Validated Terminal Review of the UNEP Project

"Up-scaling Community Resilience through Ecosystem-based Disaster Risk Reduction“

PIMS ID 02023

2019 – 2023

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Up-Scaling Community Resilience through Ecosystem-based Disaster Risk Reduction

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This Terminal Review was prepared by Ines Freier for UNEP Disasters and Conflicts Branch, Ecosystems Division.

The reviewer would like to express their gratitude to all persons met and who contributed to this review, as listed in Annex II.

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

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

Dr. Ines Freier has more than 20 years of experience in planning, implementing and evaluating environmental projects for organisations like GEF, EU Commission, NGOs and GIZ. Among the assignments have been the evaluation of projects using a theory of change approach. She has previous experience with terminal evaluations for UNEP and GIZ. Methods of evaluation included literature reviews, personal and telephone interviews, e-mail questionnaires and visits to projects consulting beneficiaries of the project and advising to governments and stakeholders. Her working experience covers Eastern Europe, Latin America, and Asia. Several of the assignments focused on ecosystem services and nature-based solutions for climate change adaptation including DRR.

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ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP/EU INTPA project implemented between 2019 and 2023. The project's overall development goal was to ***increase investments and uptake of Ecosystem-based Disaster Risk Reduction (Eco-DRR) measures by public and private sectors through national, regional and global programmes or initiatives in project countries***. 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, the Donor and the relevant agencies of the project participating countries.

Key words: Governance; Nature-based Solutions, Ecosystem-based Disaster Risk Reduction (Eco-DRR), Ecosystem Management, disaster and climate resilience.

Primary data collection period: 12/2023-01/2024

Field mission dates: 01/2024 (virtual mission)

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LIST OF ACRONYMS

AI	Artificial Intelligence
CBD	Convention on Biological Diversity
CCA	Climate Change Adaptation
CSOs	Civil Society Organisations
DEWA/GRID	Division of Early Warning and Alert / Global Resource Information Database
DRR	Disaster Risk Reduction
EbA	Ecosystem-based Adaptation
Eco-DRR	Ecosystem-based Disaster Risk Reduction
EC	European Commission
IUCN	International Union for Conservation of Nature
KILA	Kerala Institute of Local Management
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MOOC	Massive Open Online Course
NFL	Government of Norway-UNEP Corporate Fund
NGOs	Non-Government Organisations
PEDRR	Partnership for Environment and Disaster Risk Reduction
PfR	Partners for Resilience
PoW	Programme of Work
ROM	Results-oriented Management
SDGs	Sustainable Development Goals
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollars (currency)

PROJECT IDENTIFICATION TABLE

Table 1. Project Identification Table

UNEP PIMS ID:	02023		
DONOR (GEF/GCF etc) ID:	EU DG INTPA, NFL, SIDA		
Implementing Partners funded under the EC Action	• Netherlands Red Cross (Partners for Resilience (PfR) Consortium) • Science Division/GRID-Europe / University of Geneva, Switzerland • Kerala Institute for Local Administration (KILA), India • Ain Shams University, Egypt • Kenyatta University, Kenya • Centro Internazionale in Monitoraggio Ambientale (CIMA), Italy • Sustainable Development Solutions Network (SDSN), United States • International Federation of Red Cross and Red Crescent Societies (IFRC) • Ecosystems Division/ Climate Finance Unit		
Relevant SDG(s):	I. SDG 13: Take urgent action to combat climate change and its impacts II. o 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries III. o 13.2 Integrate climate change measures into national policies, strategies and planning IV. o 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning V. o 13.3b Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning VI. The Project will also contribute towards advancing other SDGs: • • (SDG 1.5) By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and VII. environmental shocks and disasters • • (SDG 6.5) By 2030, implement integrated water resources VIII. management at all levels, including through transboundary IX. cooperation as appropriate • • (SDG 11.4) Strengthen efforts to protect and safeguard the world's X. cultural and natural heritage • • (SDG 14.2) By 2020, sustainably manage and protect marine and XI. coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans • • (SDG 15.1) By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements		

	• (SDG 17.9) Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation		
Sub-programme:	Resilience to disasters and conflicts (2018-2021) Pow 2022-2025: - Climate Action - Living in harmony with nature	Expected Accomplishment(s):	**Relevant Expected Accomplishment(s) in the UN Environment Programme of Work (PoW) 2020-2021:** Resilience to Disasters and Conflicts EA 2.a Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks. **PoW 2022-2025** **Climate Action:** Outcome 1B: Countries and stakeholders have increased capacity, finance and access to technologies to deliver on the adaptation and mitigation goals of the Paris Agreement. **Living in harmony with Nature:** Outcome 2B: Sustainable management of nature is adopted and implemented in development frameworks.
UNEP approval date:	12/09/2018	Programme of Work Output(s):	EA 2. Output 1. Risk assessments, policy support and training delivered to international and United Nations

			partners, to catalyse environmental cooperation and practical action to address environmental factors contributing to risks from disasters and conflicts; PoW 2022-2025 • Climate Action: 1.2 – Carbon neutrality and resilience are integrated into climate planning and policy and regulatory frameworks at all levels 1.7 – Public support and political engagement for climate action are catalyzed • Living in harmony with Nature: 2.1. – Collective action by United Nations system entities addresses biodiversity loss and promotes conservation and restoration 2.3 – Productive land and seascapes and fresh water are sustainably managed. 2.9 – Institutional capacity to adopt and act on national and international commitments is enhanced and accountability frameworks are strengthened
Expected start date:	01/01/2019	Actual start date:	21/12/2018
Planned completion date:	31/12/2021	Actual operational completion date:	20/12/2023
Planned project budget at approval:	11,455,374 USD	Actual total expenditures (EC funded) reported as of 21 December 2023	8,810,439.93 USD
Planned Environment Fund + PfR allocation:	1,084,049 USD	Actual Environment Fund expenditures + PfR reported as of 21 December 2023	1,008,732.75 USD

Planned Total Extra-Budgetary Financing:	10,371,325 USD	Secured Extra-Budgetary Financing (EC, Norway, SIDA)	9,447,199 USD	
		Actual Extra-Budgetary Financing expenditures reported as of 21 December 2023]:	10,361,979.93 USD	
First disbursement:	10 April 2019	Planned date of financial closure:	31 July 2024	
No. of formal project revisions:	2	Date of last approved project revision:	24 October 2023	
No. of Steering Committee meetings:	3	Date of last/next Steering Committee meeting:	Last: 24 June 2022	Next n/a:
Mid-term Review/ Evaluation *(planned date):*	05-09/2020	Mid-term Review/ Evaluation (actual date):	09/2021-04/2022	
Terminal Review *(planned date):*	09-12/2021	Terminal Review (actual date):	11/2023-03/2024	
Coverage - Country(ies):	Philippines, India, Indonesia, Ethiopia, Haiti, Guatemala, South Sudan, Kenya, Mali, Uganda, Colombia, Sri Lanka, Oman	Coverage - Region(s):	Africa, Asia, Latin America and Caribbean	
Dates of previous project phases:	2013-2016 (Phase 1- Eco-DRR project)	Status of future project phases:	Proposed	

EXECUTIVE SUMMARY

Project background

1. This EC funded project "Up-scaling Community Resilience through Ecosystem-based Disaster Risk Reduction" (Eco-DRR), 2019-2023) was planned for three years (2019-2021) and extended for another two years to mitigate the effects of COVID-19 on project activities. It was revised in September 2021 revising indicators for impact and output 1 and 3. Outputs 4 and 5 were added in 2022. Donor for the project is EU Directorate-General for International Partnerships (DG INTPA), covering Outputs 1-3, while Norway (NFL) supported targets under Output 3, and SIDA financed Outputs 4 and 5.
2. *The Desired Project Impact/Overall Project Objective is:* Enhanced resilience of communities and countries to disasters (including from climate risks) through the scaling up of Eco-DRR implementation.
3. *Project Outcome:* Increased investments and uptake of Eco-DRR measures by public and private sectors through national and global programmes or initiatives.
4. This project built on achievements of UNEP's Eco-DRR 1 project (2013-2016) funded by the European Commission under the Environment and Natural Resources Thematic Partnership (ENRTP) framework agreement with UNEP. Phase 1 had promoted the concept of Eco-DRR through global advocacy, capacity building, partnerships and field demonstration projects in four countries. UNEP identified great potential to up-scale these impacts beyond each demonstration site, through mainstreaming into policies, institutions (research centers, universities) and other ongoing national programmes.
5. This project met the growing demand from countries and communities to enhance resilience to disasters and climate risks and address the limited or lack of technical expertise for scaling-up Eco-DRR implementation. It aimed to raise public and private sector awareness and to mainstream Eco-DRR as part of institutional practices and programmes. By doing so, the project aimed to catalyse increased public and private sector investments in Eco-DRR, thus scaling up Eco-DRR interventions at national, regional and global levels and advancing the implementation of global policy agreements. It developed different "models" for achieving and demonstrating how Eco-DRR can be up-scaled, namely through:
6. *Leveraging large-scale national development and/or risk reduction programme*s in countries (India) to mainstream Eco-DRR principles and approaches in their programme, design and implementation, and thus demonstrating how Eco-DRR implementation can be achieved through such large-scale national programs or initiatives (Output 1);
7. Demonstrating models for scaling up community-based Eco-DRR which involved field level implementation across selected landscapes in five countries (Haiti, Ethiopia, India, Indonesia and Uganda) (Output 2);
8. Mainstreaming Eco-DRR approaches and practices into local, national and global institutions, which implement DRR, development and biodiversity programmes as well as enhancing public and private sector investments through Opportunity Mapping for Eco-DRR in 13 countries (India, Philippines, Haiti, Ethiopia, Indonesia, Uganda, Guatemala, Mali, Kenya, South Sudan, Sri Lanka, Oman and Colombia) (Output 3).
9. Upgrading the Eco-DRR Opportunity Mapping Tool to be used for sectoral development planning and to support UN system planning efforts in countries (Output 4).
10. Building awareness-raising and capacity delivered on promoting 4IR (Fourth Industrial Revolution Technologies) which address environment and Disaster Risk Reduction linkages (Output 5).

This Review

11. The objective of this management-led terminal review is to assess the project relevance, coherence, efficiency and impact as well as effectiveness, sustainability of the global project "Up-scaling Community Resilience through Ecosystem-based Disaster Risk Reduction". It follows the guidelines of UNEP for management-led terminal reviews. The review was conducted remotely between November 2023 and March 2024 due to the high quality of documentation of project activities.

12. The scope of the terminal review are all outputs 1-5 of the project with a focus on outputs 1, 2 and 3 which were mainly funded by EC. NFL contributed funds for regional gender-related regional activities under output 3. The SIDA-funded outputs 4 and 5 were added later to the project and only account for 5% of the total project funds.

Key findings

13. The Project has been fully aligned with UNEP's Medium-Term Strategy, Programme of Work and Strategic Priorities, and has been also aligned with the donor's Directorate-General for International Partnerships (DG INTPA) strategic priorities. There is a high level of relevance to global, regional, sub-national and national priorities. The Project contributed to the key global frameworks such as the Sendai framework for DRR and responded strongly to requests for Eco-DRR technical guidance. The UNEP team worked diligently to ensure that the Project is complementary with related approaches, such as Nature-based Solutions (NbS) and Ecosystem-based Adaptation (EbA) and was actively engaged in the role of NbS in humanitarian programming contexts at global level and in three countries in the Caribbean. Its relevance has been also strong at the regional level, where the project has responded to interest and been instrumental in establishing regional Partnerships for Environment and Disaster Risk Reduction (PEDRR) hubs. The SIDA funding allowed to explore new areas (e.g. AI for Eco-DRR), which are highly relevant for UNEP´s future programming and work. This is why the relevance of the project is highly satisfactory.

14. The project design is rated highly satisfactory because of its strategic relevance and addressing causalities. Project preparation was thorough, reflecting the quality of the project design and the Project document (Prodoc). Governance and supervisory arrangements were complex due to three main reasons: a. the involvement of the NGO consortium Partners for Resilience (PfR) for implementing the local case studies, which then further subcontracted to its local partners in 5 countries; b. the involvement of multiple national Government Departments / Ministries for the opportunity mapping in 13 countries and c) organisation of national and regional Eco-DRR training programmes. Although complex, these arrangements allowed building up effective partnerships at different levels from local to regional which were necessary for mainstreaming Eco-DRR. Financial planning and budgeting were well designed given this complex implementation structure. Learning, communication and outreach fully fit the purpose of the project.

15. The project objectives and outcomes were very specific and realistic. Activities, outputs and outcomes seem well-related and connected to the objectives. The results framework was well designed and includes indicators and target values, means of verification and assessments of risks. The limited timeframe of the project (initially 3 years with an inception phase of six months) was unrealistic given the high importance of field activities and their upscaling in the project (output 2), which take time to be mainstreamed and institutionalized, and the high number of activities to be conducted.

16. The nature of the external context (i.e. local implementation conditions) was moderately unfavourable. This is partly due to the nature of the project - disaster risk reduction -

which is mostly necessary in areas which are highly prone to disasters, and vulnerable to conflicts and humanitarian crises; hence, constituting an unfavourable context.

17. The political context was expected only to intermittently or partially affect project operations, yet the political situation in Haiti and Ethiopia were more challenging than expected and did not allow scaling up of the DRR model engaging the national government. Instead, the main target for institutionalising and scaling Eco-DRR in Haiti was shifted to the Haitian Red Cross movement, and to Red Cross youth volunteers. In Ethiopia, upscaling was undertaken in donor projects and activities of the local government.
18. The effectiveness of the project was beyond expectations. The theory of change and the project design were very effective in delivering results. The main project outcome was fully achieved and all outputs 1-5 have been delivered. Performance outpaced almost all of the indicators. Synergies emerged between the outputs which have enhanced the delivered activities and contributed to the outcome. During the project lifetime, positive intended and un-intended outcomes have been observed. Intended outcomes have led to greater awareness for Eco- DRR / NbS at all levels and initiatives such as inclusion of Eco-DRR in local plans. Positive intended but unexpected outcomes included the interest of international development banks (e.g the World Bank/ Global Facility for Disaster Reduction and Recovery – GFDR) in Eco-DRR and the high engagement of young professionals for Eco-DRR thanks to the Massive Open Online Course (MOOC) and online workshops which will bring the topic forward in the future.
19. All outputs were available to the intended users and delivered on time. All outputs were deemed to be of excellent quality and utility by users. A highlight was the MOOC (output 3) which built capacities especially of young people to take action on Eco-DRR by empowering them for professional careers in Eco-DRR. The ownership of the key outputs such as output 1 was highly collaborative as they were co-created with potential users. For example, the Eco-DRR guidelines for the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) were elaborated in a participatory process with inputs from technical experts from different State of Kerala departments and the local administration. In Output 2, community-based groups were supported to implement Eco-DRR ensuring a high participation of local stakeholders. The MOOC developed under Output 3 was developed collaboratively by the Partnership for Environment and Disaster Risk Reductio (PEDRR), with modules directed to different target groups.
20. *The* project outcome was fully achieved in its three dimensions 1) induced investments, 2) international Eco-DRR programmes and policies implemented by partnerships and replicated Eco-DRR model at national levels. 3)Additional intended outcomes at different levels have been recorded.
21. The intended impact, resilience, is defined as *the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNDRR 2017)*. In this light, increased resilience means that the project's nature based-infrastructure activities increased the resilience of communities to disasters, e.g. afforested watersheds which contribute towards preventing flash floods or wetlands conservation contributing to flood risk reduction in local communities in Uganda and Haiti. Furthermore, local communities obtained increased incomes due to the wages of the employment programmes or sales from small businesses, such as honey production and better availability of food in home gardens. The inclusion of Eco-DRR in the Disaster Risk Management templates for all local government in the State of Kerala is another example that the project investments fully contributed to increasing the resilience of people to disasters in a changing climate.

22. Changes in disaster and climate resilience at the level of beneficiaries are already visible in the project regions and have been documented in the project Monitoring & Evaluation (M&E) system and other sources.
23. The financial management of the project showed full adherence to UNEP's Financial Policies and Procedures. Financial Information was complete. Communication between finance and project management staff was frequent and efficient. This is why the financial management is assessed as highly satisfactory.
24. The efficiency of the project is rated as satisfactory. The project delivered maximum results from the given resources exceeding project targets. An example is output 1 where small funding from the project (80,000 USD) to the partner KILA and technical advice by UNEP experts contributed to improved public investments into Eco-DRR of 70 M USD in Kerala working with the right partner on the right issues. This project is cost-effective and project execution was on time, however the signing of agreements between UNEP and the Partnership for Resilience was delayed by 6 months due to negotiation of the partnership agreement.
25. The project was extended by 2 years in order to deliver the results on the sites in output 2 and cover the delays due to COVID-19 in all outputs. The project made excellent use of partnerships e.g the PEDRR platform to deliver results. In-kind contributions of partners through collaboration with different actors on modules for the MOOC made the project not only more effective but also more cost-efficient.
26. The cost-efficiency of the project was high given the ratio of the achieved results and the low costs. The project exceeded its targets using the available financial resources which also means a high work-load for the staff.
27. The M&E of the project is rated as satisfactory. The project had a sound monitoring system that was designed to track progress towards the achievement of the project's five outputs and the project outcome and impact at the level of beneficiaries. The M&E system was designed to provide evidence of project activities and achievements and to comply with the donor´s suggestions and requirements for monitoring and less for steering the project activities. The funds allocated for monitoring were not separated from the project budget for implementation. Hence, project staff time for monitoring tasks competed with the time allocated for supporting project activities. Methods for measuring two of the project indicators were changed during the project revision which implied adjustments in project activities and monitoring notably for measuring the effectiveness of training courses after the fact.
28. All information in the annual reports and the final narrative report is credible and accurate, meeting the requirements of UNEP and the donor, EC/DG INTPA.
29. The project aimed at upscaling Eco-DRR; therefore, the sustainability of the results / outcomes as the main purpose of the project is embedded into the project design. The sustainability of the project results is high as the ownership of stakeholders is high, financial means for implementing Eco-DRR measures are available in many cases and the institutional context is in general favourable due to the global uptake of NbS concepts. However, in a global project with many results, the sustainability of the results varies. This is why, for each output of the project, the sustainability of the results is assessed separately.
30. Leveraging Eco-DRR into large state programmes in output 1 means that the socio-political- sustainability and financial sustainability of the results highly depend on the role of the state and the sustainability of the institutional context. The State of Kerala in India was chosen for implementation because all three dimensions of sustainability are highly likely due to stable institutions and the long-standing experience with the state employment programmes.

