needs of refugees, nutritional supplements for vulnerable groups and children.

SDG 3: Good Health and Well-being - Environmental factors such as air and water pollution, climate change, and exposure to hazardous chemicals and waste can have significant impacts on human health.

SDG 5: Gender Equality - Integrating gender sensitive actions in the country assessments and training activities with humanitarian actors.

SDG 6: Clean Water and Sanitation – providing access to clean water and sanitation facilities is crucial to preventing the spread of waterborne diseases that can cause malnutrition and death. WASH interventions can include the provision of water purification systems, hygiene promotion, and the construction of latrines and handwashing stations.

SDG 7: Affordable and Clean Energy - Promoting renewable energy and energy efficiency can reduce environmental impacts and help to meet energy needs in humanitarian settings.

SDG 10 Reduced Inequalities – assistance to the most vulnerable populations; facilitating safe and responsible migration.

SDG 11 Sustainable cities and communities - checklist to integrate environmental considerations in municipal and local contingency plans.

SDG 16 Peace, Justice, and Strong Institutions - ensuring that affected communities are involved in decision-making processes related to their security and livelihoods. By involving communities in these processes, it is possible to ensure that their perspectives and needs are taken into account, and that the use of natural resources is sustainable and equitable.

## **Human Rights and Gender Equality**

245. The ProDoc emphasizes the crucial need for UNEP to prioritize gender equality and incorporate considerations for women's needs. This is important not only from a human rights perspective but also recognizes their critical role as refugees and migrants, and therefore, as project indirect beneficiaries. Unfortunately, the project's monitoring documentation does not adequately reflect the achievement of gender-related indicators to demonstrate the integration of gender data as a fundamental variable in project activities and outputs. However, analysing the participation lists in the two training events (Guatemala and Lebanon), 50% or more of the participants were women. This reflects a clear intention of the project, from a gender perspective.

246. During the training sessions, a gender module was introduced, which included definitions and examples to illustrate the gender and human rights dimensions of displacement. The module highlighted that women and girls are often disproportionately affected by displacement and face unique challenges, which were illustrated using photographs and exercises. The project staff used a rights-based approach to ensure that migrants were not stigmatized or discriminated against in shelters or places of destination due to their sexual orientation or being carriers of COVID-19.

247. IOM project coordinators in Guatemala expressed concern from the outset of the project regarding the potential for misinterpretation when introducing environmental practices in humanitarian aid. This apprehension stemmed from the possibility of such efforts being viewed as secondary to immediate humanitarian needs, such as access to food, water, and shelter, by both government authorities and the migrant population themselves.

248. One particular concern when introducing environmental practices is the potential for misinterpretation by migrant populations. The use of language that implies or suggests that migrant populations are solely responsible for environmental issues, such as littering or competing for resources, can perpetuate negative stereotypes and prejudice. IOM was sensitive to this issue and undertook a comprehensive effort to avoid this misconception through engaging consultants and project facilitators in constructive dialogue during consultation processes, interviews, surveys, and training activities.

249. The lack of recognition and particular attention to the indigenous population throughout the implementation process of the project in Guatemala is a significant gap. This is especially severe when we consider that the project conducted its baseline study and collaboration work with the municipalities of Ayutla and San Marcos, which are both located in the western part of the country and at the border with Mexico. The indigenous population in this region has historically faced challenges such as poverty, discrimination, and lack of access to basic services. It's worth noting that the overwhelming majority of the population in these geographic areas is indigenous.

## **Environmental, Social and Economic Safeguards**



250. The annexes of the ProDoc demonstrate that the project was designed considering its contribution to UNEP safeguards 1, 4, 5, and 8, and the environmental and social safeguard checklist was also completed, which did not identify any negative impact.
251. The project's baseline has highlighted that the most frequent humanitarian interventions are in the areas of shelters, water, and food. These actions generate environmental and health pressure in the locality where they are carried out, creating a demand for proper environmental management. Local institutions are overwhelmed with the large amount of solid and liquid waste, drainage problems, vector control, deforestation, protection of rivers and water sources, and other public services that they cannot address with the required immediacy in emergency humanitarian operations for refugees or large-scale displaced persons.
252. This review did not include visits to shelters, which are the main humanitarian response of the beneficiary organizations or target groups of the project in Nigeria. In Guatemala, this type of temporary accommodation is only activated in the event of disasters and not for the care of migrants, and in Lebanon, in line with the official policy, no formal camps were established in relation to the Syrian crisis. The literature review suggests that the environmental impacts of shelters, which become almost permanent, can be significant. Providing humanitarian aid in these contexts requires projects that are complemented with technical and financial support to improve the management of these environmental issues on an appropriate geographic scale (municipality, region, or country). No assessment can be made with regard to this topic in Nigeria, where the project provided guidelines to improve shelter construction and management.
253. In the context of the migrant caravans in Guatemala in 2020 and 2021, the main environmental challenge was the use of parks and public places by the migrant population in border areas, with associated environmental problems. The project responded to this crisis by providing technical assistance to the municipality of Ayutla to improve their local contingency plans.