31. The socio-political sustainability of most of the results under output 2 is likely; however, some results would have needed more time for local institution building to become fully sustainable. The same applies for the environmental results of restoration activities, especially in fragile contexts such as in Haiti and Ethiopia. Trees were planted; however survival rates might be lower than expected due to several reasons. The financial sustainability of results is not always likely due to the short duration of the project because the returns from small business and market access will be realised only some years after project closure. However, in India and Indonesia, Eco-DRR was mainstreamed into local development plans which received funding from different sources. In Uganda, the Ministry of Water supports integrated watershed management which includes Eco-DRR measures. In fragile contexts such as Haiti and Ethiopia, the socio-political sustainability at local level is moderately likely because beneficiaries are interested in sustaining the livelihood benefits. In Haiti, the institutional context did not allow scaling up via state institutions so that scaling up via humanitarian NGOs was chosen to ensure financial and socio-political sustainability.
32. The sustainability of results of output 3 is highly likely due to the interest of stakeholders in the results which implies a high ownership.
33. Output 4 ensured the financial and socio-economic sustainability of the “opportunity mapping” tool providing resources for its further development. Interest of stakeholders could be higher with a better marketing of the global tool. However, that the “opportunity maps” method is now used by international development banks demonstrating a high interest of stakeholders in the method which ensures its future use. The opportunity mapping tool was presented to the World Bank - GFDRR which included it into its portfolio. IDB applies a similar methodology. The Government of Colombia used the opportunity mapping tool in a local case.
34. The sustainability of the results under Output 5 is highly likely as stakeholders like the International Telecommunication Union and World Meteorological Organisation continue the work on AI for disaster risk reduction in the Focus Group on Artificial Intelligence for Natural Disaster Management.
35. Preparation and Readiness was satisfactory: The project was very well prepared because the project design had no major weaknesses which required action in the project inception stage. A six-months inception phase was built into the project design which was needed to adjust activities and finalise implementation agreements. The project was based on existing relationships with stakeholder groups from previous projects and on the strong partnerships through PEDRR.
36. The effectiveness of project management was excellent through leadership in achieving planned outcomes; managing team structures; maintaining productive partner relationships and communication and collaboration with UNEP colleagues. The project management team chose the right approaches to keeping the project highly relevant in the changing landscape of ecosystem-based approaches and NbS e.g. providing training for wetland managers in Asia or influencing Convention on Biodiversity (CBD) negotiations. Overall project execution was excellent, responding to the challenging context of DRR, i.e., project locations were situated in disaster-and conflict-prone areas, which imposed a risk on project execution. Adaptative management responded to all challenges such as changing contexts due to political changes, disasters and COVID-19.
37. Stakeholders Participation and Co-operation: The project built on effective partnerships e.g. PEDRR or partnerships with stakeholders from previous project phases. Effective communication and collaboration with a range of diverse stakeholders is essential for upscaling. Local partnerships were developed to include the Eco-DRR models in local plans. Collaboration with the local administration and representatives from different technical agencies was essential to leverage Eco-DRR into the MGNREGS programme in

India. The project worked with new stakeholder groups, e.g. faith-based organisations and youth. Young people have gained a strong interest in Eco-DRR due to the MOOC, webinars or a hackathon and were provided training to present their views in the COP-28 in Dubai in 2023.

38. The Review found a strong human rights/gender considerations in project planning and implementation. Implementation strategies for Human Rights and Gender were already incorporated in the project's design. Human rights were considered like protection of minority rights in field activities and economic rights like right to work. The project strived throughout and across its implementation to increase women's participation and engagement in the project, at both decision making and implementation levels. The Eco-DRR model projects had taken into consideration the inequalities, especially those related to gender, in access to, and the control over, natural resources working with women's groups and creating user groups of vulnerable communities depending on the use of natural resources for their livelihoods.

39. Disadvantaged groups were directly engaged in mitigating and adapting to disasters and engaging in environmental protection and rehabilitation. Vulnerable and disadvantaged groups included, for example, older farmers in Haiti, refugee communities in Uganda or fishermen in India using traditional methods of fishing.

40. UNEP requirements for ESG were fully met: As the project aims at upscaling Eco-DRR concepts, project management embedded risk management as an integral part of project design and adaptive management. This is why environmental and social safeguards are rated highly satisfactory.

41. The successful engagement of government and public sector agencies is necessary for scaling up Eco-DRR solutions. As the project had worked with a broad array of governmental institutions from local to national institutions mainly in the sectors DRR, environment and rural development in outputs 1 to 4, ownership of countries in terms of engagement of different governmental agencies naturally varies. Nonetheless, the approach for engaging the government and the public sector built on engaged local and national governmental agencies and created a high degree of ownership. This is why the country ownership and driven-ness is rated as highly satisfactory.

42. The effectiveness of communication and public awareness is assessed as highly effective due to the excellent communication of learning and experience sharing between project partners and public awareness activities which reached a wide local, regional and global audience for mainstreaming Eco-DRR.

43. Communication to a global audience relied on existing communication channels and networks such as the PEDRR network, which is the clearinghouse for knowledge, training, advocacy and practice on Eco-DRR. The PEDRR network constitutes of the main actors in Eco-DRR: mainly international NGOs, academic institutions and UN agencies. The PEDRR website served as a communication platform for knowledge products and hosted the MOOC, reaching an audience beyond the PEDRR network partners. Key to an effective strategic communication were regular and high quality knowledge products such as the PEDRR newsletter and interactive social media campaigns, influencers or webinars, reaching a global audience from International Development Banks to youth. The outreach started with the launch of the MOOC on "Nature-based Solutions for Disaster and Climate Resilience" via the "Virtual Coffee with Changemakers" webinars which attracted 4,462 registered participants, exemplifying this widened reach. As the PEDRR platform is hosted by UNEP and supported by network partners, it is likely to continue being active after the closure of the project.

44. Strategic communications have been the cornerstone of the project, helping foster project visibility, showcasing donor recognition, and helping amplify the impact of project results to various target groups.

Conclusions

45. Based on the findings from this review, the project demonstrates performance at the highly satisfactory level (a table of ratings against all review criteria is found in the Conclusions section, below). The project has demonstrated a very strong performance in the areas of project design, effectiveness, impact and sustainability. Areas that would have benefitted from further attention are monitoring and efficiency of HR management.

46. The project shows good practices for upscaling results: 1) leveraging large national programmes and influencing directly or indirectly the portfolio of international development banks and other development partners, 2) mainstreaming Eco-DRR in local and national development plans and 3) and upscaling Eco-DRR in international policies such as the Ramsar Convention on Wetlands, and the Global Biodiversity Framework, as well as through national policies e.g. the State of Kerala policies on MGNREGS. New target audiences: students and young professionals, humanitarian communities, and faith-based groups - have become highly interested in implementing Eco-DRR.

47. Upscaling good practices means achieving institutional sustainability of the results through mainstreaming. Success was built on enhancing existing institutional capacities to embed Eco-DRR in national policies and programmes, through universities and training institutions, as well as through development projects in a humanitarian context.

48. Partnerships for implementation at all levels have been crucial as a success factor for achieving upscaling and sustainability of results, such as the PEDRR network for outreach and dissemination of the MOOC. Local partnerships and capacity building with NGOs and local governments also supported scaling up of field project implementation. Building local institutions and capacity for Eco-DRR at community level is necessary for upscaling; however, enhancing the capacity of partner governments to implement scaled-up solutions is crucial for success.

49. The collaboration between UNEP and the PfR consortium offered opportunities for scaling up the model projects by mainstreaming Eco-DRR approaches into local development plans and national policies. Knowledge exchange at the regional level is also a powerful tool for upscaling experiences gained at the national and subnational levels. This is why, the regional PEDRR networks become more important for implementation and knowledge exchange.

Lessons Learned

50. Lesson 1 UNEP´s experience in the institutional context of Eco-DRR has paid off in the long run: UNEP started early to introduce Eco-DRR in 2009. This is the third project on Eco-DRR, where methods such as opportunity mapping or popular educative tools such as the MOOC were further developed. Scaling up these methods and tools relies on: leveraging, replication, scaling up and mainstreaming which were successfully implemented.

51. Lesson 2: In project design and preparation, it is important to identify entry points for transformative change for which UNEP is strategically placed to access government support. This included working with larger countries, e.g. India and Indonesia with a stable institutional contexts, political priorities and sufficient national capacities as good entry points for scaling-up and leveraging Eco-DRR activities. In more instable contexts with urgent humanitarian needs, replicating via NGOs and upscaling into NGO programmes may be more viable options.

52. Lesson 3: Project design should aim at creating institutional sustainability as upscaling depends on the long-term capacity of partner institutions such as local and national governments or universities to implement Eco-DRR.

53. Lesson 4: Collaboration with existing networks e.g., local networks or PEDRR at global and regional levels is a success factor. Creating new collaborations and approaching private sector actors such as the European Investment Bank for the MOOC or associations of industry in India for the training of private sector has been highly effective.

54. Lesson 5: Regular and high-quality communications and outreach was a success factor for reaching target audiences. Social media activities and the MOOC are good mediums for reaching young people who are motivated to engage and seek practical knowledge to work on nature-based solutions as opportunities for professional engagement. More activities directed to the global South are necessary to reach young professionals and students as the interest in environmental issues is high in universities and among students.

Recommendations

55. Recommendation 1: Present the project as good practice for project design and implementation for upscaling of knowledge to UNEP Senior Management and the EU Commission DG INTPA /EU Delegations in implementation countries,

56. Recommendation 2: Circulate the Theory of change and the logframe as good example for project design among project writers within UNEP,

57. Recommendation 3: Continue to work on upscaling Eco-DRR with new partners e.g. mainstreaming in large employment programmes, scaling up Eco-DRR through sectors such as infrastructure, tourism, humanitarian sector, etc., applying the opportunity maps at sub-national level, supporting regional Eco-DRR partnerships and engaging youth.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the Eco-DRR project, set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the **'Highly Satisfactory'** level. Moreover, the Evaluation Office has found the overall quality of the report to be '**Satisfactory**' (see Annex X).

XII. INTRODUCTION

58. ***Purpose and scope of the review***

59. The objective of this management-led terminal review is to assess the project relevance, coherence, efficiency and impact as well as effectiveness, and sustainability of the global project "Up-scaling Community Resilience through Ecosystem-based Disaster Risk Reduction". It follows the guidelines of UNEP for management-led terminal reviews.

60. The main purpose of this report is to show accountability of project results through a management-led terminal review. The project design and implementation offer many lessons learnt for other UNEP projects such as how to upscale knowledge, how to co-operate with a large NGO consortium for conducting activities at the local level and how to mainstream Eco-DRR into sectoral plans and policies. This is why the terminal review aims at identifying and showing those lessons learnt to promote learning within UNEP.

61. This EC funded project (2018-2023) was planned for three years (2019-2021) and was extended for another two years to mitigate the effects of COVID-19 on project activities. It was revised in September 2021 setting / changing indicators for impact, output 1 and output 3 and extended by Outputs 4 and 5. EU DG INTPA financed Outputs 1-3, NFL funded the regional partnership targets under Output 3, and SIDA financed Outputs 4 and 5.

62. This project built on achievements of UNEP's Eco-DRR 1 project (2012-2016) funded by the European Commission under the Environment and Natural Resources Thematic Partnership (ENRTP) framework agreement with UNEP. Phase 1 promoted the concept of Eco-DRR through global advocacy, capacity building, partnerships and field demonstration projects in 4 countries. UNEP identified great potential to up-scale these impacts beyond each demonstration site, through mainstreaming into policies, institutions (research centers, universities) and other ongoing national programmes.

63. The scope of the terminal review are all Outputs 1-5 of the project, with a focus on the EC funded outputs 1, 2 and 3. The NFL funding is covered in the assessment of output 3. The SIDA funded outputs 4 and 5 were added later to the project and only account 5% of the total project funds. This is why they are dealt with mainly in the sections on effectiveness and efficiency.

64. *Project problem statement and justification for the intervention*

65. This Project contributed to the approved EC Action Annex XI that is part of the Annual Action Programme 2017 for Environment and Climate Change under the Global Public Goods and Challenges Thematic Programme.

66. It further contributed to UNEP's Resilience to Disasters & Conflicts Programme of Work 2018-2021 and to the EU flagship programme Global Climate Change Alliance Plus (GCCA+), by promoting Eco-DRR through large-scale field implementation, capacity development and institutional mainstreaming. It seeked to scale up Eco-DRR globally, in countries and communities, to enhance people's resilience to disasters. Based on these achievements, UNEP was well-placed to scale-up Eco-DRR activities in countries and advance implementation of the 2030 Agenda, namely: the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, the Paris Agreement on Climate Change, as well as a number of Decisions/ Resolutions adopted through the Convention on Biological Diversity (CBD) and the Ramsar Convention on Wetlands which promote integration of ecosystems, disaster risk reduction (DRR) and climate change-related efforts.

67. This Project met the growing demand from countries and communities to enhance resilience to disasters and climate risks and addressed the limited or lack of technical expertise for scaling-up Eco-DRR implementation. It was developed to raise public and private sector awareness and mainstream Eco-DRR as part of institutional practices and

programs. By doing so, the Project aimed to catalyse increased public and private sector investments in Eco-DRR, thus scaling up Eco-DRR interventions at national, regional and global levels and advancing implementation of the above-mentioned global policy agreements. It developed different "models" for achieving and demonstrating how Eco-DRR can be up-scaled, namely through:

- *Leveraging large-scale national development and/or risk reduction programme*s in countries (India) to mainstream Eco-DRR principles and approaches in their programme, design and implementation, and thus demonstrating how Eco-DRR implementation can be achieved through such large-scale national programmes or initiatives (Output 1);
- *Demonstrating* models for scaling up community-based Eco-DRR which involved field level implementation across selected landscapes in five countries (Haiti, Ethiopia, India, Indonesia and Uganda) (Output 2);
- *Mainstreaming* Eco-DRR approaches and practices into local, national and global institutions, implementing DRR, development and biodiversity programs as well as promoting public and private sector investments through Opportunity Mapping in 13 countries (India, Philippines, Haiti, Ethiopia, Indonesia, Uganda, Guatemala, Mali, Kenya, South Sudan, Sri Lanka, Oman and Colombia) (Output 3).

68. Target audience of the findings

69. The target audience of the terminal review are the UNEP Disasters and Conflicts Branch/DRR Unit, project stakeholders, i.e., implementation partners and planners from national, regional and local governments seeking Eco-DRR models for replication and up-scaling.

XIII. REVIEW METHODS

70. The review method of the terminal review (TR) was determined by the complexity of the project and the limited resources for the terminal review to cover staff time of implementing partners after project completion. As a method *"identifying the most significant change"* was chosen because it allows to work in a complex environment by identifying the most relevant results of the project. The *most significant change identification method* does not require a lot of resources as data collection is mainly focused on the most important project results as identified by interview partners. This method is a participatory approach, wherein stakeholders of the review identify and determine which stories are told about the results of the project; thus, stakeholders choose the most important results of the project. The requirements of UNEP towards management-led reviews are quite strict regarding the elements of the terminal review, e.g., analysis of project design and theory of change; however, they allow to set priorities regarding the DAC criteria and the results to be highlighted in the report as long as all criteria are covered according to their matrix for assessing the results.

71. The *most significant change method* does not reduce the complexity of a project encompassing many actors, activities and outputs at different levels and in different countries (e.gone example of mainstreaming Eco-DRR in national policies, five examples of upscaling local actions and 13 examples of data collection and country Eco-DRR assessments). However, the approach allows to identity the results which matter for stakeholders.

72. Due to the availability of excellent monitoring data, including in-depth evaluative material provided by organisations on the ground, and the technical opportunities for a remote review, the reviewer deemed it sufficient to conduct the review and all stakeholder interviews online. As the Mid Term Review (MTR) was conducted late in the process of project implementation in September 2021 (report from March 2022), it collected useful information about the results of the project which were used for the TR.

73. As the number of project partners was high and the project finished during the TR in December 2023, it was a challenge to interview all relevant project partners. This is why interviews with stakeholders other than project partners were not conducted. However, beneficiaries of the project did take part in online-interviews in Ethiopia and India. The roles played by these beneficiaries included as voluntary workers for the protection of wetlands or planting trees in the local projects. More people participated in online interviews that was planned but many of them are not counted due to the 'group' nature of the online conversations. The selection of interview partners was undertaken based on their availability and their significance for the delivery of project results. A questionnaire was elaborated based on the review matrix of UNEP, which served as the base for the semi-structured interviews. Remaining open questions after the interviews were answered by e-mail. The project manager was available to support setting-up the interviews before the project implementation ended in December 2023. A list of interview partners can be found in the annex.

74. Access to specific groups of beneficiaries in field sites for the terminal review was not necessary because the activities were very well documented and partly locally evaluated. Some of the field NGOs had commissioned their own final evaluations (Ethiopia, Uganda) or invited researcher for a study (Odisha, India), so that sufficient data were available.

75. In addition, the field activities ended in June 2022. In the end of 2023, access to field sites in Haiti was not possible due to on-going conflicts, in Uganda and India (Bihar) the activities were not continued after the closure of the project, so no field staff would have been available for the interviews. Wetlands International India and the local NGO Coast Net in Odisha were available for an online interview; a field project worker and a local environmental champion were also invited to the online interview to share their views on the project.
76. The focus of the TR was on analysing the excellent available data and filling the gaps with data from interviews.
77. **Data collection**
78. The reviewer collected data using various methods:
79. Desk research: The desk research consisted of a review of: 1) project (design) documents, log frame documents, outputs, monitoring reports (such as progress and financial reports to UNEP and annual reports); 2) Other background and project-related material produced by the project staff and implementors, 3) Relevant material published on the project website. A detailed review of the most important project documents e.g., meeting reports, annual reports and budget, publications and websites of the project as well as reports and documents of stakeholders was undertaken.
80. Online personal interviews or e-mail interviews based on a semi-structured questionnaire were conducted with UNEP project staff and implementation partners.
81. One online group interview was conducted with project partners, beneficiaries and project implementors from Odisha, India.
82. Tables with an overview about the interviewees and the description of the interviewees sample can be found in annex II.
83. **Data Analysis**
84. Data were analysed using the review grid in the annex. Triangulation of data from different sources was used to increase the reliability of the results.

XIV. THE PROJECT

A. Context

85. Over the past decades, disasters linked to natural hazards have exacted a significant toll on human lives, livelihoods, assets, and economies. Eco-DRR is an approach where the regulatory functions of ecosystems (such as forests, wetlands, and mangroves) are systematically harnessed to mitigate, prevent, or buffer against disasters. Eco-DRR recognises that ecosystems can provide DRR services as well as offer other ecosystem services of productive and cultural value, supporting local livelihoods and indigenous practices, which also contribute to building local resilience to disasters and climate change.

B. Objectives and components

86. This Project aimed to meet the growing demand from countries and communities to enhance resilience to disasters and climate risks and address the limited or lack of technical expertise for scaling-up Eco-DRR implementation. It intended to raise public and private sector awareness to mainstream Eco-DRR as part of institutional practices and programmes and ensure that gender considerations are included in all training materials. By doing so, the Project aimed to catalyse increased public and private sector investments in Eco-DRR, thus scaling up Eco-DRR interventions at national, regional, and global levels and advancing the Sendai Framework for Disaster Risk Reduction, Paris Agreement and Sustainable Development Goals.

87. *Desired Project Impact/Overall Project Objective:* Enhanced resilience of communities and countries to disasters (including from climate risks) through the scaling up of Eco-DRR implementation.

88. *Specific Project Objective*: Strengthened integrated risk management and inclusive risk governance by supporting development and scaling up of Eco-DRR actions and citizen-based monitoring of disaster and climate resilience policies and practices.

89. *Project Outcome:* Increased investments and uptake of Eco-DRR measures by public and private sectors through national and global programmes or initiatives.

90. Project Outputs:

Output 1) Leveraging: one national large-scale programme has integrated Eco-DRR components with demonstrable results (Mahatma Gandhi National Rural Employment Guarantee Scheme in the State of Kerala, India).

Output 2) Demonstrating: Models and best practices are developed for up-scaling community-based Eco-DRR projects across selected landscapes in 5 countries (Haiti, Ethiopia, Indonesia, India and Uganda).

Output 3) Mainstreaming: Eco-DRR approaches and practices are mainstreamed into / used in international institutions, into local and national institutions implementing DRR, development and biodiversity programmes as well as in private sector investments.

91. The three outputs are part of the main project which is financed by the EU DG INTPA. NFL support also augmented project activities under Output 3 with regards to strengthening regional partnerships and initiatives.

92. Output 4) Eco-DRR Opportunity Mapping tool is upgraded and used for sectoral development planning and to support UN system planning efforts in countries.

93. Output 5) Awareness-raising and capacity building delivered on promoting 4IR Technologies which address environment and Disaster Risk Reduction linkages

94. Output 4 and 5 are additional outputs which were added in 2022 and were financed by SIDA. These two workstreams were designed to promote innovation, by enhancing use of geospatial technologies and investigating promising new fields such as Artificial Intelligence (AI) applications in DRR.

C. Stakeholders

95. A comprehensive stakeholder analysis was conducted for the development of the Prodoc. A shortened and updated version of this analysis is presented in the table 2. Due to the high number of Type A and B stakeholders in the mainstreaming processes, type C and D stakeholders are not analysed in detail and were not considered for data gathering in this review.

Table 2. Stakeholder Analysis

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how	Potential roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Type A: High power / high interest = Key player				
Local civil society organizations (CSOs) and non-government organizations (NGOs)	Organisations that are part of the civil society network of the PfR networks play a strong role "as agents of change" in introducing and disseminating Eco-DRR approaches to local government stakeholders, sharing experiences from the field and building capacities of risk reduction practitioners	Civil society organisations drafted the country proposals in the 5 PfR target countries and were consulted for the other remaining ones.	PfR partners were the main project coordinators under Project Outcome 2: demonstrating Eco-DRR models having key supporting roles in the 5 countries.	They were expected to be strengthened in their roles as agents of change and key actors in liaising with key stakeholders, including communities, government officials, the private sector and the media.
Local and National Governments	Local and national government are enabler to implement Eco DRR. They are the main target group of the project. Their buy-in and their capacities are crucial for project success.	Local and national government representatives were directly consulted during the development of the Project	Local and National Governments have a key role in implementing Eco-DRR initiatives and providing inputs to technical guidelines and tools.	They were expected to increase their knowledge and understanding of Eco-DRR practices, increasing the likelihood that these practices will be incorporated in standard government procedures on DRR and lead to new Eco-DRR initiatives and investments

Type B: High power/ low interest over the project =Meet their needs				
Communities at-risk where field interventions and local monitoring efforts will be implemented.	At-risk people are the primary bearers of risk and therefore considered the primary stakeholders in a people-centred approach to risk reduction. These stakeholders include: women, children and youth as key agents of change; climate vulnerable groups, and older persons and indigenous peoples	PfR and UNEP have been implementing field-based projects over the past 5 years and have conducted project evaluations and obtained community feedback on project activities	Communities have a direct and central role through Output 2 project activities where they are key stakeholders and beneficiaries of Output 2 and final beneficiaries of Outputs 1 and 3.	Women but also marginalized groups are given greater awareness and a greater voice in shaping and implementing Eco-DRR measures in the Project countries
Global institutional partners for Eco-DRR mainstreaming	This Project will work through the existing Convention on Biological Diversity, Ramsar Convention and World Heritage Convention institutional structures and mechanisms in Project countries to support Eco-DRR mainstreaming in their development and biodiversity programmes in countries.	7 global institutional partners were involved in shaping the project proposal (PfR partners, UNEP-GRID, UNDRR) UNESCO, IUCN and the Ramsar Convention have been consulted.	These partners had central roles both as implementing partners of technical Project Outputs (e.g. development of technical guidelines, Opportunity mapping) but also as conveners of sessions at high-level policy fora and workshops (e.g. Regional Platforms for DRR, Climate Change COPs, Understanding Risk Conference).	Expected changes include a better understanding of technical aspects of Eco-DRR implementation.
National, regional and global training and teaching institutions.	The Project will target national universities in Project countries enhance capacity building for Eco- DRR implementation. PfR and UN Environment will also work with global and regional training/teaching institutions in order to leverage their networks to expand and replicate training on Eco-DRR, multiplying the total numbers of individuals being trained on Eco-DRR each year.	Universities with existing partnerships from previous Eco-DRR projects and workshop events were directly consulted and integrated into this project.	Universities and global/regional training and teaching institutions will have a direct role in the Project as hubs for knowledge generation, training and continued in-country support after Project closure, thus a central element of uptake and sustainability.	It is expected that training/ teaching Partners become experts and take greater ownership as key actors of change in promoting Eco-DRR in their countries/regions.

D. Project implementation structure and partners

96. The project was managed by UNEP's Disasters and Conflicts Branch. The Netherlands Red Cross (NLRC) was the primary implementating Partner for Output 2 of the project; NLRC then co-ordinated the Partners for Resilience (PfR) Consortium which supported the implementation of demonstration projects in five countries. The PfR is an alliance of

five Netherlands-based NGOs: the Netherlands Red Cross, CARE Netherlands, Cordaid, the Red Cross and Red Crescent Climate Centre and Wetlands International. They were selected as an ideal implementing partner for this project because PfR partners were already implementing field projects and public policy dialogues that integrate ecosystem management, DRR and climate change adaptation (CCA) between 2011 and 2020 financed by the Government of the Netherlands. The aim was to leverage the PfR Consortium Programme towards achieving common project outcomes and results in the five PfR countries.

97. The Science Division/GRID-Europe / University of Geneva, Switzerland was an implementing partner for output 3 and 4 which supported developing and enhancing the Opportunity Mapping tool for promoting public and private sector investments in Eco-DRR.

98. The Kerala Institute for Local Administration (KILA), India was the implementing partner for output 1 leveraging Eco-DRR in one large scale national employment programme. It supported activities for upscaling Eco-DRR in model sites of output 2 India.

E. Changes in design during implementation

99. The project was granted an extension from 36 to 60 months, through 20 September, 2023. The EC-funded Outputs (1-3) were subject to a no-cost extension until 20 September, 2023 and respectively 20th of December 2023. NFL contributed to output 3.

100. Two additional outputs were added to the project in June 2021. They were financed by SIDA which provided 530,000 USD to the project. The aim of outputs 4 and 5 was to promote innovation by supporting geospatial technologies and studies on the potential of AI/4IR applications in DRR. Project activities under Outputs 4-5 ended on 30 June 2022.

101. During the project revision in 2021, an indicator for impact was set and sub-Indicators for output 1 and 3 were added to reflect the additional activities in India. Methodologies for measuring two indicators of output 3 were changed on request of the donor in 2021.

F. Project financing

Table 3: Overall Budget

Overall Budget	Amount (USD)
A: Previously approved planned budget (from the last revision)	9,831,389
B: Previously secured budget (EC + NFL)	9,938,739
C: Total change of secured budget	530,000
i) Source of newly Secured budget from SIDA	530,000 (including PSC 8 %)
D: Total revised secured budget (B+C)	10,468,739
E: Unsecured budget (F-D)	0 USD
F: New total for proposed planned budget	10,468,739
G: In Kind contributions- Previously Secured	1,315,949
H: Revised total in kind secured contributions	1,084,049
I: Total revised planned budget: Planned + In Kind (F+H)	11,552,788

Table 4: Original Approved Budget

Funding	Year 1	Year 2	Year 3	Total

EC	2,247,331	2,730,352	3,653,706	8,631,389
NFL	401,789	798,211	-	1,200,000
Grand Total				9,831,389

XV. THEORY OF CHANGE AT REVIEW

102. In the following section a review of the theory of change is presented. The theory of change is quite solid and was not changed during the course of the project and the assumptions were not challenged. The theory of change refers explicitly to outputs 1, 2 and 3. Output 4 is closely linked to output 3 and therefore covered under the theory of change. Output 5 deals with the use of AI in DRR and could be considered under output 3 mainstreaming of Eco-DRR so that all outputs are covered by the theory of change.

103. The Project sought to directly address the problem of insufficient technical expertise and guidelines on Eco-DRR, in order to catalyse increased investments in Eco-DRR measures by public and private sectors through global and national programmes or initiatives (outcome). In doing so, the Project was designed to scale-up Eco-DRR, through mainstreaming Eco-DRR into national and global development and DRR programmes, expanding the geographic coverage of Eco-DRR implementation, and increasing the number of Eco-DRR initiatives in countries and globally (outputs).

104. The Project's intervention logic was based on three main outputs which addressed the main challenge of insufficient technical expertise and guidelines on Eco-DRR. In turn, the project outputs were designed to contribute towards achieving the project outcome: Increased investments and uptake of Eco-DRR measures by public and private sectors through national and global programmes and initiatives. While the primary emphasis of the Project was to develop and enhance technical expertise and guidance on Eco-DRR, the Project was also cognizant of other drivers which must be addressed in order to overcome barriers in scaling up Eco-DRR.

105. In this regard, the Project was designed to address these three main drivers, which were addressed through specific project activities as outlined in the Logical framework.

106. i) increasing public and private sector awareness of Eco-DRR. This driver was addressed through technical workshops bringing together these stakeholders, with Action plans drafted to document pathways for institutionalization of Eco-DRR measures (Outputs 1 and 2); global awareness raising was also undertaken through the Global Virtual Support Center's outreach through social media channels, targeted media webinars and the Massive Open Online Course which targeted public/private stakeholders, as well as academia and civil society organisations (Output 3)

107. ii) ensuring that vulnerable groups, including women, are included in risk-informed decision-making and planning processes at local and national levels. This driver was designed to be addressed through conducting community baselines and direct engagement with communities and community- based organizations through project field implementation and ecosystem restoration projects, community-based trainings and awareness raising activities (Output 2)

108. iii) enhancing the role of academia and training institutions in Eco-DRR capacity building. This driver was designed to be addressed through training of trainer workshops specifically designed for this group which aim to reach at least 200 universities, strengthening of 5 Regional Knowledge Centers, establishing the Global Virtual Support Center and the Massive Open Online Course (Output 3).

109. By addressing these drivers, the Project was designed to increase public and private sector interest to invest in Eco- DRR, and strengthen capacities of local, national and global institutions to implement Eco-DRR tools and guidelines developed by the Project. Involving women was designed to help ensure that development and DRR programmes were more responsive to more vulnerable groups and optimize local knowledge and expertise, especially in the area of ecosystems management. Working through academic institutions was intended to help sustain and expand Eco-DRR capacity building in countries,

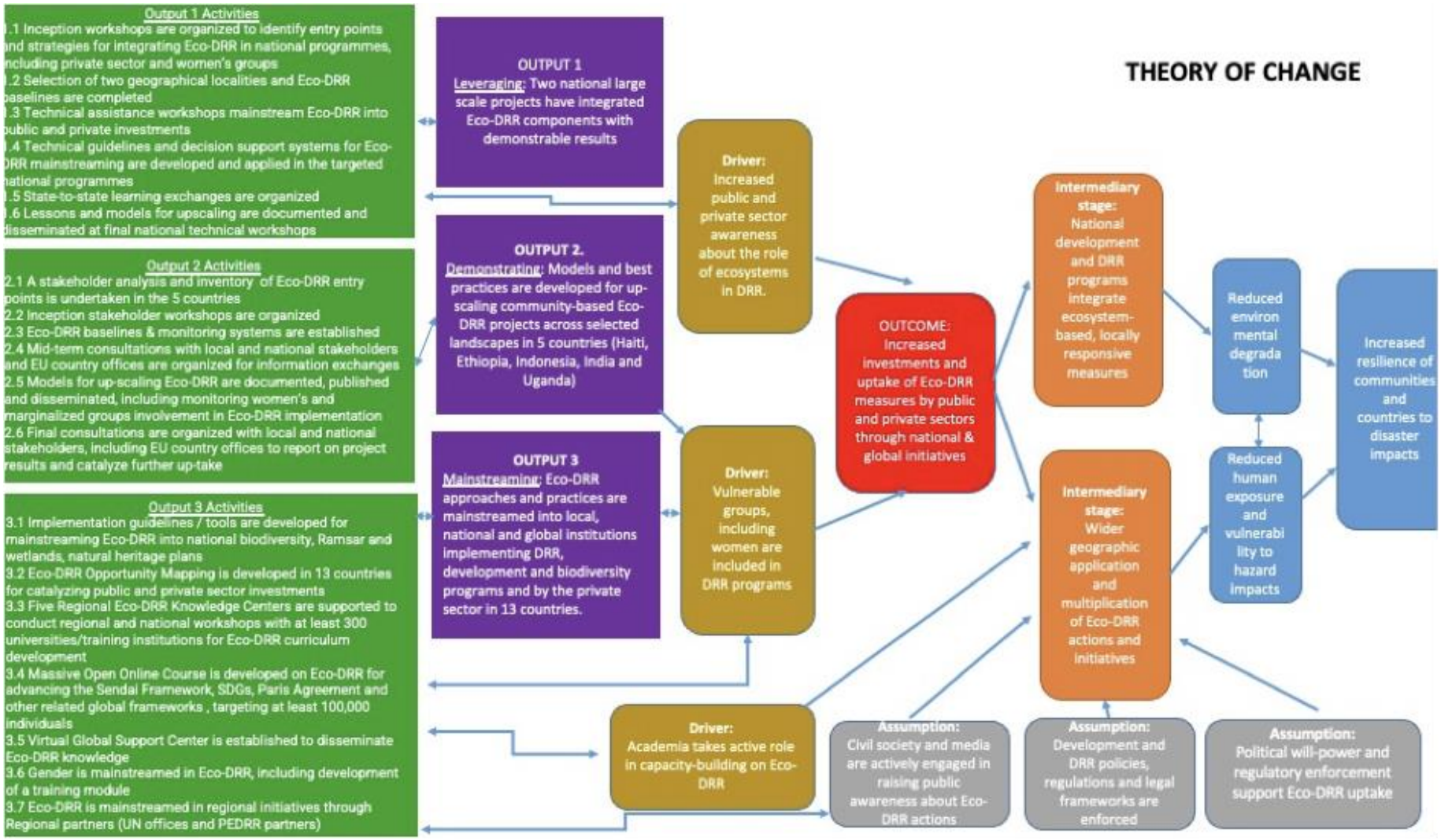
establishing a steady pool of national Eco- DRR professionals and practitioners who can design and implement Eco-DRR programmes and projects.

110. The Project was designed to work towards mainstreaming Eco-DRR in national and global programmes (through achievement of its Project Outputs and Outcome) and contributes towards expanding the geographic coverage and number of Eco-DRR actions. The Project provided technical assistance and capacity building support to countries as well as regional and global institutions to integrate environmental measures for risk reduction in their respective policies, strategies and programmes (PoW EA (a)). In doing so, the longer-term impacts of the Project were designed to reduce environmental degradation, human exposure and vulnerability, which in turn contributes towards enhanced resilience of communities and countries to disasters and climate risks.

111. The Project operated with several assumptions, namely:

112. Civil society is actively engaged in raising public awareness about Eco-DRR actions. Directly supporting civil society organizations (i.e. NGOs, grassroots organizations) for Eco-DRR awareness raising is outside of the scope of this project. However, it was assumed that by working in the 13 targeted countries and through PfR, PEDRR and academic partners and the Virtual Global Support Center, the project would enhance capacities of civil society organizations to become more actively engaged in public awareness-raising activities. Moreover, the project recognised that other development partners, including PfR, were providing direct support to civil society organisations in their respective partner countries on policy advocacy and public outreach.

Other assumptions included: development and DRR policies, regulations and legal frameworks are designed to be enforced, and political will and regulatory enforcement exist to support Eco-DRR uptake. The Project worked to integrate Eco-DRR principles and approaches into national development and DRR programmes and strategies, but the assumption is that there was political will to create a conducive policy, legal and regulatory environment for implementing Eco-DRR programmes and initiatives. All 13 Project countries (of output 3 and 1) selected are signatories to the Sendai Framework, SDGs and Paris Agreement; hence, the Project assumed that national government institutions were committed to implementing these global policies and translating these into local and national programmes/initiatives. Mainstreaming also depends on the capacity of the national governments to deliver services to the population and implement existing regulation. As Eco-DRR is a 'no regrets solution', which in the best case means "doing no harm" to ecosystems through road construction or drainage of wetlands, mainstreaming such solutions is a viable option even in countries with barely functioning governments and lack of investments in DRR, such as Haiti. And, it is clear that mainstreaming and upscaling did occur in all of the participating countries including Haiti, but at different levels and scope depending on the local context and political conditions. Furthermore, mainstreaming and upscaling also occurred through local governments and NGO activities, and there are a few examples where this project's Eco-DRR models were replicated in other donors' projects like in Ethiopia or the Caribbean.