### **Communication and public awareness**

254. The design of the Project included a communication strategy, to be later adapted by the Project Manager during its implementation. The communication materials and final products of the project in Nigeria demonstrate high quality, and collaborative editing work with specialized UN agencies.
255. There is no folder with outreach communication materials for the project, but there is evidence that the project was reported on UNEP's pages, and that presentations and information were shared among stakeholders during its launch and in the workshops conducted.

Rating for Attention to SDG: Highly Satisfactory

Rating for Responsiveness to Human Rights and gender: Moderately Satisfactory

Rating for Environmental and Social Safeguards: Highly Satisfactory

Rating for Communication and Public Awareness: Moderately Unsatisfactory

**Rating on Cross-Cutting Issues: Satisfactory**

## VI. CONCLUSIONS LESSONS LEARNED AND RECOMMENDATIONS

### Conclusions

256. The Project engaged a broad range of relevant actors to address environmental issues in humanitarian response, creating a conducive environment for discussion and exchange of experiences. However, this mobilization was not sustained over time. Equally important was the project's flexibility in adapting its strategies to the demands and circumstances of each pilot country.
257. The Project was implemented in pilot countries with large political crises and very fragile states, which undermined the ownership of the project by public institutions, for reasons partially beyond the project's control. Despite this external situation, compounded by the outbreak of COVID in March 2020, many of the activities planned in the result framework of the three countries were carried out, although with limitations in achieving their outcomes due to the lack of an appropriate institutional anchoring and closure strategy.
258. Overall, the Project's strategy had an appropriate focus, promoting the collection of information and assessments in areas where data is generally lacking, such as displacement sites and regions with high densities of refugees and migrants. This is a very common and relevant activity that can become problematic if the appropriate personnel for data processing, analysis, and reporting are not available to provide quality reports for users. This issue should be explored further by UNEP because the project made several data collection efforts across its various components<sup>19</sup> or pilot countries, without having a clearinghouse to store and process the data and continue developing it in the future.
259. Another important action axis of the project was the training of humanitarian actors. On this topic, the project provides lessons and recommendations. The training events were a good start, providing a different angle to the environmental screening work that humanitarian actors do, and teaching some examples. However, UNEP should continue to strengthen more formal and systematic training spaces, improving the level of training and taking advantage of the lessons learned from online work that the COVID-19 pandemic has brought. The tools of the Virtual Environmental and Humanitarian Adviser and the possibilities of online courses, such as e-learning on Environment and Human Mobility, arrived too late and could not be shared with the stakeholders in this project. But they are undoubtedly a relevant help to improve the level of training courses that projects like this promote, which have the motivation to organize courses and the interest of stakeholders but lack well-designed environmental teaching criteria. In this intervention, there was a missed opportunity to leverage the important link between UNEP's global efforts in developing normative tools and their application through partnerships at the local level.
260. Some trainees who participated in the project's training courses expressed concern that the duration and depth of the courses were insufficient. These trainees, many of whom were staff of humanitarian organizations, felt that the training provided only a

---

<sup>19</sup> In one monitoring report the PM reported the following alert: "Large volumes of data and minimal human resources impacted on that quality of the environmental self-assessment tool that partners used to screen their projects. Staff capacity will remain a perennial problem whilst UNEP continues to under-resource its programmes at regional level".

superficial understanding of the complex environmental challenges faced in humanitarian contexts. The trainees believed that more extended and in-depth training sessions, covering a broader range of topics, would have been more effective in building their capacity to address the environmental risks associated with displacement and migration. Nevertheless, while some trainees felt that the training was not comprehensive enough, others recognized the value of the training sessions and appreciated the opportunity to enhance their knowledge and skills in this area. Overall, despite some reservations about the course's depth and duration, the project's capacity-building efforts were a first intent of introducing humanitarian workers with the knowledge and tools to address the environmental challenges faced in displacement contexts.