THEORY OF CHANGE
Output 1 Activities
1.1 Inception workshops are organized to identify entry points and strategies for integrating Eco-DRR in national programmes, including private sector and women's groups
1.2 Selection of two geographical localities and Eco-DRR baselines are completed
1.3 Technical assistance workshops mainstream Eco-DRR into public and private investments
1.4 Technical guidelines and decision support systems for Eco-DRR mainstreaming are developed and applied in the targeted national programmes
1.5 State-to-state learning exchanges are organized
1.6 Lessons and models for upscaling are documented and disseminated at final national technical workshops
Output 2 Activities
2.1 A stakeholder analysis and inventory of Eco-DRR entry points is undertaken in the 5 countries
2.2 Inception stakeholder workshops are organized
2.3 Eco-DRR baselines & monitoring systems are established
2.4 Mid-term consultations with local and national stakeholders and EU country offices are organized for information exchanges
2.5 Models for up-scaling Eco-DRR are documented, published and disseminated, including monitoring women's and marginalized groups involvement in Eco-DRR implementation
2.6 Final consultations are organized with local and national stakeholders, including EU country offices to report on project results and catalyze further up-take
Output 3 Activities
3.1 Implementation guidelines / tools are developed for mainstreaming Eco-DRR into national biodiversity, Ramsar and wetlands, natural heritage plans
3.2 Eco-DRR Opportunity Mapping is developed in 13 countries for catalyzing public and private sector investments
3.3 Five Regional Eco-DRR Knowledge Centers are supported to conduct regional and national workshops with at least 300 universities/training institutions for Eco-DRR curriculum development
3.4 Massive Open Online Course is developed on Eco-DRR for advancing the Sendai Framework, SDGs, Paris Agreement and other related global frameworks , targeting at least 100,000 individuals
3.5 Virtual Global Support Center is established to disseminate Eco-DRR knowledge
3.6 Gender is mainstreamed in Eco-DRR, including development of a training module
3.7 Eco-DRR is mainstreamed in regional initiatives through Regional partners (UN offices and PEDRR partners)
OUTPUT 1
Leveraging: Two national large scale projects have integrated Eco-DRR components with demonstrable results
OUTPUT 2.
Demonstrating: Models and best practices are developed for up-scaling community-based Eco-DRR projects across selected landscapes in 5 countries (Haiti, Ethiopia, Indonesia, India and Uganda)
OUTPUT 3
Mainstreaming: Eco-DRR approaches and practices are mainstreamed into local, national and global institutions implementing DRR, development and biodiversity programs and by the private sector in 13 countries.
Driver: Increased public and private sector awareness about the role of ecosystems in DRR.
Driver: Vulnerable groups, including women are included in DRR programs
Driver: Academia takes active role in capacity-building on Eco-DRR
OUTCOME: Increased investments and uptake of Eco-DRR measures by public and private sectors through national & global initiatives
Intermediary stage: National development and DRR programs integrate ecosystem-based, locally responsive measures
Intermediary stage: Wider geographic application and multiplication of Eco-DRR actions and initiatives
Reduced environmental degradation
Reduced human exposure and vulnerability to hazard impacts
Increased resilience of communities and countries to disaster impacts
Assumption: Civil society and media are actively engaged in raising public awareness about Eco-DRR actions
Assumption: Development and DRR policies, regulations and legal frameworks are enforced
Assumption: Political will-power and regulatory enforcement support Eco-DRR uptake

XVI. REVIEW FINDINGS

A. Strategic Relevance

113. The Project is fully aligned with UNEP's Medium-Term Strategy, Programme of Work and Strategic Priorities, and is also aligned with the donor's DG INTPA strategic priorities. There is a high level of relevance to global, regional, sub-national and national priorities. The Project contributes to the key global frameworks like the Sendai framework for DRR and responded strongly to requests for Eco-DRR technical guidance. The UNEP team also worked diligently to ensure that the Project was complementary with related approaches, such as NbS and EbA and continues to be actively engaged in the role of NbS in humanitarian settings at global level. Its relevance is also strong at the regional level, where the project has responded to interest and been instrumental in establishing regional PEDRR hubs. The funding of SIDA allowed to explore new areas such as AI for DRR, which are highly relevant for UNEP´s future programming and work.

Alignment to UNEP's UNEP Medium Term Strategy1 (MTS), Programme of Work (POW) and Strategic Priorities

114. The project was fully aligned with UNEP's Mid-term strategy and Programme of work 2018-202021 under which it was approved. It is aligned with the PoW 2022-2025.

1. It contributed to the expected accomplishments in the UNEP Programme of Work (PoW) 2018-2021:
    - EA 2. Output 1. Risk assessments, policy support and training delivered to international and United Nations partners, to catalyse environmental cooperation and practical action to address environmental factors contributing to risks from disasters and conflicts.
    - EA 2 (a) (i) Increase in the proportion of countries in which environmental issues are addressed in national disaster risk reduction strategies. Unit of measure: Percentage of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030.
2. In the PoW 2022-2025, the project made contributions to
    - Climate Action:

1.2 – Carbon neutrality and resilience are integrated into climate planning and policy and regulatory frameworks at all levels

1.7 – Public support and political engagement for climate action are catalysed

- Living in harmony with Nature:

2.1. – Collective action by United Nations system entities addresses biodiversity loss and promotes conservation and restoration

2.3 – Productive land and seascapes and fresh water are sustainably managed.

2.9 – Institutional capacity to adopt and act on national and international commitments is enhanced and accountability frameworks are strengthened.

[1] UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents.

3. It contributes to the PoW 2022-2025 to indicator:

- Climate Action: Outcome 1B: Countries and stakeholders have increased capacity, finance and access to technologies to deliver on the adaptation and mitigation goals of the Paris Agreement.
- Living in harmony with Nature: Outcome 2B: Sustainable management of nature is adopted and implemented in development frameworks.

115. The project implemented **UNEP's Capacity building (BSP Bali Strategic Plan), and South - South Cooperation (S-SC) policies** were instrumental in establishing regional PEDRR hubs.

Alignment to Donor and Partners Strategic Priorities

116. The project's implementation strategies and delivered results are **consistent with the donor DG INTPA priorities.** This Project contributed to the approved EC Action Annex XI that is part of the Annual Action Programme 2017 for Environment and Climate Change under the Global Public Goods and Challenges Thematic Programme. It was financed by the EU flagship Programme Global Climate Change Alliance Plus (GCCA+) Area 3 "Disaster Risk Reduction through protective infrastructure; restoration of protective forests (mangroves, riverine and mountain forests); development of social protection systems and Early Warning Systems (for flooding, cyclones, storm surges)". The intention was to bring Eco-DRR expertise into the Global Climate Change Alliance (GCCA+) and further enhance its actions and support to countries. The programme was closed in 2023.

117. The donor DG INTPA proposed to include the NGO consortium PfR in the Netherlands into the project implementing field activities for Eco-DRR in five countries. The intention was to implement activities at local level providing direct benefits for the local population according to the EU strategy creating model projects. By establishing a "proof-of-concept", UNEP and PfR partners worked collectively to embed Eco-DRR principles and approaches in the Sendai Framework for Disaster Risk Reduction and supported development of major global resolutions on linking ecosystems and DRR under the CBD and the Ramsar Convention on Wetlands.

118. The project contributed to the donors' reported results': (basis Global Europe Results Framework since 2021) [2] level 1 Impact : indicators (SDGs) SDG 13. and level 3 (mainstreaming of policy priorities) indicator GEFR 3.1 - Amount and share of the EU funded international cooperation and development assistance contributing to (a) protecting biodiversity; (b) climate change (adaptation and mitigating). However, the project did not fall under the DG INTPA´s results oriented management (ROM) according to the project manager in charge of the project.

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

119. The review found full alignment (i.e. consistency) with: global, regional and national environmental and DRR agendas such as the Sendai Framework, the CBD. All project partner countries are signatories of both multilateral agreements.

120. As the project has conducted activities in a number of countries in multiple sectors (i.e. DRR, natural resource management, biodiversity protection, agriculture or higher education), the following examples demonstrate the relevance of the project to national

[2] https://capacity4dev.europa.eu/resources/results-indicators/eu-rfi_en

and sub-national priorities. Output 1 was implemented in the State of Kerala in India which was affected by a severe flood in 2018; hence, mitigating the effects of disasters has since been a political priority in the State (sub-national level). The MGNREGS of India is the largest employment programme in the world which offers cash-for-work for the most vulnerable populations, including women, in rural areas across India (national policy). The MGNREGS is supported at State level and implemented at local level (panchayat). In Uganda, the project activities supported the national policy for watershed management at local levels (output 2). The opportunity mapping tool was used by the Ministry for the Environment in Colombia to support decision making in two locations (output 3).

121. The review identified that the project activities on the ground - the models for ecosystem based DRR with the three components: livelihoods, ecosystem restoration and DRR met the needs and priorities of the beneficiaries. The strong science and evidence-based model is more suited to contexts where it can be upscaled via state programmes and institutions where evidence is needed in order to address institutional barriers. In a humanitarian context such as Haiti, where most donors support similar activities (e.g., investing in livelihoods and disaster prevention), a less monitoring - oriented approach towards implementation would have been sufficient because creation of evidence / data availability is less important than seeing progress on the ground like in the case of waterspreading wears in Ethiopia.

122. In all cases, a strong focus on building local structures in the long term was needed, which could not be covered in a 2 -year field implementation period. Interview partners considered 5-6 years local implementation more suited for ecosystem restoration and building livelihoods with small businesses and market linkages.

Complementarity with Existing Interventions/Coherence

123. The intervention design tried to achieve full complementarity of results with the on-going work of the PfR Consortium in the project areas developing local Eco-DRR models. Originally, project funds were mainly to contribute to upscaling the Eco-DRR models and implementation of activities was supposed to be funded by PfR funds. As the planned funding for complementary activities by PfR partners was not obtained in the beginning of the project, project activities were modified.

124. **The project design anticipated the benefits from collaboration** with the PEDRR network for outreach and communication of project results, which were fully achieved.

125. The UNEP team also worked diligently to ensure that the Project was complementary with related approaches, such as NbS and EbA and was actively engaged in the role of NbS in humanitarian settings at the global level.

Rating for Strategic Relevance:	**Highly relevant**

B. Quality of Project Design

126. The project design is rated Highly Satisfactory because of its strategic relevance and addressing causalities. Project preparation was thorough, reflecting the quality of the project design and the Prodoc. Governance and supervisory arrangements were complex: a. due to the involvement of the NGO consortium PfR for implementing the local case studies spread over different sites in 5 countries; and b. due to involvement of a variety of national governments Departments / Ministries for the opportunity mapping work across 13 countries. These arrangements have however allowed building up effective partnerships at different levels from local, national, regional to global, which are necessary for mainstreaming Eco-DRR. Financial planning and budgeting was well

designed given this complex implementation structure. Learning, communication and outreach fit the purpose of the project.

127. The project objective and outcomes were very specific and realistic. Activities, outputs and outcomes seem well-related and connected to the objective. The results framework is well designed and includes indicators and target values, means of verification and limited assessments of risks. In 2021 during the revision of the project, the donor DG INTPA suggested to use an indicator to measure the impact of the project as number of people in communities / countries with increased resilience to disasters. Indicators of output 1 and 3 were also adjusted. DG INTPA requested a revision of the output level indicators to ensure that the indicators captured higher level results at the output level e.g. DG INTPA did not feel sufficient to list number of trainings undertaken or number of individuals trained, but rather it was important to also measure whether these individuals improved their knowledge of Eco-DRR (use of outputs by beneficiaries).

128. The project was revised as it needed to be adapted to COVID-19 and also extended. This extension was necessary not only to mitigate the effects of COVID-19 on the project but also to allow the implementation of the manyfold activities and the upscaling of the project pilots.

129. The limited timeframe of the project (initially 3 years with an inception phase of six months) was unrealistic given the high importance of field activities and their upscaling in the project (output 2). In an initial Action document of the EU Commission from 2017, a timeframe of 76 months was proposed which would have been more realistic.

130. Total time of project activities in communities was approximately two years, which included a thorough planning phase of six months. Conducting field activities and upscaling within 3 years is a challenging task as sustainable field activities in livelihoods and institution-building require at least three years of work with communities. The timeframe was too short for restoration activities of ecosystems as restoration of ecosystem requires time for planning of restoration activities, testing of the planned activities (e.g. plants need time to grow and be maintained, especially for fruit trees). In addition, the project operated in disaster-prone areas, creating even more challenges for tree plantations. Tree planting was chosen as the means for ecosystem restoration in Haiti, Ethiopia and Uganda, which required time to ensure the survival of the saplings in dry areas.

131. Synergies with other PfR projects could compensate this weakness. As the PfR had already conducted field activities in the chosen sites and countries financed by the Dutch Government, the project added resources to those field activities and extended them. A UN-led project made it easier to access national governments, leading to upscaling activities in selected countries. A full circle from ideas / pilot activities to implementing updated legislation where those experiences are upscaled normally takes between 10-14 years. The extension of the project allowed to implement most of the activities. The short timeframe of pilot projects under output 2 without remaining project field staff or budget made it more challenging for PfR partners to facilitate field visits for the terminal review, after the closure of their project activities.[3]

132. Later, in the course of the project, two more outputs were added which supported the sustainability of the project: a. updating the opportunity mapping tool and b. identifying options for Eco-DRR in the future through AI. The budget of the additional outputs was

[3] Additional comments from the Terminal Reviewer were as follows: Field actors need budget for the terminal evaluation. The challenge is how to compensate field NGOs when their activities are closed before the end of the project. A field visit to kerala could have been the solution in this TR because state actors have permanent resources. TR ideally starts 6 months before the closure of the project so that the field visit could be done in the last months of project activities.

relatively small compared to the total budget, hence, it made sense to add the outputs to a larger project to avoid overhead costs for a new project.

133. Based on the above points, the project design is rated overall as Highly Satisfactory (5,6 of 6,0)

134. The completed form of the assessment of the project design quality can be found in the annex (Annex C). The table shows the calculation of the overall results based upon an analysis of the updated ProDoc.

Rating for Project Design: Highly Satisfactory

C. Nature of the External Context

135. The nature of the external context (i.e. local implementation conditions) was moderately unfavourable. This is partly due to the nature of the project – reducing disaster risks which take place in areas that are highly prone to disasters, hence, constituting an unfavourable context.

136. The political context was expected to intermittently or partially affect project operations e.g., the challenging political situation in Haiti which did not allow scaling up of the DRR model in collaboration with the national government.

The following conditions were present:

- COVID-19 affected the implementation of field activities as lockdowns did not allow activities such as training or meetings. The activities at the global and regional levels were also affected since in person-meetings and training and travel were not possible until 2022 due to security concerns. Many of the activities had to switch to online activities which required re-planning and allocating the budget accordingly.
- A wildfire forced the implementing NGO in Indonesia to search for a new project location in the beginning of the project. All project locations were in areas which are affected by floods, droughts or wildfires, temporarily hampering parts of the project's operations to a smaller extent. A strong earthquake struck the project region in Haiti during the implementation of the work so that emergency needs had to be met first before continuing the project activities.
- The security situation in Haiti and Ethiopia temporarily affected project staff and partners operations to a significant extent. In Haiti, a different alternative project location had to be identified due to security concerns. In Ethiopia, the implementation of project activities was affected by the security situation. The security situation did not allow to deliver all communication products (e.g., the project documentary video).
- The economic conditions in Sri Lanka affected project operations for output 4 to a considerable extent preventing the visit to the country for a sector-based opportunity mapping on tourism and coastal protection.

Rating for Nature of the external context: Moderately Unfavourable

D. Effectiveness

137. The effectiveness of the project is beyond expectations. The theory of change and the project design were very effective in delivering results. The outcome has been fully achieved and all outputs 1-5 were delivered. Performance outpaced almost all of the indicators. Synergies have emerged between the outputs, which have enhanced the

delivered activities, and contributed to the outcomes. During the project lifetime, positive intended and un-intended outcomes were observed. Intended outcomes have been greater awareness for Eco- DRR / NbS at all levels and initiatives such as inclusion of Eco-DRR in local plans. Intended but not expected outcomes have been the interest of international development banks (notably, the World Bank-GFDRR) in Eco-DRR and the high engagement of young professionals for Eco-DRR mainly thanks to the MOOC and online workshops which will bring the topic forward in the future.

Availability of Outputs – highly satisfactory

138. All outputs were available to the intended users and delivered on time. All outputs were deemed to be of excellent quality and utility by users. A highlight was the MOOC (output 3), which built capacities of especially young people to take action on Eco-DRR empowering them for professional careers in Eco-DRR. The ownership of the key outputs (such as output 1) was highly collaborative as they were co-created with potential users. For example, the Eco-DRR guidelines for the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) were elaborated in a participatory process with inputs from technical experts from different departments and the local administration in the State of Kerala. In Output 2, community-based groups were supported to implement Eco-DRR, ensuring a high participation of local stakeholders. The MOOC developed under output 3 had different modules directed to a variety of target groups. The modules were produced involving experts from various sectors, (e.g. the module for private sector was supported by experts from the European Investment Bank).

139. **Output 1 Technical Assistance on Eco-DRR criteria design, implementation and monitoring provided to national large scale programmes for integrating Eco-DRR components with demonstrable results**

Indicator 1: two countries (India and Philippines) where technical assistance was provided by UNEP to integrate Eco-DRR approaches into large scale on-going development or risk reduction programmes. During the project revision in 2021, the indicator was adapted to one country India.

The following sub-indicators were added after the revision of the project in 2021.

1.1. Number of technical modules and decision support systems developed and made available to mainstream Eco-DRR for national programmes in India

- Baseline: 7 technical Eco-DRR modules developed for State of Kerala (2019)
- Target: 10 Technical Modules (at national level in India) (2023)
- Delivered: 10 modules and technical guidelines were finalized for a national level audience. The handbook has also been translated into four local languages, Hindi, Malayalam, Kannada, and Odia for better uptake at the sub-national level

1.2. Number of public or private sector stakeholders in India who demonstrate increased knowledge on Eco-DRR (disaggregated by sex, and by private or public sector actors)

- Baseline: 0 (2019)
- Target: 200 (2023)
- Delivered: 937 participants, (585 Female and 352 Male) demonstrated an increase in knowledge of Eco-DRR through the pre and post assessments conducted.