261. The implementation of this project highlights that mainstreaming the environment in humanitarian response actions requires sustained efforts with more long-term programs and hands-on expertise. In the field, there are limitations of resources, lack of know-how, complex and dynamic human rights situations, conflicting priorities, and political and institutional barriers, such as the ones experienced by this project with competing interests among environmental and humanitarian actors or lack of support from government agencies or other organizations. To overcome these obstacles, strong commitments from leading agencies and balancing immediate and long-term needs are required, strengthening the nexus between the humanitarian and the development work. During the field mission in Guatemala, the migrant population that was interviewed expressed that mainstreaming environment in humanitarian assistance helps create cleaner and safer spaces. However, they also view environment as a driver of migration. They expressed their desire for shelters and migration transit routes to be secured by the United Nations.
262. Another very important aspect to consider is that collaboration between UN agencies, as well as collaboration between local actors with diverse or conflicting interests, cannot be taken for granted in a project if prior agreements are not made before project design. These negotiations require unbiased dialogue, and organizations must have the possibility to influence the establishment of priorities and work strategies.
263. In this project, the anticipated benefits of UN inter-agency collaboration were not achieved. The project did not have the size or leverage necessary to interest and integrate the project into the dynamics of national institutions. UNEP does not have country offices, and usually, other UN agencies are better equipped for political dialogue with member countries. This may have been a factor of tension in Lebanon, where UNDP and other agencies have a long track record of support.
264. IOM was not only the main implementing agency but also a beneficiary of the project. The collaboration initiated by this project with UNEP has opened opportunities for a more strategic partnership that can strengthen IOM by providing training and knowledge development opportunities to its staff for mainstreaming environment in its humanitarian work throughout the organization. This review has identified some of the institutional challenges faced by IOM, such as the project-based management structure of the organization, which makes it difficult to disseminate knowledge to the sectoral structures of IOM carrying out the field humanitarian work.
265. UNEP should stay away from pilot project initiatives where it does not have the ability to guarantee the quality or impact of its interventions. Additionally, as demonstrated by this project, these small projects require the same level of management and monitoring as more robust initiatives.

266. The closure of the Disaster and Conflicts Sub-programme creates a significant leadership gap for continuing mainstreaming the environment in contexts of political crises or disasters, where strategic responses are required to prevent further environmental deterioration. This review faced a lack of feedback from its experts, which undoubtedly would have contributed to better recommendations.

267. In summary, UNEP needs to find a host to capitalize the results of this review and the lessons from other projects to improve its approach to mainstreaming the environment, develop best practices and strategies, and guide its decision-making and planning for future initiatives of this very relevant work area, maintaining the high standard of its normative interventions worldwide.

## Summary of project findings and ratings

268. The table below provides a summary of the ratings and finding discussed in Chapter V. Overall, the project demonstrates a rating of Moderately Unsatisfactory.

**Table 16: Summary of project findings and ratings**

Criterion	Summary Assessment	Rating
<b>A. Strategic Relevance</b>		<b>Satisfactory</b>
<i>1. Alignment to UNEP's MTS, POW and Strategic Priorities</i>	Full alignment with MTS, UNEA mandate	HS
<i>2. Alignment to UNDA strategic priorities</i>	Full alignment with the call for proposals	HS
<i>3. Relevance to regional, sub-regional and national (i.e. beneficiaries') environmental priorities</i>	The thematic is relevant and responds to national challenges, MoE have different perspectives	MS
<i>4. Complementarity with existing interventions/Coherence</i>	Project did not fully capitalized potential for collaboration and complementarity.	MS
<b>B. Effectiveness</b>		<b>Unsatisfactory</b>
<i>1. Availability of outputs</i>	Targets don't accomplished ( see detail in table 10). Outputs not available to intended beneficiaries.	MU
<i>2. Achievement of outcomes (Expected Accomplishments in Development Account terminology)</i>	Drivers and assumptions not in place or hold, tools arrived too late to be used by stakeholders.	U
<i>3. Likelihood of impact (including an analysis of the project's contribution to long-lasting results)</i>	No intermediate state achieved, drivers not in place	MU
<b>C. Financial Management</b>		<b>Moderately Unsatisfactory</b>
<i>1. Adherence to UNEP's financial policies and procedures</i>	Timely advance of transfers to partners, but no timely follow up of expenditures, variations in budget exceeded 10%	MS
<i>2. Completeness of project financial information</i>	No project expenditure sheet in Lebanon and Guatemala	U
<i>3. Communication between finance and project management staff</i>	PM has little awareness of the financial status of the project, little documented interaction between PM and FMO provided to reviewer.	U
<b>D. Efficiency</b>		<b>Moderately Unsatisfactory</b>