1.3. Number of public or private sector stakeholders who have participated in trainings and workshops on Eco-DRR technical modules (disaggregated by sex)

- Baseline: 0 (2019)

- Target: 800 people (2021)
- Delivered: 1210 participants (until 2023)

140. Due to changes in administrative processes for international co-operation projects in the Philippines, the work on output 1 had to be discontinued in the Philippines. In the revision of the project, this change was communicated to the donor. The project had initially planned to work in the Philippines to mainstream Eco-DRR principles and approaches in the implementation of the Expanded and Enhanced National Greening Programme (ENGP). However, given delays in signing of a Memorandum of Understanding with the Government of the Philippines, it was agreed through the first project revision not to continue activities in the Philippines and redirect efforts to the India initiative.

141. In India, technical advice was provided to leverage Eco-DRR into the national employment scheme MGNREGS, one of the largest poverty alleviation programmes in the world. In the State of Kerala, Eco-DRR was leveraged into two large employment guarantee programmes: MGNREGS and the Ayyankali Urban Employment Guarantee Scheme (AUEGS) of the State of Kerala.

142. The aim was 1) to present Eco-DRR measures as options for natural resource management works in rural areas organised by the local administration (e.g. fire prevention or watershed management) and 2) to ensure that works under the schemes mitigates / prevents hazards such as landslides due to local road construction.

143. Through technical support to government local bodies (Gram Panchayats) and training of MGNREGS engineers, government officials and public representatives, the project influenced the government's decision to incorporate Eco-DRR related activities in the Village Disaster Management Plans (VDMPs) across Kerala. The 2021 MGNREGS Annual Circular encouraged Gram Panchayats (local governments) to allocate budget on work streams related to Eco-DRR. Eco-DRR was institutionalised in all DRR trainings delivered by KILA for local government officials and engineers. Eco-DRR was also included in the template for local government disaster management plans. Over the three years of the project implementation in the state, the budget allocated on Eco-DRR related work in MGNREGS also showed a significant increase.

144. A national upscaling strategy was developed for India, providing a roadmap to expand Eco-DRR uptake in MGNREGS programs at the national level and in two new states: Karnataka and Odisha. A national workshop titled "Promoting Eco-DRR for Infrastructure and Social Resilience" was conducted in October 2021 with NIDM, the Ministry of Rural Development (MoRD) and National Disaster Management Authority (NDMA). KILA and UNEP presented the Eco-DRR national upscaling strategy to stakeholders which endorsed the upscaling strategy.

145. During and after the project duration, the project partner Kerala Institute of Local Administration (KILA) organised meetings with the Ministry of Rural Development of the Government of India and with the States of Karnataka and Odisha to disseminate the developed concepts within India. Both governments of Odisha and Karnataka were interested in including Eco-DRR into their State level MGNREGS. Furthermore, the high-level declaration of the 2023 G20 presidency by the Government of India included five "Priority Issues", including one on "Increased application of Ecosystem-based approaches to Disaster Risk Reduction", which is likely to reverberate beyond the G20. The behind-the-scenes story is the role played by the National Institute for Disaster Management (NIDM), Government of India, in crafting the Eco-DRR recommendation, with whom UNEP collaborated closely as a project partner (outcome level results).

146. .The project also continued advocacy at the national level through several meetings with senior officials from the Ministry of Panchayati Raj (MoPR) and MoRD. The focus was to institutionalise Eco-DRR modules in trainings conducted by the National Institute of Rural Development and Panchayati Raj (NIRDPR), and to include Eco-DRR in the National MGNREGS Annual Circular. A policy memo was drafted and shared with the MoRD for their consideration. As part of the United Nations Partnership for Action on Green Economy (PAGE), the UNEP India office included in their plans the development of an action plan for integration of Eco-DRR principles in the MGNREGS and Amrut Sarovar Mission.

147. A project concluding workshop was held in Kerala in March 2023, where results from the project as well as case studies were shared. Participants agreed that the MGNREGS programme was a valuable vehicle for mainstreaming Eco-DRR approaches, and similar other national programmes should also be tapped into to mainstream and implement Eco-DRR across India

148. Synergies occurred with output 2 where Eco-DRR measures were integrated into local development plans in project areas in the states of Odisha and Bihar (outcome level result). Furthermore, partners from Ethiopia learnt about the experiences with the employment scheme in India and were interested in introducing Eco-DRR in a similar scheme known as the Productive Safety Net Programme (PSNP) in Ethiopia (additional intended result at outcome level: dissemination).

149. **Output 2 Community-based models of Eco-DRR field projects are implemented across selected landscapes in 5 countries (Ethiopia, Haiti, India, Indonesia, Uganda)**

150. The PfR consortium conducted field implementation in five countries (Ethiopia, Haiti, India, Indonesia, Uganda) starting between September 2019 and June 2020 (depending on the country) and completed all planned activities by September 2022. The delivery of the intended results was well beyond its targets.

151. Eco-DRR community-based upscaling models were developed in each country specifying the three key Eco-DRR components:

- 1) ecosystem restoration and protection;
- 2) climate-smart livelihoods; and
- 3) DRR.

152. The project successfully generated several knowledge and communication products, including short films and case study documents with a Cost Benefit Analysis (CBA) of Eco-DRR measures on project sites, success stories and results sheets for each of the five countries (except Ethiopia for which a short film and CBA were not produced due to the conflict). The CBA analysis clearly showed the long-term economic returns of adopting the Eco-DRR approach as a sustainable development investment.

153. **Implementation in Indonesia**

154. Location: in Muara Manompas and Terapung Raya village, sub district of Muara Batang Toru, South Tapanuli District in North Sumatera Province.

155. The main risks addressed were fires in degraded peatlands and resulting floods.

156. Project Duration: May 2019 to June 2022

157. Activities:

- Rewetting of peatlands by canal blocking, planting with native trees;

- Installation of early warning devices;
- 15 Community-based Organisations (CBOs) established and actively engaged in peatland restoration through the bio-rights scheme. The bio-rights scheme is a mechanism developed by Wetlands International Indonesia and developed as follows: Communities and the implementing NGO sign a contract about ecosystem protection. The community receives training in livelihoods and business development and gets a loan to implement respective activities. The loan is converted into a grant after some years of protecting the ecosystem;
- 2 community-based fire-brigade groups established and trained to monitor and respond to peat fires;
- Training in canal blocking construction and maintenance and peatland ground water level monitoring;
- Training in livelihoods like aquaculture, paludiculture;

158. Results:

159. The results of peat hydrological monitoring indicated lower risk of fire and effectiveness of canal blocking in retaining peat moisture. As of the final project report, the native tree species (jelutong, rattan, sago, and pineapple) cultivated by the bio-rights groups were growing very well with a survival rate of 87%. To sustain these results and ensure sustainability, a village regulation was proposed by the CBOs and later endorsed by the village government. This regulation enabled the local communities to continue restoring and protecting their peatlands while improving livelihoods and managing peat fire risks with recognition and support from the village government budget.

Up-scaling: The advocacy with the national government, especially the Peat and Mangrove Restoration Agency (BRGM) has also been successful with the adoption of the Eco-DRR model and practice into the revised National Handbook on Peatland Management Without Burning. This handbook will be used as the reference by BRGM in developing the capacities of peat farmers across the country.

160. **Implementation in Uganda**

161. Location: Aswa Catchment, Northern Uganda,

162. Risks: Frequent and prolonged droughts in upstream areas; floods in midstream areas,

163. Project duration: June 2019-June 2022

164. Activities:

- Supporting beekeeping and shea butter production as livelihoods activities;
- Training of farmers;
- The roll out of Farmer-Managed Natural Regeneration (FMNR) has gained support from the National Forestry Agency (NFA), which continued supplying tree seedlings for free, providing forestry training, advisory and extension services through its Community Tree Planting Programme;
- 81 CBOs trained on Integrated Risk Management (IRM), which combines ecosystem restoration with risk reduction activities;
- 6 Micro-catchment management committees operational and implementing micro-catchment management plans for drought and flood management;
- 60 Village Saving Loan Association (VSLA) groups trained on group governance and eco-enterprises;

- 33 Aswa Catchment management committee members trained on Integrated Risk Management (IRM) for drought and flood risk reduction;
- 4 district governments were trained in Integrated Risk Management (IRM) to integrate climate change indicators and Eco-DRR in their plans and budgets;
- Supporting CSOs and local community participation in planning and tracking implementation of environment actions with local government, including enforcement of community by-laws;
- Influencing review of national guidelines on micro- water catchment planning to integrate IRM with Ministry of Water and Environment for replication nationally.

165. Results:

- 720 out the 800 farmers trained in FMNR - keeping trees on farmland-, have adopted FMNR practices, achieving a 90% adoption rate;
- About 45,000 ha protected.

166. Upscaling: Advocacy to the national government, especially the Ministry of Water and Environment (MoWE) led to uptake of the Eco-DRR model and practices into the revision of national guidelines on micro-catchment planning. The advocacy document was prepared and is being reviewed for approval (2023).

167. **Implementation in India**

168. Project location:

- Tampara Wetland, State of Odisha
- Kabartal Wetland, State of Bihar
- Northern dryland region, State of Gujarat

169. Risks: Wetland degradation reduces community resilience against water-related hazards such as floods, droughts, and storm surges.

170. Project period: May 2019- September 2022

171. Activities:

- 32 CBOs trained in support of ecosystem restoration with risk reduction activities;
- 224 Women (members of Self Help Groups) trained on sustainable livelihoods and wetland wise use;
- 11 Task Force groups comprising over 150 wetland champions was established and actively engaged in wetland conservation/Eco-DRR;
- 1,500 fishermen sensitized on wetland management and sustainable fishing;
- Supporting State Governments in enhancing management regimes of the two wetlands to achieve conservation and wise use-goals;
- Development of Integrated Management Plans for Kabartal (newly designated Ramsar site) and Tampara wetlands (a proposed Ramsar site);
- Kanwar Nature Club and Fish Co-operative were strongly advocating for protection of wetland biodiversity and its values;
- 5 Panchayats (local government institution) incorporated Eco-DRR measures in their annual developmental plan (GPDP);

172. Results

- Enhanced resilience of 12,000 households to water-induced disaster risks,
- 3,312 hectares (ha) of wetlands and community common pool resources (ponds, drainages) were protected and restored;
- Local farmer and fisher communities adopted sustainable livelihood practices to reduce direct dependence on the wetlands through measures like organic farming or discontinuing use of zero-size fish nets.
- Upscaling: significant progress was reported in protecting wetlands for DRR. In Bihar, water security planning was conducted that identified water extraction structures for effective management of water resources in the landscape. A national consultation was hosted by the National Institute for Disaster Management (NIDM) that discussed the necessity to standardise NbS principles for effective policy integration and evidence building. NIDM also facilitated a workshop engaging the representatives of State Disaster Management Authorities and State Wetlands Authorities towards integration of wetlands conservation and NbS within disaster management plans. It advocated for restoring wetlands to reduce disaster risks, the relevance of NbS in disaster management, and identified opportunities and challenges for integration of NbS into disaster management.
- The Tampara Wetland in Odisha was subsequently recognised for its unique characteristics and designated as a Ramsar Site. The designation will enable effective management of the wetland to sustain its functions in preserving biological diversity, buffer disaster risks and provide critical ecosystem services including livelihoods, freshwater, and cultural heritage. Furthermore, NIDM with Wetlands International South Asia developed and published a guidance handbook on NbS for disaster management professionals.

173. **Implementation in Haiti**

174. Location: the South district of Haiti: • Chardonnieres, Les Anglais, and Tiburon

175. Risks: Flooding, landslides and food insecurity

176. Project duration: May 2019 – June 2022

177. Activities:

- Community-based Organisations established and actively engaged in ecosystem restoration and good agriculture practices including crop production and prevention of soil erosion / fruit tree planting;
- Creation of natural zones for additional protection by landowners and communities;
- 56 earthen walls constructed and 27 retaining walls built to reduce erosion, mitigate flood and landslide hazards. These were combined with vegetation such as: pineapple and bamboo to strengthen the structures and provide livelihoods benefits;
- 6 women groups trained and engaged in vegetable gardening, 8 vegetable model gardens (jaden lakou);
- 10 community-based seedlings nurseries established and managed by communities;
- 6 Red Cross committees involved in Eco-DRR actions and disaster preparedness;
- 3 Civil Protection Local Committees trained in emergency management and establishing a coordination centre for emergencies;
- 3 local builders groups trained on building Eco- DRR infrastructures and maintenance.

178. Results:

- 29 hectares (ha) of degraded mountain land restored with native tree species through the reinforcement of agroforestry systems and woodlots;
- include the vision of the Eco- DRR approach into the current 5 years Haitian Red Cross strategic planning document;
- Local communities collectively agreed and signed 'community engagement charters' (les chartes d'engagements) which stipulates the roles and responsibilities and long-term engagement of the beneficiaries who own the lands where the restoration activities took place, as well as the nursery managers. The formulation and signing of the charter involved the village government officials, the local government (Mayor) and regional government (Ministry of Environment).
- Upscaling: Considering political instabilities and challenges to obtaining long-term commitments from the Haitian government, the Haiti Eco-DRR upscaling model focused on humanitarian actors. This was consolidated during a regional workshop, held in June 2022 where the Haitian Red Cross presented the Eco-DRR model and results to other humanitarian actors and local and regional authorities. The Haiti Eco-DRR model on DRR has been institutionalised by being included in the revised Haiti Red Cross 5 years plan (2021-2026). NLRC will continue advocating for the inclusion of Eco-DRR solutions and lessons learned in their 5 years plan to prevent flooding and landslides in risk zone prone areas, based on the result of the actions implemented through this project. They are also leading training on this approach with other National Red Cross and Red Crescent Societies worldwide**.**

179. **Implementation in Ethiopia**

180. Location: Fafan and Liben Zones of Somali Region

181. Risks: Droughts, flooding and food insecurity

182. Project duration: July 2019- June 2022

183. Activities:

184. 4 water spreading weirs constructed along with stone bunds to restore 49 hectares of degraded land. The project team is working with GIZ in promoting water spreading weirs as a successful Eco-DRR measure in Somali Region;

185. 3 masonry check dams constructed for restoring farm and grassing lands. 1380 people are engaged in this activity on cash for work basis;

186. 4 rainwater harvesting underground tanks (birkad) rehabilitated benefiting around 630 households in the dry season;

187. A nursery was established for multi propose tree species such as fruit and fodder;

188. 18 CBOs trained on Eco-DRR components and 2,520 community members were sensitized on ecosystem and rangeland restoration and management for addressing overgrazing and deforestation;

189. Comprehensive landscape and community- based risk assessments;

190. 2 Natural Resource Management and 2 Rangeland Management Committees established and trained, and village by-laws developed for more sustainable ecosystem management;

191. Results:

    - 16 hectares land restored or protected.
    - Inclusion of successful soil and water conservation measures (WSWs) into the regional development plans;

- humanitarian NGOs committed additional funds to expanding this work.
- Upscaling: Outreach to the key government offices (agricultural and natural resources management) to collaborate on scaling up of Eco-DRR within the PSNP (Productive Safety Net Programme V) programme. Government eventually adopted the "water spreading weir" technology within PSNP programme.

Output 2 Results per Indicator:

Indicator 2.1. Number of community-based / local level organizations that have been trained to implement Eco-DRR activities

- Baseline: 0 (2019)
- Target: 125 (2023)
- Delivered: 217 community-based /local level organisations that have been trained to implement Eco-DRR activities
- Indonesia: 27
- Uganda: 93
- India: 41
- Haiti: 38
- Ethiopia:18

2.2. Number of hectares of ecosystems restored or protected as a result of model Eco-DRR field projects implemented by the project

- (disaggregated by country, ecosystem and by type (i.e. ecosystems restored or protected))
- Baseline: 0 (2019)
- Target: 25,000 ha (2023) (disaggregated by country, ecosystem and by type (i.e. ecosystems restored or protected)
- Delivered: 48,698 hectares of ecosystems restored or protected as a result of model Eco-DRR field projects implemented by the Project
- Indonesia: 60 ha restored (peatlands)
- Uganda: 46,030 ha (micro watershed, mainly ecosystems protected on private farmland and forest), 98 ha restored, 45,032 ha protected
- India: 3,386 ha (wetlands), 465 ha restored, 2,921 protected
- Haiti: 106 ha (mainly agricultural land in watersheds and slopes), 70 ha restored, 36 ha protected
- Ethiopia: 16 ha (rangelands): 4 ha restored, 12 ha protected

Indicator 2.3

- 329,975 people (of which 47% women) benefitted (directly or indirectly) from community-based models of Eco-DRR field projects
- (disaggregated by country and sex)

- Indonesia: 4,505 (49% women)
- Uganda: 109,388 (50% women)
- India: 71,300 (39% women)
- Haiti: 88,007 (50% women)
- Ethiopia: 56,775 (47% women)

Output 3 Strengthened capacities of national, regional and global level institutions from public, civil society and private sectors to mainstream Eco-DRR in development, risk reduction, adaptation and biodiversity programmes

192. Output 3 of the project was designed to integrate and mainstream Eco-DRR approaches into the national, regional, and global policy processes as well support institutions implementing DRR and related programmes through capacity building and technical support, engaging diverse stakeholders and influencing international frameworks, and training stakeholders on implementing Eco-DRR.

Indicator: 3.1. Number of Eco-DRR Opportunity Maps developed and disseminated at national level (disaggregated by country)

- Baseline: 0 (2019)
- Target: 13 (2023)
- Delivered: 13 Opportunity maps were developed and disseminated nationally**.** Of which 10 country maps supported by EC , 3 country maps supported by NFL funds

193. The development and dissemination of Eco-DRR Opportunity Maps identified opportunities for the integration of Eco-DRR practices into DRR efforts in areas vulnerable to natural hazards. The core of this effort lies in a GIS-based tool, developed by UNEP-GRID Europe/University of Geneva, which harnesses global datasets of hazards, population, and ecosystem coverage, creating 10X10 km grids of data on the suitability of restoration and protection of any ecosystem around the world vis-a-vis the vulnerabilities faced by the local population. It is now hosted on the UNEP World Environmental Situation Room data platform. These maps were more than just visualised data sets; they became tools for stakeholders to better understand the vitality of Eco-DRR practices into their own contexts.