<b>Criterion</b>	<b>Summary Assessment</b>	<b>Rating</b>
<i>1. Economic efficiency</i>	One no-cost-extension, lump sum contracts absorbed the inefficient project planning	MS
<i>2. Timeliness</i>	Timeframes were exceeded and activities were not efficiently sequenced to achieve project outputs	U
<i>3. Partnerships (engagement of implementing entity with national, regional and global level stakeholders; engagement with other implementing agencies)</i>	The project interruptions and delays affected stakeholder engagement and usefulness of data collection efforts	MS
<b>E. Monitoring and Reporting</b>		<b>Moderately Satisfactory</b>
<i>1. Monitoring design and budgeting</i>	At project design detailed budget and activity framework available, collection methods	S
<i>2. Monitoring of project implementation</i>	Lack of management response, no use of baselines, and data collected	MU
<i>3. Project reporting</i>	Reporting agreements complete, but data and information gaps, repletion, lack of evidence.	MU
<b>F. Sustainability</b>		<b>Moderately Unlikely</b>
<i>1. Socio-political sustainability</i>	High dependence on socio political factors,	MU
<i>2. Financial sustainability</i>	Funding was assured, project outcomes have a moderate dependency on future funding	ML
<i>3. Institutional sustainability</i>	High dependency to institutional support	ML
<b>G. Cross Cutting Issues<sup>20</sup></b>		<b>Satisfactory</b>
<i>1. Sustainable Development Goals</i>	Very relevant to many SDG	HS
<i>2. Human Rights and Gender Equality (Also for UNDA)</i>	Human rights and gender considerations present a project implementation, some gender sensitive measures taken in implementation	MS
<i>3. Environmental, Social and Economic Safeguards</i>	Safeguards considered at project design and implementation	HS
<i>4. Communication and public awareness</i>	Very weak communicational strategy after project launching.	MU
<b>Overall Project Rating</b>		<b>Moderately Unsatisfactory</b>

<sup>20</sup> While ratings are required for each of these factors individually, they should be discussed within the Main Review Report as cross-cutting issues as they relate to other criteria. Catalytic role, replication and scaling up should be discussed under effectiveness if they are a relevant part of the TOC.

## Lessons learned

Issue	Details
Lessons learned/good practice in short #1	Collaboration between UN agencies, as well as collaboration between local actors with diverse or conflicting interests, cannot be taken for granted in a project if prior agreements are not made before project design.
More detailed description of lesson learned/good practice	<i>Foster partnerships:</i> UNEP can enhance its work on mainstreaming environment in conflict and disasters by establishing partnerships with other UN agencies, NGOs, and academic institutions to leverage a wide range of expertise and resources. Collaborative efforts can also help reduce the coordination burden on authorities in conflict-affected countries, where institutional instability may hinder their ability to lead international cooperation and enhance coordination and coherence across different sectors. To ensure the success of these partnerships, agreements should be negotiated prior to the projects and supported by high-level managers.
Context in which learnings were obtained and relevant contextual details concerned	The Ministries of Environment in Lebanon and Guatemala were not able to establish priorities regarding the evaluated project; it was presented to them already designed, and UN agencies and consultants decided on the work plan.
Details on the lesson/practice and the way in which it was learned, including available evidence	Interview with project stakeholders and country key informants.

Issue	Details
Lessons learned/good practice in short #2	Collecting large amounts of data is important, but it is essential to have proper partners to use and further build on this information.
More detailed description of lesson learned/good practice	<i>Build evidence and knowledge:</i> To ensure that UNEP's work is evidence-based and effective, investing in research and data collection is crucial. This involves building partnerships with academic institutions and research organizations to generate evidence and knowledge that can inform UNEP's work and guide policy decisions. However, it should be noted that projects typically do not have the necessary expertise or timeframes to fully benefit from these types of activities. As demonstrated by this project, research and data collection can be time-consuming and require significant effort and may not always produce useful results.
Context in which learnings were obtained and relevant contextual details concerned	These data collection actions lacked counterparts who were recipients of the data and could utilize it to improve the public information base on the subject.
Details on the lesson/practice and the way in which it was learned, including available evidence	The project promoted the generation of large volumes of data with the Ecosystem DRR assessments, Environmental Impact Assessments, Meta Data Analysis, DMT, the environmental self-assessment tool that partners used to screen their projects, baselines, surveys, and focus groups.

Issue	Details
-------	---------

<b>Lessons learned/good practice in short #3</b>	Institutions have multiple interests and respond to local circumstances, which may not always align with project priorities. Therefore, projects need to be flexible and adaptable to ensure they are responsive to local needs and can effectively engage local counterparts.
<b>More detailed description of lesson learned/good practice</b>	<i>Ensure institutional sustainability:</i> UNEP interventions need to be closely aligned with the priorities and needs of the relevant stakeholders and should be <u>integrated into institutional and policy frameworks</u> . By building partnerships, supporting capacity building efforts, providing inside institutions policy support, and promoting monitoring and evaluation, UNEP can help to promote institutional sustainability and ensure long-term impacts in environmental management.
<b>Context in which learnings were obtained and relevant contextual detailed concerned</b>	Comments provided in written by project counterpart to the project document, mission reports of Regional Humanitarian Affairs Officers, difficulties of consultants defining priorities and localities to work at the local level.
<b>Details on the lesson/practice and the way in which it was learned, including available evidence</b>	The interviews with local actors revealed misaligned interests between their institutions and the project and competition among international agencies and organizations.

<b>Issue</b>	<b>Details</b>
<b>Lessons learned/good practice in short #4</b>	For local actors, humanitarian crises require not only emergency response but also international support to improve the conditions of vulnerability and infrastructure in their communities. It is necessary to balance short-term needs with development needs.
<b>More detailed description of lesson learned/good practice</b>	<i>Ensure a focus on environmental sustainability and livelihoods:</i> While mainstreaming environment in humanitarian assistance is relevant to ensure that response actions mitigate potential environmental impacts of their interventions, in areas affected by conflict and disaster, it is important to ensure that UNEP's work promotes environmental sustainability and resilience, as well as the livelihoods of affected populations. This includes addressing the environmental impacts of conflict and disasters, promoting sustainable resource management, building resilience to climate change, and supporting the development of sustainable livelihoods for local communities. By integrating livelihood considerations into environmental sustainability efforts, UNEP can contribute to the long-term recovery and development of conflict and disaster-affected areas.
<b>Context in which learnings were obtained and relevant contextual detailed concerned</b>	In Lebanon, resource people and other UN agencies believe that responding to the Syrian crisis requires comprehensive development of communities for the well-being of both Lebanese and Syrian populations.
<b>Details on the lesson/practice and the way in which it was learned, including available evidence</b>	The evolution of the Syrian crisis provides relevant lessons, and literature documents increasing tensions in host communities receiving refugees, as population in general plunges into poverty.

## Recommendations

<b>Recommendation #1:</b>	The regional offices of UNEP should complete the documents produced by the project, edit them, distribute them among stakeholders, and disseminate them through UNEP's website.
---------------------------	---

<b>Challenge/problem to be addressed by the recommendation:</b>	The objective of this project was to facilitate learning, and three countries with diverse geographies were selected to share experiences and approaches. However, knowledge cannot be gained if information is not shared. Additionally, the stakeholders who provided information for the project expect that the products generated with their information will be shared.
<b>Priority Level:</b>	High
<b>Responsibility:</b>	UNEP regional offices
<b>Proposed implementation time-frame:</b>	2 months

<b>Recommendation # 2</b>	UNEP should extend the training and capacity building activities to disseminate the tools generated by the global component of this project (the VEHA and the eLearning course) into new or ongoing like-minded initiatives.
<b>Challenge/problem to be addressed by the recommendation:</b>	The findings from the baselines underscore the insufficient knowledge of humanitarian actors to undertake comprehensive environmental assessments of their activities. The training provided by the project was too brief and generalized. To foster a critical mass of humanitarian agents capable of conducting self-assessment processes, more long lasting and comprehensive training efforts are required. The tools developed by UNU and JU offer potential guidance and a sound normative framework for environmental evaluation processes, which can be adapted to specific contexts.
<b>Priority Level:</b>	high
<b>Responsibility:</b>	UNEP – JU
<b>Proposed implementation time-frame:</b>	1 year

<b>Recommendation #3:</b>	UNEP needs to find an internal host to capitalize the results of this review and the lessons from other projects to improve its approach to mainstreaming the environment in humanitarian assistance, develop best practices and strategies, and guide its decision-making and planning for future initiatives of this very relevant work area. Climate change is expected to increase the frequency and severity of natural disasters in many parts of the world, which could further compound the challenges faced by conflict-affected regions.
<b>Challenge/problem to be addressed by the recommendation:</b>	The closure of the Disaster and Conflict Subprogramme means losing the anchoring of a crucial work area that prioritizes the most vulnerable and affected populations. The integration of essential thematic areas such as environment, human rights, and gender, highlights the need for specialized and knowledgeable resources to ensure effective mainstreaming of these critical issues in projects.
<b>Priority Level:</b>	high
<b>Responsibility:</b>	UNEP
<b>Proposed implementation time-frame:</b>	Short and medium term



ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS (WHERE APPROPRIATE)

Table 17: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Stakeholder comment	Response from reviewer
Xxx	Xxx