194. Opportunity Maps and country profiles were created for 13 countries: Philippines (March 2019); India (June 2019); Indonesia (June 2019); Haiti (July 2019); Ethiopia (June 2019), Uganda (July 2019), Colombia (Aug 2019), Oman (Nov 2019), Sri Lanka (Dec 2019), Kenya (July 2021), South Sudan (June 2022), Guatemala (June 2022), and Nigeria (July 2022). Dissemination of these Opportunity Maps took place via national workshops organised in all countries.

Indicator 3.2. Number of policy advocacy briefs and implementation guidelines for adoption and mainstreaming of Eco-DRR in countries developed at global level and disseminated for implementation of national protected area management strategies and plans (e.g. CBD, Ramsar, UNESCO, etc), national disaster risk reduction strategies, and national adaptation strategies and plans (disaggregated by type of product and targeted strategy or plans)

- Baseline: 0 (2019)

- Target: 5 (2023)
- Delivered: 12

195. The policy briefs significantly influenced the Kunming-Montreal Global Biodiversity Framework Targets 8 and 11.

196. UNEP supported UNDRR in developing the *Words into Action: Nature-based Solutions for Disaster Risk Reduction* technical guidance document on Eco-DRR, which was launched in 2021. This collaborative effort with UNDRR and PEDRR actors aimed to provide comprehensive support for supporting Member States' actions and reporting on Eco-DRR under the Sendai Framework, as well as for integrating Eco-DRR into national protected area management strategies and plans aligned with the CBD, Ramsar Convention on Wetlands, United Nations Educational, Scientific and Cultural Organisation (UNESCO), and other relevant frameworks. Words Into Action series is a UNDRR publication series designed to support implementation of the Sendai Framework Targets. UNEP led the effort together with UNDRR and PEDRR to develop the Words into Action on NBS for DRR.

197. Cocurrently, training materials targeting CBD focal points, protected area managers, and UNESCO and Ramsar Convention national focal points were developed to further amplify key messages on mainstreaming Eco-DRR. Simultaneously, technical guidance and a template on Eco-DRR were developed to enhance Member States' reporting in the Sendai Monitor.

198. UNEP also focused on advocacy for NbS in humanitarian action through its collaborations with the PEDRR/Friends of EbA (FEBA)/Environment and Humanitarian Action Network (EHAN) cross network working group resulting in the publication of an "Unpacked Guide on NbS" to support the Sphere handbook which is used by humanitarian organizations including IFRC.

199. UNEP also contributed to the Nature Navigator, IFRC's technical guidelines on Eco-DRR, providing recommendations and a checklist for specific actions to better integrate disaster risk reduction (including Eco-DRR) into humanitarian response.

200. UNEP collaborated with the Ramsar Secretariat and Wetlands International to produce the *Wetlands and Disaster Risk Reduction: A Guide for Wetland Managers* to help address the critical need for integrating disaster risk reduction principles with wetland management. This guidance also supports Member States' implementation of the Ramsar Convention on Wetlands Decision XII.13 on wetlands and DRR adopted in 2015. This Resolution had been supported by UNEP and PEDRR partners under the EC-funded Eco-DRR Project Phase 1. In this regard, the work with Ramsar and CBD under this project extends the results achieved under the EC funded Eco-DRR Project Phase 1 2012-2015.

Indicator: 3.3. Number of protected area managers or focal points (e.g. CBD national focal points, Ramsar site managers and UNESCO natural heritage site managers, DRR focal points, etc.), who demonstrate increased knowledge in Eco-DRR including gender components (disaggregated by country, sex and by function/title)

- Baseline: 0 (2019)
- Target: 200 (2023)
- Delivered: 227 participants demonstrated increase in knowledge from those trained through four in-person trainings, including one training of trainers, and several online trainings. This included 81 female and 146 male participants from across 66 countries.

201. UNEP collaborated with partners such as PEDRR, UNDRR, Ramsar Secretariate, RRC-EA, MedWet and others to provide targeted trainings aimed at providing comprehensive support to national focal points for CBD and DRR, wetland and protected area managers to integrate Eco-DRR into planning and management of Ramsar sites.

202. Several trainings on Wetlands and Eco-DRR were organised with the RRC-EA in South Korea in 2022 and 2023, including a Training of Trainers for resources persons from South and East Asian countries. UNEP also developed a comprehensive training toolkit to support the trainers to organise similar trainings in their own countries in their native languages.

203. To ensure maximum reach to a globally scattered target group, the focus was shifted to include more webinars which are not reflected in the indicator. Three global webinars were conducted with more than 3,000 registered participants.

Indicator: 3.4. Number of universities and/or training institutions whose representatives demonstrate increased Eco-DRR knowledge (disaggregated by country and university/training institution)

- Baseline: 0 (2019)
- Target: 200 (2023)
- Delivered: Representatives from 284 universities and institutions from across 63 countries were trained on Eco-DRR to incorporate it in their curriculum, teaching and research initiatives through global and national TOTs and other trainings. This included 123 female and 167 male participants.

204. Based on the project's analytics and monitoring mechanisms, the sector which attended the most Eco-DRR webinars and events has been from Academia, recognising the transformative potential of the academia whose representatives are key agents in helping disseminate further knowledge and skills on Eco-DRR implementation globally. As the Project strived to increase Eco-DRR knowledge among key representatives, the established partnerships with national and regional institutions were indispensable for serving as knowledge hubs and champions of Eco-DRR. Trainings were hosted in virtual, hybrid, and in-person formats to better accommodate the challenges posed by the COVID-19 pandemic. Training of Trainer's (ToT) workshops were held in Indonesia in June 2019, Japan in August 2019, Kenya in September 2019, Egypt in December 2019, China in October 2021, India in September 2022. In May 2022, a global Training of Trainers workshop was organised that attracted participants from 125 universities globally. Across all the trainings, representatives from 284 universities and technical institutions, from 63 countries, that were trained through the UNEP trainings demonstrated an increase in knowledge as per the pre- and post-tests conducted at the beginning and end of each training programme. The actual number of individuals trained, as well as those demonstrating increased knowledge, was much higher as most universities were represented by multiple participants.

Indicator: 3.5 Number of universities and/or training institutions whose representatives are trained in incorporating Eco-DRR in university curricula and supporting Eco-DRR implementation at national, regional or global levels (disaggregated by country, university/training institution and level)

- Baseline: 0 (2019)
- Target: 100 (2021)
- Delivered: 111 Universities and training institutions were trained on Eco-DRR implementation.

205. Integrating Eco-DRR principles into higher education curricula fosters resilient learning communities and reshapes the trajectory of future leaders who are needed to champion this domain moving forward.

Indicator: 3.6 Number of representatives of private sector actors who demonstrate increased knowledge of Eco-DRR for private sector (disaggregated by sex, and country)

- Baseline: 0 (2019)
- Target: 500 (2023)
- Delivered: More than a thousand representatives from the private sector were trained through several in-person and online trainings, mostly in partnership with KILA in India. Not all of these participants filled out both the pre- and post-tests; however, of those that attended trainings, 630 demonstrated an increase in knowledge. 417 of the participants were female and 213were male. 542 participants were from India and the remaining 88 from 38 other countries.

206. This target was included as part of the upscaling strategy in India during the project revision in 2021. The training helped private sector actors to better understand their role in preserving nature and building resilience in their communities. Training was delivered using strategic partnerships with private sector actors such as industry associations in India.

207. Private sector actors were engaged in India through a webinar series titled “Working together for Nature-based Solutions: Unlocking the potential of public- private collaborations”. The aim was to increase awareness of concepts such as NbS and green growth in businesses for enhancing sustainable circular economy and societal resilience to disasters and climate change. The webinar series generated a lot of interest with over two thousand registrations. The participants of the webinar were from all sectors with a good participation from the private sector. One of the biggest challenges faced by the team was a very low participation in the knowledge assessment tests by those who attended the trainings. The team innovated by making the pre-test mandatory while registering for the webinars, but most participants did not respond to the post-test survey.

208. UNEP and KILA decided to organise more trainings to meet the project target, including in-person trainings for a wider cross section of private sector stakeholders. UNEP also collaborated with the Coalition for Disaster Resilience Infrastructure (CDRI), to deliver a global webinar series on "NbS for Resilient Infrastructure". UNEP also extended collaboration with UNEP’s Climate Finance Unit (CFU) in promoting sustainable entrepreneurship and increasing resilience through CFU’s innovate Restoration Factory programme that works with Ecological Entrepreneurs.

Indicator: 3.7. Number of representatives of private sector actors who completed the course on Eco-DRR implementation for private sector (disaggregated by sex and by country)

- Baseline: 0 (2019)
- Target: 160 (2021)
- Delivered: A collaborative series of 3 workshops conducted for private sector actors, resulted in 164 participants (51% women) trained from the private sector who completed all sessions and a quiz to attain a Certificate of Participation. This training was organized in partnership with IUCN, WBCSD and EC for private sector actors.

Indicator 3.8. Number of MOOC registrants who complete the MOOC course

(disaggregated by sex and country)

- Baseline: 0 (2019)
- Target: 10,000 (2023)

209. Delivered: The MOOC on Nature-based Solutions for Disaster and Climate Resilience was launched on January 22, 2021. As of December 2023, 16, 599 graduates had completed the course, of whom 46.1% are female. 84,001 participants from 192 countries enrolled for the MOOC. The average age of graduates is 23 years, which shows a high interest from young professionals in the course.

210. The MOOC is an educational initiative by UNEP, PEDRR, and global environmental experts. It addresses the critical questions surrounding NbS, from its introduction and benefits to practical applications. Designed for planners, policymakers, engineers, businesses, and youth, the MOOC invites a diverse community to join a global network of learners and environmental advocates. One of the main feedback items from participants was that they gained an opportunity to better understand the interlinkages between human activities and ecological systems, exploring tools and approaches for applying NbS to reduce disaster and climate risks.

211. The MOOC was officially launched in January 2021 on the SDG Academy platform hosted by edX. Several virtual launch events were hosted in-commemoration of the MOOC bringing together youth networks, UN agencies, and PEDRR partners. The MOOC was later also hosted on the Chinese educational platform, NetEase. The course has been translated to 8 languages and shall remain available at no-cost on the SDG Academy until August 2024.

212. The initial project target of 100,000 enrolments was revised to 10,000 MOOC graduates during the project revision in 2021. As of December 2023, 16,599 MOOC registrants had successfully completed the course, registering an impressive 19.7% completion rate, which is much higher than the typical MOOCs graduation rates.

213. Participant feedback of the MOOC has been outstanding, leading the SDG Academy to request UNEP to extend the course at no-cost for an additional year and then again for an additional year till August 2024. Furthermore, the MOOC will also be utilised by IFRC as a base for developing training materials for an e-learning course on NbS for Red Cross and Red Crescent National Societies. The World Bank has also stated their interest in utilising the MOOC content for supporting the delivery of NbS trainings to 5 initial pilot countries.

Output 4 **The Eco-DRR Opportunity Mapping tool is upgraded and its use is demonstrated for sectoral development planning and to support UN system planning efforts in countries**

Indicator 4.1: Upgraded Opportunity Mapping Tool is pilot tested in at least one (1) country's sectoral development planning process which support global level collaborations on mainstreaming Eco-DRR in development sectors (1 National sector action plan / concept is developed 1 Opportunity map is developed)

- Baseline: 0 (2021)
- Target: 1 national sectoral application of the Opportunity Mapping tool which support global level collaboration on mainstreaming Eco-DRR in sectors (2022)
- Delivered: The global Eco-DRR tool was upgraded to incorporate climate change analysis e.g. with a new user surface. Additional user applications were

developed to support specific sector development planning. The opportunity mapping methodology was developed for coastal conservation and sustainable tourism in Sri Lanka but could not be tested due to the political situation in the country.

4.2: Technical assistance provided which incorporate Eco-DRR mainstreaming in UN system wide planning efforts

- Baseline: 0 (2021)
- Target: at least 2 UN system wide planning efforts for Eco-DRR mainstreaming is supported (e.g. through scaling up DRR in Humanitarian Action, mainstreaming Eco-DRR in UN Sustainable Development Cooperation Frameworks, etc.) (2022).
- Delivered:
- UNEP provided technical inputs on NbS into the accompanying training materials of the UN Guidance Note on integrating Disaster Risk Reduction and Climate Change Adaptation into the Country Common Analysis and UN Sustainable Development Cooperation Frameworks.
- UNEP developed the environmental sector tool of the UNDP Capacity for Disaster Risk Reduction Initiative's (CADRI). CADRI is a global UN partnership that helps countries reduce disaster and climate risks through providing access to a unique pool of multidisciplinary expertise in various socio-economic sectors.

214. **Output 5 Awareness-raising and capacity building delivered on promoting Fourth Industrial Revolution (4IR) technologies which address environmental and disaster risk reduction linkages**

Indicator. 5.1: Number of people reached through in classroom and online trainings that demonstrated increased knowledge of modern digital technologies in environmental and disaster management

- Baseline: 0
- Target: 300
- Delivered: more than 1000 participants with remarks and questions about the webinars and participation in a hackathon

Indicator: 5.2 : Number of technical reports developed on the use and regulations of modern technologies in environmental management and disaster risk reduction and used in trainings, awareness raising packages and establishing partnerships.

- Baseline: 0
- Target: 2 technical reports
- Delivered: 2 technical reports, UNEP together with International Telecommunication Union (ITU) and World Meteorological Organization (WMO) initiated the Focus Group on Artificial Intelligence for Natural Disaster Management (FG-AI4NDM).

Achievement of Project Outcomes highly satisfactory

1. *The* project outcome has been fully achieved in its three dimensions induced investments, international programmes and replicated Eco DRR model at national levels. Additional intended outcomes at different levels have been recorded. The assumptions for progress from project outputs to the project outcomes hold *fully*. Drivers to support transition from outputs to project outcomes are *fully* in place.

215. Project Outcome: **Increased investments in and uptake of Eco-DRR measures by public and private sectors through national, regional and global programmes or initiatives in project countries**

Indicator A. Value in EUR of public or private investment allocated for Eco-DRR programmes/initiatives proposed by project partners in the target countries (disaggregated by country, and public/private)

- Baseline: 0 (2019)
- Target: 50 million EUR (2023)
- Achievement: 70 million EUR (2023)
- The final project report contains a credible calculation on increased investments into EcoDRR measures of the public investment programmes MGNREGS in the Indian State of Kerala between 2019-2022 to which the project activities and the project output 1 has contributed.
- Another example mentioned in the interviews is that a local government in the State of Kerala plans to reforest a 24 km strip of coast giving work to rural workers for approximately 1.5 years (outcome level result implementation).

216. Intended results - not measured by the outcome indicator A and not part of the results framework - (however, they can be considered as intermediate states in the theory of change: national development and DRR programmes integrate ecosystem based locally responsive measures and wider geographic application multiplication of Eco-DRR Actions and initiatives).

217. In Kenya, the National Eco-DRR training led to new initiatives such as uptake of Eco-DRR in local government policies and influenced the country's Meteorology service which is integrating Eco-DRR into its operations.

Indicator B. # of Eco-DRR programmes/initiatives developed globally with UNEP support and implemented through partnerships

- Baseline: 0
- Target: 5 additional /new global initiatives (2023)
- Achievement: 5 (the final report describes the outcomes which can directly be attributed to the project activities leading to output 3 und 4, this outcome level indicator B and output level indicators 3 and 4 can not clearly be distinguished).

1. **Words into Action technical guidance note on Nature-based Solutions:** A new international initiative was the "Words into Action for Nature based Solutions for Disaster Risk Reduction" of UNDRR, a technical guidance note on Nature-based Solutions/Eco-DRR to guide uptake of EcoDRR in national DRR strategies (Sendai Framework). UNEP collaborated with PEDRR partners and UNDRR contributing a publication.
2. **Post-2020 Convention on Biological Diversity**: UNEP led an initiative with PEDRR and Friends of Ecosystem Based Adaptation (FEBA) to advocate for the inclusion of Eco-DRR into the Global Biodiversity Framework (GBF). "Resilience" and "DRR" were introduced in targets 8, 10 and 11 into the draft text. The Kunming-Montreal Global Biodiversity Framework (GBF) was adopted in December 2022, affirming the interconnectedness of climate change, disaster risks, and biodiversity loss.
3. **Mainstreaming ECO-DRR in humanitarian sector**;

- UNEP participated in the new PEDRR/FEBA/Environment and Humanitarian Network (EHA) working group to increase uptake of NbS in humanitarian sector contributing to linking environment-humanitarian work globally.
- UNEP contributed to IFRC technical guidelines for mainstreaming Eco-DRR in the work programs of National Red Cross and Red Crescent Societies (technical guidelines, Nature Navigator) for mainstreaming Eco-DRR in the work programs of National Red Cross and Red Crescent Societies.

4. **Mainstreaming NbS and Eco-DRR in national planning processes through global DRR delivery mechanisms, including through the UN system**.

The Capacity for Disaster Reduction Initiative (CADRI) - a global UN partnership that helps countries reduce disaster and climate risks through providing access to a unique pool of multidisciplinary expertise in various socio-economic sectors- was strengthened by UNEPs technical input from output 4.

5. **Ramsar Convention collaboration to implement Eco-DRR mainstreaming in wetland management plans**

The Ramsar Convention is implemented by Eco-DRR mainstreaming in wetland management guidance and planning in South Wast Asia.

6. Additional Results: Mainstreaming Eco-DRR across Faith-based Organisations.

Indicator C. Number of new national Eco-DRR programmes/initiatives developed with UNEP support and being implemented by Government, civil society or private sector stakeholders

- Baseline: 0 (2019)
- Target: 10 (2023)
- Achievement: 11 (3 national opportunity maps in Colombia, Sri Lanka, and Nigeria; 4 national guidelines or dialogue-building initiatives (Kenya, Uganda, Indonesia, India; replication of EcoDRR model in National Red Cross Societies' programming in Jamaica, Grenada, Belize, Trinidad and Tobago).

218. The results can directly be attributed to the project activities and outputs 2 and 3.

219. **Achievement of results / outcomes which are not covered by the indicators and the project outcome**

220. The following results mentioned in para 220 to 224 are intended positive outcomes of all three outputs. All results have been intended by the project, however have not been explicitly been elaborated in the logframe.

221. High engagement of youth in Eco-DRR

222. The MOOC was named "one of topmost influential MOOCs" of 2022 by Inc. magazine and has been the SDG Academy's most popular MOOC for several years in a row.