**ANNEX II. PEOPLE CONSULTED DURING THE TERMINAL REVIEW**

**Table 18: People consulted during the Terminal Review**

Organisation	Name	Position	Gender
UNEP	Mr. Stefan Smith	Sub Programme Coordinator	M
UNEP	Mr. Stephen Ndeti	Fund Manager Officer (Africa office)	M
UNEP	Mr. Jawed Sulaiman	West Asia Office	M
UNEP	Mrs. Paulett James- Castillo Mr. Diego Reyes	Latin America Office Associate Humanitarian Affairs Office	F M
UNEP	Mrs. Marika Paloaari	Project Team Member Europa	F
UNEP	Mr. Eric Ndirangu	Fund Officer	M
UNEP	Ms. Harrison Simotwo	Programme Officer	M
IOM	Mr. Sebastián Berkovich	OIM Guatemala	M
IOM	Mrs. Magda Valenzuela	OIM Guatemala	F
IOM	Mr. Harry García	IOM Financial Officer	M
IOMConsultant	Ms. Marilise Turbull	Team Leader Consultant	F
MARN	Mr. Carlos Castañeda	Ministry of Environment and Natural Resources	M
IAD	Mr. Manuel Orozco	Migration Expert. Interamerican Dialogue	M
CONRED	Mr. Alfredo Diaz Waight	Office for Disaster Risk National Coordinator	M
CONRED	Ms Karla Paz	Sub Director	F
CONRED	Ms. Edwin Saenz	Coordinator & Advisor	M
IGM	Mr. Manuel Rodriguez	Guatemalan Institute for Migration	M
Migrants network	Ms Ivania Álvarez	Civil Society Organization	F
Individual persons	Focal Group of 8 persons	Central America migrants in transit to the USA	F (3) M (5)
UNEP ROWA	Mr. Tarek Alkhourly	Project Coordinator	M
UNEP ROWA	Ms. Joana Bashir	Financial Officer	F
UN Agency	Mrs. Yara Daou Chalfoun	Climate Change Unit Project Officer	F
UN Agency	Mr. Vahakn Kabakian	Climate Change	M
UN Agency	Ms Jihan Seoud	UNDP	F
ROWA Consultant	Mr. Peter Leban	Team Leader	M
Consultant	Ms Hussam Hawwa	Local Consultant	M
Researcher	Ms Antea Enna	Researcher Syrian Crisis	F
IOM	Mr. Fouad Diab	Emergency Coordinator	M
IOM	Ms Murima Prestage	Deputy Chief of Mission	F
IOM	Mr. Franz Celestin <sup>21</sup>	Former Nigeria IOM Staff	M
Academia	Ms. Francesca Jessup	Migration Researcher	F
Photojournalist	Mr. Encarni Pindado	Migration Photojournalist	F

<sup>21</sup> Mr. Fouad Diab, Ms Murima Prestage and Mr. Franz Celestin were not familiar with the project, and therefore no project performance interviews were carried out.

## ANNEX III. KEY DOCUMENTS CONSULTED

**Table 19: Key documents consulted.**

Document Name	Date	Notes
<b>Background Information - Project Design</b>		
Concept Note: Addressing the environmental impacts of humanitarian responses to population displacement in selected countries		UNEP, OIM, UN OCHA, UNHCR, UN Women
Project Document Template. 11 <sup>th</sup> Tranche of the Development Account		
Budget displacement		
UN OIM Agreements	October 2019	
UN-UNU Agreement	November 2019	
Project Revisions	2019	
Annual Progress Reports for Development Account Projects	01/19 – 12/19	
Annual Progress Reports for Development Account Projects	1/20-12/20	
Annual Progress Reports for Development Account Projects	12/2021	
DA Final Reports	March 2022	
UNDA spend projections and finalized budgets	Several files	
<b>Country Information</b>		
Mission Report Guatemala	3er-5 <sup>th</sup> 6 September 2018	IOM, MARN, CONRED, OCHA
Mission Report Guatemala	5 <sup>th</sup> -7 <sup>th</sup> 7 December 2018	IOM, WPF, CONRED, OCHA
Inception Workshop Nigeria	4 December 2018	
Environmental Impact Assessment of some IDP locations in Borno, Adamawa and Yobe States	February 2019	
Final Report to the UNEP Nigeria	12 August 2021	
Concept project proposal for ecosystem-based environmental action in Akkar Governorate (Lebanon)		
Concept project proposal for ecosystem-based environmental action in Baalbek Caza (Bekaa and Hermel Governorate, Lebanon)		
Governorate-based Environmental Meta-Analysis for Lebanon (UNDA/1 Project of MoE and UN Environment, 2019)	19 June 2019	
Light Factual Update of Lebanon Environmental Assessment of the Syrian Conflict	June 2019	
Methodological Guidelines for Eco-DRR Risk Situation Analysis and Strategic Action Planning in Lebanon and West Asia Region	May 2020	
DRAFT FINAL Report on the UNDA-Lebanon Eco-DRR Project (2 <sup>nd</sup> phase)	September 2021	
Summary workshop overview Lebanon		
Online Training How to Session- VEHA and Learning	31 August 2022	

### Reference documents

- Disaster Displacement in Asia and the Pacific. The Internal Displacement Monitoring Centre 2022.
- Environment and Humanitarian Action. Country Study Afghanistan. Joint UNEP-OCHA 2016.

- Mass Displacement and Human Security in Lebanon: A Risk Analysis of the Syrian Civil Wars Effects on Lebanese Society. Journal of Conflict Transformation and Security. Vol.8 | No.1 | 2020. Antea Enna.
- Assessing the Development – Displacement Nexus in Lebanon. Working Paper. OFID 2018.
- The Environmental Impact of Syria’s Conflict: A Preliminary Survey of Issues. Arab Reform Initiative. Roba Gaafar. April 2021.
- Forced displacements and the environment: Its place in the national and international climate agenda. World Vision Canada. Maereg Tafere.
- Humanitarian Crisis Analysis 2022. Nigeria.
- Humanitarian Response Plan. Nigeria OCHA 2022.
- Lebanon Crisis Response Plan 2017-2021.
- For People and Planet, MST 2022-2025 UNEP.
- Regional Refugee and Migrant Response Plan (RMRP) 2022.
- Lebanon State of the Environment and Future Outlook: Turning the crisis into opportunities. Ministry of Environment, UNHCR, UNICEF and UNDP. 2020

**ANNEX IV. DETAILED RESULTS FRAMEWORK OF THE PROJECT  
(OBJECTIVES, EXPECTED RESULTS AND OUTPUTS)**

**Table 20: Detailed results framework of the Project (at project design)**

<b>Project Objective</b>	To enhance the capacities of selected developing countries affected by displacement to integrate environmental concerns into their national humanitarian action plans.	
<b>Project Outcomes</b>		<b>Indicators of Outcomes</b>
(EA1) Humanitarian actors working in the focus countries have the understanding and knowledge of the importance of incorporating environment into humanitarian response to displacement.		1.1: At least 200 humanitarian responders across the three countries are trained in techniques to integrate environment across humanitarian planning and response (target: 200). 1.2: At least one emergency response project in each of the target countries has incorporated environmental issues in line with applicable national environmental policies and strategies in humanitarian action
(EA2) Humanitarian actors in the target countries have the tools and capacity to incorporate environmental concerns into response plans and share experiences for learning by others.		2.1: Draft national humanitarian guidelines and/or action plans developed in each country for the incorporation of environment into humanitarian responses (target: at least one per country). IA 2.2: Success stories of incorporation of environmental concerns in response to displacement in each country are shared for learning by peers (target: at least six success stories/case studies).
<b>Project Activities</b>		
(A1.1) Review and analysis of the relationship between environment, and displacement and related humanitarian response, identifying critical gaps and issues, in the focus countries;		
A1.2) Organise and deliver knowledge and capacity development workshops to enhance capacity amongst national entities in mainstreaming environment into humanitarian responses, engaging representatives of all sectors, using local examples, facilitators and post-workshop support and accompaniment to ensure the sustainability of the process (2 workshops for 30-35 participants each in each country / total 60-70 participants per country).		
(A1.3) Develop a massive open online course (MOOC) on environment in humanitarian action with a focus on displacement. This course will aim to reach humanitarian actors, who provide essential support to the three countries in response at field level but may not be able to attend the workshops in the capitals:		
(A1.4) Provide technical guidance and advice to at least one sector task team in each target country to develop demonstration projects of effective incorporation of environment (and gendered aspects) into humanitarian response;		
(A2.1) Develop relevant tools to provide step-by-step guidance on how to incorporate environment in a gender-sensitive way into common humanitarian response actions in prominent sectors to enhance the mainstreaming of environment into humanitarian action;		
(A2.2) Provide ongoing support to the process of development/updating of country humanitarian policies and action plans to support authorities and key actors to incorporate relevant environmental issues;		
(A2.3) Undertake study tours between neighboring countries with a shared displacement problem, to enhance South-South cooperation in the incorporation of environment into humanitarian response;		
(A2.4) Develop success story papers from lessons learned from the demonstration projects in the target countries for dissemination nationally, regionally, and globally at relevant meetings, conferences, and fora on environment in humanitarian action.		