223. Capacity building for EcoDRR and NbS led to innovative and unanticipated "spin offs", such as the "Eco-DRR Summer School", organised by the Faculty of Geography at the University of Gadjah Mada, Indonesia and the "UN Global Sustainable Solutions Winter School" organised by the University of Massachusetts-Amherst in collaboration with McMaster University, and the United Nations University. Numerous new University courses and programmes were created as a direct result of regional training of trainers that UNEP undertook with universities worldwide.

224. A second important new audience which enthusiastically engaged with UNEP through PEDRR were youth networks such as YOUNGO and Major Group for Children

and Youth (MGCY) (Formerly known as UNMGCY). UNEP contributed to training Youth Leaders attending COP 28 through the Climate Youth Negotiator Programme (CYNP) which included 175 trained negotiators from 54 countries, with over 125 of them being integral members of their official negotiating teams at COP 28.

225. *Interest of Multilateral Development Banks (World Bank and IADB)* to include Opportunity mapping and Eco-DRR into their portfolio of services to clients. The World Bank - Global NbS programme is currently establishing its own NbS training programme with client countries, partially based on UNEP/PEDRRs Eco-DRR post-graduate course materials. IADB develops a tool for its clients similar to the opportunity mapping tool.

Achievement of Likelihood of Impact highly likely

226. **Intended impact. Number of people whose disaster and climate resilience are expected to be enhanced as a result of the project influencing national and sub-national programmes/ initiatives**

227. Indicator:

- Target: 150,000
- Achievement: The project has reached at least 453,634 beneficiaries through the work of the partners KILA and PfR and is expected to reach another 459,042 beneficiaries through the action plans developed by IFRC national societies, positively impacting the climate and disaster resilience of about 912,676 men and women across 10 countries.

228. The number was calculated in the narrative final project report to EU Commission based on the results achieved under output 1 and 2. The calculation is credible because all numbers are taken from available project reports. The project documented 123,659 (60,270 men and 63,389 women) from five Gram Panchayats (sub-districts) in Thiruvananthapuram district, Kerala, who benefitted from Eco-DRR activities (such as stabilised riverbanks and slopes). These were subdistricts with engineers who implemented Eco-DRR activities based on training received through the project. For project outcome 2 (PfR collaboration with partners in Ethiopia, Haiti, India, Indonesia, and Uganda), the project documented a total of 329,975 beneficiaries (47% women).. UNEP's collaboration with IFRC in the Caribbean region included two main activities: training National Red Cross staff in implementing Eco-DRR, and supporting IFRC national societies in Jamaica, Belize, Grenada, and Tobago and Trinidad to develop action plans for upscaling and mainstreaming Eco-DRR in their programme activities. These programmes are expected to benefit over 441,440 people (50% women) in the region. The project also influenced IFRC's USAID funded project to incorporate Eco-DRR measures, further strengthening the resilience of 17,602 beneficiaries (8,400 male and 9,202 female) across Jamaica, Vietnam, and Philippines.

The project outcome - the induced investments and the replicated Eco-DRR models- were fully achieved. The intended impact resilience is defined as *the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNDRR definition of resilience)*. The implemented project activities contributed to increase the resilience of project beneficiaries to disasters and a changing climate. In this light, increased resilience means that the project's nature based-infrastructure activities increased the resilience of communities to disasters, e.g.afforested watersheds preventing flash floods or wetlands preventing inundations of homes in Uganda and Haiti. Furthermore, local communities obtained increased incomes due to the wages of

the employment programmes or sales from small businesses, such as honey production and better availability of food in home gardens.

229. Those changes in disaster and climate resilience at the level of beneficiaries are already visible in the project regions and have been documented in the project M+E system and other sources. The Intermediate states: 1) national development and DRR programmes integrate ecosystem-based locally responsive measures and 2) wider geographic application; multiplication of Eco-DRR Actions and initiatives were achieved during the lifetime of the project. As already described: assumptions for progress from project outputs to project outcome hold fully, e.g. political will exists to integrate Eco-DRR into policies and policies and measures are implemented. Drivers to support the transition from outputs to project outcome(s) and impact are fully in place and the transition path is quite short. These assumptions for achieving the impact were valid.

Rating for Effectiveness:	**Highly Satisfactory**

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

230. The financial management of the project showed full adherence to UNEP's Financial Policies and Procedures. Financial Information was complete. Communication between finance and project management staff was frequent and efficient. This is why the financial management is assessed as highly satisfactory.

231. Funds were advanced to the partners in line with the Agreement dictates which was undertaken in a timely manner. An example is as follows: Agreement signed on 13 May 2019 – Initial payment of USD 1,056,942 was issued on 11 July 2019.

232. Regular analysis of actual expenditure for the grant against budget and workplan were undertaken on a scheduled quarterly basis and on an ad-hoc basis when needed. The Expenditure reports (Interim) were submitted in six monthly intervals.

233. One peculiarity of the project was the agreement with the PfR consortium which accounted for almost half of the budget. The implementing partners were the PfR consortium with the NLRC as a consortium lead. NLRC was the agreement signatory and provided a financial statement which was consolidated from all the partners' expenditure reports. The consortium partners subsequently subcontracted local NGOs for implementation of field activities. These NGOs were not covered by UNEP´s financial policies and procedures which only applied to direct partners.

234. The expenditures were within the approved annual budget. There were only minor cases of variations in budget. Budget revisions were undertaken when necessary e.g. to re-allocate budget for activities between the PfR partners and to adjust the budget to changing activities due to COVID-19. This was done through amendments of the budget.

Completeness of Financial Information

235. All items listed below are complete and were checked for the review.

- High level project budget (costs) for secured funds;
- Disbursement (Funds Transfer) document from funding sources to UNEP;
- Project expenditure sheet (to-date);
- Detailed project budget for secured funds;
- Partner legal agreements and documentation for all amendments exist;

- Re-approved project budget by budget line for project extensions (both cost and no-cost extension);
- Disbursement (Funds Transfer) documents (cash statement) from UNEP to Partners.

236. Financial Tables of the project can be found in the annex.

Communication Between Finance and Project Management Staff

237. The interviews and desk research revealed that the Project manager (PM) had a strong awareness of the current financial status of project. The Financial Management Officer (FMO) had strong awareness of overall project progress when financial disbursements are made. Disbursements were made against good quality financial and technical progress report.

238. There was regular contact between the PM) and FMO. PM and FMO met once a month to discuss the project progress and the financial issues including pending administrative issues. Ad hoc meetings were also held to discuss emerging issues of the project. All narrative and financial reports were reviewed by both finance and project staff members prior to submission. Project management and financial management closely collaborated to allow the smooth implementation of the project such as adjustments of budget due to COVID-19.

Rating for Financial Management: Highly Satisfactory

F. Efficiency

239. The efficiency of the project is rated as satisfactory. The project delivered maximum results from the given resources, exceeding project targets. An example is output 1 where a small budget from the project (80,000 USD) to the partner KILA and technical advice by UNEP experts contributed to improved public investments into Eco-DRR of 70 M USD in Kerala working with the right partner on the right issues. This project was thus cost-effective and project execution was on time; however the signing of agreements between UNEP and PfR was delayed by 6 months due to lengthy negotiation of the partnership agreement.

240. The project was extended by 2 years in order to deliver the results on the sites in output 2 and cover the delays due to COVID-19 in all outputs. The project made excellent use of partnerships such as the PEDRR platform in order to deliver results. In-kind contributions from collaborating partners in the development of the MOOC made the project not only more effective but also more cost-efficient.

241. The cost-efficiency of the project was high given the ratio of the achieved results and the low costs. The project exceeded its targets using the available financial resources which also means a high work load for the staff. In output 1, 3, 4 and 5 most of the tasks were implemented by consultants, also unpaid interns contributed to the project. This allocation of human resources made the project cost-efficient; however, the line between cost efficiency and high workload affecting the staff was thin. Interview respondents reported a high workload. Some project staff and consultants discontinued to work with UNEP within the project time or after the end of project.

242. Transaction costs of the project (e.g HR administration costs) could have been lower because the contracts for consultants to execute activities were shorter than the planned activities, so the contracts had to be extended several times which binds administrative resources and implies administrative costs without a material need. The transaction costs (e.g costs of contacting partners or negotiating agreements for implementation of the project) were high as the project required working with many

partners on smaller activities such as one workshop for opportunity mapping per country. This especially applies to output 2 where a consortium of NGOs implemented activities in five countries with local partners. In India and Ethiopia, three NGOs implemented projects in different regions which were co-ordinated by PfR. Setting up such an arrangement implies administrative costs which are as high for a three-year project as for a five year project. For those reasons, a longer project would have been more cost efficient (and also more effective for ecosystem restoration). Transaction costs are not an explicit criterium in the review matrix established by the UNEP Evaluation Office; however other donors use the concept to assess the efficiency of their projects. As transaction costs provide meaningful insights into the efficiency of the project, the item was added as a review criteria.

243. The timeliness of the project was satisfactory as most of the planned activities were delivered according to expected timeframes and activities were sequenced efficiently.

244. The project execution was on time after the extension of the project. The extension of the project for 2 years was necessary for two reasons:

245. The signing of agreements between UNEP and PfR was delayed by 6 months due to negotiations of the partnership agreement. The donor suggested to combine the core competencies of PfR and UNEP which required negotiation of the project and the approach between UNEP and the PfR. As staff left PfR who had participated in the negotiation of the agreement, the negotiation process between UNEP and the PfR lead had to be conducted again in the beginning of the project.

246. A second reason was COVID-19, which delayed project implementation when personal meetings had to be replaced by virtual meetings which was not possible in all cases. Execution of field activities in output 2 was also affected in Uganda and India due to local lock-downs.

247. The activities were implemented on time and the project management ensured that actions were undertaken to implement activities. In Ethiopia, budget was re-allocated between partners to ensure the timely delivery of activities.

248. The sequence of the activities was meaningful. Alternative cost or time-saving measures were not necessary to maximise results within the secured budget and agreed project timeframe.

249. The established NGO partnership PfR facilitated the timely implementation of field activities in the five countries and the relatively smooth implementation of activities in a large consortium. The horizontal decision-making structures with local partners created a high ownership which is key to sustainability; however meeting the tight deadlines was challenging. So, a longer project duration would have been more accommodating for decision making in a large and complex project with ambitious targets in ecosystem restoration and livelihoods.

250. The project made excellent use of the PEDRR platform - PEDRR is the clearinghouse for knowledge, training, advocacy and practice on Eco-DRR in order to deliver results. The PEDRR partnership was used to diffuse knowledge products. The PEDRR website was also used as a platform for the MOOC which increased its visibility and outreach. Synergies with national initiatives were sought e.g. local data was planned to be used in output 4.

251. In-kind contributions of partners through collaboration on modules for the MOOC made the project not only more effective but also more cost-efficient.

Rating for Efficiency: Satisfactory

G. Monitoring and Reporting

252. The M&E of the project is rated as satisfactory. The project had a sound monitoring system that was designed to track progress towards the achievement of the project's five outputs and the project outcome and impact at the level of beneficiaries. The M&E system was designed to provide evidence of project activities and achievements and to comply with the donors´ requirements for monitoring. The funds allocated for monitoring were not separated from the project budget for implementation. For this reason, the time of the project staff for monitoring tasks competed within the time for supporting project activities which led to a high work load.

253. All information in the annual reports and the final narrative report is credible and accurate meeting the requirements of UNEP and the donor DG INTPA.

Monitoring Design and Budgeting

254. The M&E system was designed to provide evidence of project activities and achievements and to comply with the donors´ requirements for monitoring. It was used to track progress towards the achievement of the project's five outputs and the project outcome and impact at the level of beneficiaries. The monitoring data for outputs 1-3 were disaggregated by gender. As the project operated in output 1 and 2 in disaster affected / prone areas, all potential beneficiaries could be considered as vulnerable to disasters.

255. The indicators are SMART. All project indicators were relevant and appropriate to measure the results. The methods for tracking progress against them were adequate in almost all cases. The indicators and methods were suggested based on the donor's DG INTPA Results oriented monitoring (ROM) system, however the project did not fall under the ROM according to the project manager. An indicator for impact (Number of people) was set in the revision of the project in 2021. Baseline data for outcome and output indicators were set at 0 as a baseline in the revised logframe despite that some of the activities built on experiences gained in previous projects which were accurately used as baseline in the Prodoc but disappeared in the revised logframe. Qualitative descriptions of the baseline could have also been useful: Examples are the MOOC of output 3 which built on two previous courses on Eco-DRR. Other examples are the field activities of output 2 which used the experiences gained in the previous project funded by the Government of the Netherlands.

256. The planned monitoring of the project was very thorough per activity, output, at outcome and impact levels. The log frame of the project contained outputs 1-5, indicators for each output, methods for measuring the output and milestones towards the achievement of outputs and outcome.

257. The monitoring data for outputs 1-3 were disaggregated by gender. For outputs 4 and 5, disaggregation of users by gender would not have offered more insights into the users, except for the webinars and the hackathon, as the results were planned for internal use within UNEP.

258. For output 2, as the project operated at the community level in disaster affected / prone areas, all beneficiaries of output 2 can be considered as vulnerable to disasters because they live in those areas. All beneficiaries at the impact level could also be considered as vulnerable as the project aimed at enhancing their disaster and climate resilience.

259. The indicators and methods for measuring the indicators are based upon the donors´ (EU DG INTPA) ROM system; however, the project does not report under the ROM system. The indicators are SMART meaning specific, measurable, achievable, relevant,

and time-bound. All project indicators were relevant and appropriate to measure the results.

260. The methods for tracking progress against them were not adequate in all cases like in the case of measuring the results of private sector training. For output indicator 3.6 "# of private sector actors who demonstrate increased knowledge of Eco-DRR for private sector (disaggregated by sex, and country) *Baseline: 0 (2019) Target: 500 (2023)"*, the donor requested the use of pre- and post-training tests to provide evidence of the learning in training courses for the representatives of the public and private sectors. This request was made during the revision of the project in 2021. The use of tests for determining the learning in online trainings on Eco-DRR in India led to a far higher number of people participating in online-trainings to achieve the requested number of people taking the post-training tests. Even ad-hoc planned in-person trainings were organized to be able to conduct the requested tests for participants. The webinar series generated a lot of interest with over two thousand registrations. The participants of the webinar were from all sectors with a good participation from the private sector. Some professionals simply refused to take the tests but successfully participated in the courses. Despite the high target and challenges of developing a new network for private sector engagement, the project managed to successfully achieve the output Indicator and trained over a thousand participants, 630 of whom demonstrated an increase in knowledge of Eco-DRR from the trainings. Using the suggested methods for measuring the indicator implied a high cost and workload for staff which was not planned. Other methods could have been used which are more cost effective and sufficiently robust like open questions in the end of the webinar or using the feedback of users like in the case of the MOOC.

261. The quality of the design of the monitoring plan was very well suited to measure the progress of the project against the indicators.

Monitoring of Project Implementation

262. The monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. For each output a workplan with timelines was established as well as a monitoring plan.

263. A comprehensive and substantial amount of relevant project implementation data were collected to prove project implementation activities (e.g., documentation of workshops and trainings). The project implementation data were complete, relevant and useful to document the activities and achievements of the project and to show accountability to the donor. Detailed data by indicator are made available to the evaluators. Data collected were disaggregated by vulnerable/marginalized groups, including gender. Project implementation data were analysed and shared with appropriate project managers and steering partners but their value for project implementation was limited.

264. The methods for data collection were in some cases too demanding for the purpose of achieving robust data. This is especially true for recording participation in project activities of output 2. In Ethiopia, the implementing NGOs were requested to use ID-cards for registering participants of trainings. In this area of the country with a marginalised population many people had no ID cards despite that a high number of citizen of the country has an ID card and the Government plans to issue ID cards for the entire population.

265. GIS tools was used to measure the restored or protected area. The method worked well in areas where community-based restoration activities were undertaken on communal land or on larger farms. In Ethiopia and Haiti, fruit trees were planted next to houses which made it difficult to estimate an area in ha which was restored. One can

conclude that the tools and methodologies utilised for monitoring were not fully responsive to the needs of different stakeholder groups; however, they provided excellent data for documenting the project and creating case studies for upscaling.

266. The monitoring implementation was mainly designed to provide evidence of project activities and to respond to the requirements of the donor. Information generated by the implementation of some elements of the monitoring plan during the life of the project had limited value to adapt and improve project execution, achievement of outcomes and to ensure sustainability. The funds allocated for its implementation were not separated from the project budget. This is why the time of the project staff for monitoring tasks competed with the time for project activities. Interviewed staff of the implementing NGOs of PfR mentioned a high workload for the staff due to planning and monitoring requests. In total 205 documents with monitoring results are listed in the final report of the PfR consortium to UNEP.

267. The allocated resources for the mid-term and terminal review were sufficient. However, due earlier termination of the field activities in output 2 than the project end, resources were not allocated at the local level for supporting the terminal review. This is why, a field visit entirely financed by project resources could not be conducted. The implementing local NGO in Odisha / India supported the interviews of the terminal review with field staff and local activities using their own resources. The implementing NGOs financed separate terminal evaluations of project activities in Uganda and Ethiopia.

Project Reporting

268. All information from the reports and the final narrative report is credible and accurate providing evidence for the project results from activity to impact levels. UNEP and the donor´s reporting commitments have been fully met.

269. A complete and high-quality documentation of the project progress is available. The project stored all documents which are necessary for proving the evidence of the results. The PIMS/donor reporting shows no gaps. The data reported is disaggregated by gender as requested. The Official records in PIMS/donor reports fully match available evidence. The PIMS/donor reporting adequately reflects the project scope of work presenting results from all outputs. The PIMS outputs cover the results of the entire project. The Project reporting supports outcome and impact level results. The monitoring report is gender neutral (i.e., reflecting gendered experiences equally). The reporting shows that collaboration and communication within UNEP and with implementation partners was highly effective.

Rating for Monitoring and Reporting:	**Satisfactory**

H. Sustainability

270. Sustainability is understood as the probability of the project outcome being maintained and developed after the close of the intervention. Sustainability is assessed against the sub-criteria: a) socio-political sustainability, b) financial sustainability and c) institutional sustainability and d) biophysical sustainability of results. The project aimed at upscaling Eco-DRR – this is why the sustainability of the results / outcomes was the main purpose of the project and embedded into the project design.

271. The sustainability of the project results is highly likely because the ownership of stakeholders is high, financial means for implementing Eco-DRR measures are available in many cases and the institutional context is in general favourable due to the global uptake of NbS concepts. However, in a global project with many results, the

sustainability of the results varies. This is why, for each output of the project, the sustainability of the results is assessed separately.