## ANNEX V. REVIEW MATRIX

**Table 21: Review Matrix**

Reference Evaluation Questions (inspired in UNEP Guidelines)	Sources of Information	Recollection Method
<b>Strategic Relevance</b>		
1. Is the project design consistent with UNEP global policies and strategies?	Project Documents. Open-source databases. UN System strategic planning, policies, and strategies. Country baselines, statistics, and multilateral country reports. Country DRR budgets, Donor and stakeholders' plans.	Interviews with UNEP, project TM and staff.  Interview with country national and local officers and project partners.
2. How does the project align with UNDA priorities?		
3. How does the project align to UNEP medium term Strategy and Programme of Work and operational strategies?		
4. Are the project objectives and outcomes consistent with partners and beneficiaries' priorities?		
5. To what extent were women, human rights victims, and ethnic minorities integrated in the result framework of the project?		
6. What is the complementarity with existing interventions that address similar goals? Have the project outcomes filled in gaps?		
<b>Effectiveness</b>		
7. Were the outputs delivered in time and were of the required quality considering the intended use, and shared with beneficiaries?	Project Documents. Results Framework and ToC Progress Reports Agreements with partners List of participation and training activities Study trips	Interviews with Implementing partners and project beneficiaries in pilot countries Workshop with relevant stakeholders in Guatemala Group meeting with indirect beneficiaries in Guatemala
8. Are the project outcomes being achieved during the implementation of the project?		
9. Which factors and drivers have defined success or affected the achievement of outputs and outcomes?		
10. What are the major differences in effectiveness between different countries, and which factors explain these differences?		
11. Have there been any evidence of the likelihood of the intended project impact? or any unanticipated positive or negative outcome or impact?		
<b>Financial Management</b>		
12. Did the project financial management follow financial standards and UNEP financial management policies? (reporting, auditing etc.)	Project Documents. Project memorandums and management minutes. Disbursement records	Interviews with Fund Manager and UNEP Regional Officers
13. Are the financial records complete and have the procurement of goods followed transparent routines?		
14. Has the communication between the project manager and the fund manager office been effective, facilitating the planning and delivery of resources in a timely and efficient manner?		

<b>Efficiency</b>		
15. Have the inputs to outputs been performed in a cost-efficient manner, according to the original budget?	Project Documents Results Framework and ToC Project Plans, progress reports and financial records	Interview with key personnel
16. Have the project activities been carried out according to the expected timeframes?		
17. Which factor or management practice has improved or reduced the execution efficiency?		
18. Has the engagement of implementing partners been efficient, in terms of collaboration, ownership, complementarity, capacity and information sharing?		
<b>Monitoring and Reporting</b>		
19. Does the project have an operational monitoring plan with SMART and gender sensitive indicators to track outputs and outcomes? Date of approval?	Agreement with donors Project Annual Plans Progress Reports Project disbursements Project revisions and extension adjustments	Interviews with UNEP, project TM and staff.
20. Was the information (and country baselines) provided in the Monitoring System used to improve project execution and achievement of outcomes?		
21. Were the risks regularly and appropriately monitored and documented and measures taken?		
22. Were the half year progress and financial reports complete, accurate and on time?		
23. Were the targets in the PIMS reports realistic, and updated accordingly in the following PIMS reports?		
24. Have UNEP and donor commitments been fulfilled?		
<b>Sustainability</b>		
25. What is the level of engagement and ownership of governmental agencies and strategic country partners to continue innovation, to adjust or develop environmental operational frameworks or guidelines related to human displacement processes? What were the barriers identified?	Level of execution and participation in project activities Quality of Project publications and use of project materials Correspondence records Improvements in screening capacities and guidelines New project proposals from stakeholders	Interviews with stakeholders
26. How robust were the environmental screening tools and training materials produced with the project to be used in future capacity development initiatives?		
27. How do the Joint Unit of UN Environment – OCHA use project results and what are the Unit strategies for continuing?		
28. Are there specific field activities in any of the pilot countries that will continue into new phases with other projects or donors?		
<b>Factors Affecting Performance</b>		
<b>SDG</b>		
29. What SDG were relevant to the project and how the project relates to SDG targets and indicators?.	Project Documents UN secondary information	
<b>Human Rights and Gender Equality</b>	ProDoc Project revisions	Interview with Project Manager

30. What specific measures were taken by the project management during project design, implementation, and monitoring, to consider gender inequalities or specific vulnerabilities of disadvantaged groups, including women, youth, and children?	Project Reports and Monitoring records	
31. Has the project applied the UN Common Understanding on the human rights- based approach (HRBA) and the UN Declaration on the Rights of Indigenous People?	Project Documents UN secondary information sources	
<b>Environmental, Social and Economic Safeguards</b> 32. Was the safeguards risk identification form (or the previous version) properly completed at the approval stage based on UNEP guidelines for Environmental, Social and Economic Safeguards? 33. Were any special measures or management responses taken based on the risk assessment during project implementation?	Project Documents Project revisions	
<b>Communication and Public Awareness</b> 34. What has been the effectiveness of the project’s public awareness activities to communicate objectives, progress, results, and learning arising from its implementation? (Disaggregated by stakeholder groups)	Project Documentation Secondary Information Sources	Interview with stakeholders Interview with Humanitarian Response Organizations
35. Have been the existing communication channels and networks used effectively? In case of new sharing platforms, are the new channels sustainable?		Interview with Project Manager



**ANNEX VI. REVIEW TORS (WITHOUT ANNEXES)**

Insert final version of ToR

**ANNEX VII. QUALITY ASSESSMENT OF THE TERMINAL REVIEW REPORT**

Evaluation Office to coordinate