272. Leveraging Eco-DRR into large state programmes in output 1 means that the socio-political- sustainability and financial sustainability of the results highly depends on the role of the state and the stability of the institutional context. The State of Kerala in India was chosen for implementation because all three dimensions of sustainability are highly likely due to stable institutions and the long-standing experience with the state employment programmes.

273. The socio-political sustainability of most of the results is of output 2 is likely, however some results would have needed longer processes for local institution-building to be fully sustained. The consensus oriented style of decision making for capacity building measures of local NGOs contributed to the sustainability of the project results. The same applied for the environmental results of restoration activities, especially in a fragile context like in Haiti and Ethiopia, where trees were planted. Survival rates might be lower than expected due to existing risks like drought. The financial sustainability of results is not always likely due to the short duration of the project as the returns from small business and market access will be realised only some years after project closure. However, in India and Indonesia Eco-DRR was mainstreamed into local development plans which received funding from different sources. In Uganda, the Ministry of Water supported integrated watershed management which included Eco-DRR measures. In fragile contexts like in Haiti and Ethiopia, the socio-political sustainability at local level is moderately likely as beneficiaries are interested in sustaining the livelihood benefits. In Haiti, the institutional context did not allow scaling up via state institutions so that scaling up via humanitarian NGOs was chosen to ensure financial and socio-political sustainability.

274. The sustainability of results of output 3 is highly likely due to the interest of stakeholders in the results which imply a high ownership.

275. Output 4 ensured the financial and socio-economic sustainability of the opportunity mapping tool providing resources for its further development. Interest of stakeholders could be higher with a better marketing of the global tool. The method of opportunity maps is used by international development banks (notably the World Bank – GFDRR), demonstrating a high interest of stakeholders in the method which ensures its use in the future.

276. The sustainability of the results Output 5 is highly likely as stakeholders like the International Telecommunication Union or the World Metrological Organisation in the Focus Group on Artificial Intelligence for Natural Disaster Management (FG-AI4NDM)continue the work on AI for DRR.

Socio-political Sustainability is highly likely

277. The sustainability of the project outcome has a *high* degree of dependency on social/political factors as upscaling means 1) leveraging into state programmes, 2) upscaling of models and best practices into local government plans and national policies or NGO programmes and 3) mainstreaming: Eco-DRR approaches and practices into local and national institutions for DRR, biodiversity and development and global Rio Conventions.

278. As the project worked with a wide array of governmental and other stakeholders at global scale, ownership varied among the different stakeholders. In general, the interviews and the desk study revealed that there is a *high level* of ownership, interest and commitment among the involved governments and among other stakeholders including the private sector. In the project design phase, the entry points for action were

identified which proved to be the right choice for sustaining the results (e.g., leveraging in a successful national programme in India in a state with a proactive government and an experienced implementation partner) (result of output 1).

279. The Eco-DRR model projects are designed in a way to provide economic and environmental benefits in the long run. In one example, in India, local ponds were rehabilitated which are connected with local spiritual values so that the local community will maintain the pond in the future. In Uganda, the local watershed plans were an instrument of the local government and although they are subject to political changes at local level, the economic interest of the local population is high to ensure implementation of the plans. In Indonesia, local user groups were formed and Eco-DRR was included in local development plans, yet stakeholder interest is high. The implementation time for the project was much shorter than other projects but the implementing NGO had excellent field experience so that the results will probably sustain. The National Peatland and Mangrove Restoration Agency of Indonesia still uses the training material and requests training from Wetland International Indonesia. In Ethiopia, the local NGO replicated a technical innovation introduced by GIZ, water spreading weirs, in which the local population is interested. Other NGOs and the local government replicated the water spreading weirs. In Haiti, the socio-political sustainability of results could not be assessed as the area is not accessible due to political unrest. One can assume that people will maintain the livelihoods options to keep the economic benefits (results of output 2).

280. Results stemming from output 3 will most likely be sustained due to the high interest of stakeholders: World Bank and IADB use the opportunity maps tool in their works. A high number of active participants of webinars and training courses demonstrated their interest in Eco-DRR, especially young people. The regional networks for Eco-DRR continue to function due to the interest of the participating organisations. Mainstreaming Eco-DRR into humanitarian frameworks and CBD was successful.

281. The project ensured the long-term provision of the opportunity mapping tool by upgrading it. Interest of users could be higher if the tool had been better communicated. However, the tool/platform is embedded in UNEP World Environmental Situation Room, making it accessible to all UNEP and other partners/potential users. UNEP GRID-Geneva also continue to update the tools' database including e.g. global data sets, on selected hazards as well as population exposure through their other ongoing projects. The methodology of the tool is used by World Bank and IADB in their work (results from output 4).

282. The reports about AI in DRR were disseminated in webinars in which stakeholders showed a high interest, meaning that they will use the knowledge in the future. The internal use of the knowledge products within UNEP for the digitalisation strategy of UNEP is still functioning. The global working group on AI in DRR, which was initiated by UNEP, continues its work.

Financial Sustainability

283. The financial sustainability of the outcomes is highly likely. First, the future investments in natural resources in India are covered by national and state employment programmes (results of output 1). The models for Eco-DRR will need further investment into natural resources or improved livelihoods of the population. In the model projects implemented by Wetlands International South Asia, India, investments into local DRR were financed under the local development plans. In Indonesia, financial sustainability of investments in natural resources could be higher if the local population could obtain higher economic benefits from the use of natural resources. Market linkages and product development for enterprises require more than the two years of implementation

time. The upscaling of the model is ensured because the National Agency for Peatland and Mangrove Restoration received an extended mandate for another 5 years by the Indonesian Government. In Uganda, watershed management is financed by the Government of Uganda so that financial sustainability is ensured. In the humanitarian context in Ethiopia and Haiti, further project financing is needed to scale up the model. The existing investments into NRM will not need further project financing (results in output 2). The processes to support Eco-DRR in the regions and in international negotiations would need further project financing especially for communication and outreach. The website of the PEDRR network contains the MOOC and the publications which is still hosted / financed by UNEP at the time of the Terminal Review.

284. Output 4 ensured the update of the opportunity mapping tool which is hosted by GRID Geneva.

285. The publications of output 5 do not require further financial inputs beyond the project end.

Institutional Sustainability

286. The project was designed to ensure the sustainability of results since upscaling highly depends on the institutional framework. As already mentioned, project locations and partners were selected using a stable institutional framework as a criterium whenever it was possible. In a humanitarian context, the institutional framework is often unstable such as in Haiti or Ethiopia. This is why, the project activities were designed to deliver environmental benefits and livelihood benefits independently from the institutional context (e.g. support by national governments). The partnerships at the international level provided a stable institutional framework for supporting the project results after the project closure.

Rating for Sustainability:	**Highly Likely**

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

287. This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The project was very well prepared since the project design had no major weaknesses which required action in the project inception stage. The major challenge of the project design phase was to integrate the PfR consortium into the project and seek alignments with PfR's planned programme delivery on the ground. The planned work on local Eco-DRR models had to be adjusted when the planned PfR policy upscaling work to be supported by the Government of the Netherlands. This work did not get funded so that the local Eco-DRR models needed to finance the accompanying activities for scaling up, communication and knowledge management. UNEP and the PfR consortium successfully negotiated the agreement about the implementation of model Eco-DRR projects and the planned collaboration.

288. The signing of the partnership agreement between UNEP and the PfR consortium took 6 months longer than expected due to the changes in staff of the PfR being responsible for the contract. The contract had to be negotiated a second time with the PfR consortium. A six-months inception phase was built in the project design which was needed to adjust activities and finalise implementation agreements. The project was based on existing relationships with stakeholder groups from previous projects and on

the strong PEDRR partnership. As project implementation commenced, it became clear that there was uneven understanding between PfR partners and their contracted local implementing partners on the project objectives and desired results. To address this challenge, UNEP organised several information sharing sessions with PfR partners and a quarterly internal "lessons learned newsletter" and bi-annual online information exchanges (annual in person meetings were also planned but the COVID pandemic prevented this from taking place).

289. All necessary measures were taken to respond to contextual changes that took place during the inception and implementation periods (e.g. trying to sign an agreement for project implementation in the Philippines after the Government of the Philippines changed the processes for approval of international projects). These measures were timely and of good quality. Furthermore, the first disbursement to the partners was made on time since the period between project start and first disbursement was 6 months or less.

290. The staff was contracted on time. Selected organisational arrangements requested by UNEP for the project start were in place (i.e., meeting schedules, procurement plans and an adequate governance structure). A steering committee was established and met three times through 2022.

Quality of Project Management and Supervision

291. 'Project management and supervision' refers to the project management performance of UNEP implementing the project with partners. The effectiveness of project management was excellent with regard to providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships and communication and collaboration with UNEP colleagues. The project management team chose the right approaches to keep the project highly relevant in the changing landscape of Ecosystem-based Approaches and NbS (e.g., providing training for wetland managers in Asia or influencing CBD negotiations). Overall project execution was excellent and responded to the challenging context of DRR, meaning that project locations were situated in disaster-prone areas, which incurred risks on project execution. Adaptative management responded to all challenges and changing contexts due to political changes, disasters and COVID-19.

292. UNEP implemented the project with overall responsibility for project management. Teams involved in implementation structures were highly motivated and collaborated. Project management was excellent like selection of staff, allocation of staff time, set up of project activities, e.g meetings and deadlines and motivation of staff. UNEP employed consultants for the management of activities for all five project outputs. Their tasks included elaboration of SSFAs, supervision of project activities, organisation of trainings, technical advice and project monitoring and reporting and participation in global workshops.

293. The working relationship between the project management team and project partners was highly constructive and effective. Interviewed project partners appreciated the technical support provided by UNEP. Members of the core project team at UNEP as well as partners of the NGO consortium, were highly skilled in technical and project management capacity aligned with project requirements.

294. The workload of the project staff was very high due to the complex set of activities such as in output 3 support to opportunity mapping in 13 different countries and the limited number of consultants. Moreover, due to several reasons, key staff left the project, however handover processes or information exchange between outgoing and incoming staff (supported by excellent documentation) was very smooth. The

communication manager undertook substantial efforts to offer equal access to the unpaid internships with the project through offering remote internships.

295. The PfR consortium was contracted to implement activities of output 2 (see project design for the reasons). UNEP supported the PfR consortium in project monitoring and knowledge exchange between the parties. These activities included guidelines for monitoring activities (i.e., documenting workshops, information exchanges and internal newsletters, contracting GIS consultants to measure the area covered by project activities and communication of results in a set of communication products such as country briefs, fact sheets and videos). As already described under M&E, the requirements of UNEP caused tensions between UNEP and the PfR NGOs about the necessary resources for implementing the monitoring requirements, however these were communicated and solved in a constructive way. All other activities were implemented in a very smooth way.

296. Despite the fact that the PfR consortium had been collaborating for two project phases, knowledge exchange between the consortium partners about Eco-DRR was not conducted in a systematic way. The terminal review consultant found evidence for this: in Haiti, measures for water harvesting were not covered by project activities because the project had not planned them according to the project manager. In Ethiopia, Wetlands International local partners implemented water harvesting structures as one of their most successful activities. In an effort to exchange knowledge and coordinate between countries, the UNEP project manager provided leadership by organising quarterly internal newsletters, bi-annual meetings and knowledge exchange opportunities for the project partners.

297. The terminal review found excellent adaptive management practices, such as timely responses to challenges in the execution of the project. In output 2, it became necessary to reallocate funds between project partners which was solved in a timely manner. Due to COVID-19, a project revision was necessary to adapt activities (e.g. conducting some activities online and not on-site). During the project revision, the donor suggested to change indicators for impact, output 1 and 3 and suggested methods for measurement. One suggested method (pre- and post knowledge assessments of trainings and webinars) required a higher workload than planned for conducting training which implied a challenge to project staff.

Stakeholders Participation and Co-operation

298. As defined in the stakeholder analysis, ‘stakeholders’ are considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP. Due to the complexity of the project, a high number of diverse stakeholders of the project were to be considered. Collaboration with stakeholders was excellent in all five outputs.

299. The project built on effective partnerships (e.g. PEDRR or partnerships with stakeholders from previous project phases). Effective communication and collaboration with a range of diverse stakeholders was essential for upscaling. Local partnerships were developed to include the Eco-DRR models in local plans. Collaboration with the local administration and representatives from different technical agencies were essential to leverage Eco-DRR into the employment schemes. The project worked with new stakeholder groups such as faith-based organisations, humanitarian organisations and youth at global level. The latter group gained a strong interest in Eco-DRR due to the MOOC, webinars or a hackathon and were supported with training to present their views at the COP-28 in Dubai.

300. According to the template for review, one criterium for stakeholder participation is that there have been strong and fully effective efforts made by Project Team to promote

stakeholder ownership (of process or outcome). The project team carefully chose sites and areas to work where stakeholders were highly interested in Eco-DRR and therefore they actively supported activities. In many cases, stakeholder ownership originated in genuine interest and values of stakeholders such as the case of MOOC / webinars about Eco-DRR or and employment programmes in Kerala, which went beyond the criterium for stakeholder participation and ownership.

301. The underlying theory of change assumed that stakeholder ownership will arise by creating co-benefits, such as economic benefits for maintaining ecosystems at the local level. This is why, the Eco-DRR model invested in livelihood activities (e.g., planting fruit trees instead of making charcoal of cut trees, restoring wetlands to protect livelihoods from fires or using wetlands for flood protection). Building strong local user groups with a high representation of women and connection with the local administration was the main factor for achieving sustainability. In field sites, equality was achieved by guaranteeing equal access of all users to water from the water spreads or sapling for trees. The inclusion and participation of women in demonstration sites and working with women's groups in India was key for successful implementation of measures.

302. The collaboration with the PEDRR partnership and using the PEDRR Secretariat as outreach was a key element of the project activities. Its outreach grew exponentially to become the main source of reliable and credible information on Eco-DRR and NbS. Much of the capacity building work was carried out through PEDRR's five regional hubs, whose members include Universities, NGOs and Government representatives. The hubs remain active, with new Eco-DRR events being organised in the regions on a regular basis.

Responsiveness to Human Rights and Gender Equality

303. The Review found a strong human rights/gender considerations in project planning and implementation. Implementation strategies for Human Rights and Gender were already incorporated in the project's design. The project strived throughout and across its implementation to increase women's participation and engagement in the project, at both decision making and implementation levels. The Eco-DRR model projects had taken into consideration the inequalities, especially those related to gender, in access to, and the control over, natural resources working with women's groups and creating user groups of vulnerable communities depending for their livelihoods on the use of natural resources.

304. Disadvantaged groups were directly engaged in mitigating and adapting to disasters and engaging in environmental protection and rehabilitation. Vulnerable and disadvantaged groups were for example older farmers in Haiti, refugee communities in Uganda or fishermen in India using traditional methods for fishing.

305. The project worked to reduce specific vulnerabilities of disadvantaged groups, especially women, to environmental degradation and related disasters supporting livelihoods options (e.g., paid work in employment programmes and restoration of ecosystems upon which those groups depend). Commitments made in the project design of outputs 1 and 2 and 3 such as the percentage of female participants in model projects or trainings were followed through during project implementation. In the State of Kerala, the project consciously decided to work with the MGNREGS programme whose beneficiaries are primarily women. Women constituted over 60% of the 1,200 elected officials, engineers, field supervisors etc. that were trained in Kerala, and made up for over 50% of the project's beneficiaries in terms of enhanced resilience to disaster and climate change. The community-based projects implemented by PfR in five countries saw a high level of participation by women in the project and recorded 47% women as direct and indirect beneficiaries. Each country tried to engage and empower women using different strategies such as awareness raising and sensitisation, setting

targets for women's participation in capacity building programmes, and reinforcing women's engagement in livelihood activities. The share of women beneficiaries in Uganda and Haiti was 50% and 49% in Indonesia and Ethiopia. At workshops as well as panel discussions, project management required to the extent possible, equal representation of women and men while encouraging women to take leadership roles.

306. The accompanying MOOC handbook on Eco-DRR offers a gender module and gender Eco-DRR checklist. The MOOC participants, drawn from across 192 countries, showed an equal representation of female participants as that of male participants, both constituting 49% each of the total MOOC participants. Much like the project itself, most of the webinars and podcasts were female-led and recorded a high level of female representation.

307. Outputs 4 and 5 were more technical related to opportunity mapping tools and the role of AI in DRR which had no direct entry points for gender considerations except the hackathon for youth. Opportunity mapping showed the vulnerabilities of specific areas such as coastal areas to disasters. The methodology could be used at local level to show vulnerabilities of the population in specific locations, using participatory methods.

308. The TR found strong evidence that human rights/ gender considerations were demonstrated in 1) project implementation (model sites, employment programmes for women, opportunity mapping); 2. interpretation of results (reporting on women and vulnerable groups in publications; and 3) project expenditure (training for women groups and budget line on gender and Eco-DRR of 155,000 USD financed by NFL for a gender module in the accompanying MOOC handbook).

Environmental and Social Safeguards

309. UNEP requirements for environmental and social safeguards were fully met: As the project aimed at upscaling Eco-DRR concepts, project management understood risk management as an integral part of project design and adaptive management. This is why environmental and social safeguards are rated highly satisfactory.

310. Risks to project implementation such as disasters at project sites were reviewed on a regular basis and adaptive measures were undertaken. The implementing NGOs and UNEP project manager monitored project implementation at model sites for possible safeguard issues (see chapter on Monitoring and Adaptive Management). Environmental and social impacts to the key stakeholders and, in particular, to the most vulnerable groups were considered to a large extent at the model sites when planning and implementing activities.

311. The project met UNEP requirements to be screened for any safeguarding issues. A sound environmental and social risk assessment was conducted and initial risk ratings were assigned are evaluated in the Prodoc in a comprehensive risk log (see above under Quality of Project Design).

312. The management of the project minimised UNEP's environmental footprint conducting virtual events and meetings.

Country Ownership and Driven-ness

313. The successful engagement of government and public sector agencies is necessary for scaling up Eco-DRR solutions. As the project had worked with a broad array of governmental institutions from local to national institutions mainly in the sectors of DRR, environment and rural development in outputs 1 to 4. Yet ownership of countries in terms of engagement of different governmental agencies naturally varied. The approach for engaging the government and the public sector built on engaged local and national

governmental agencies and created a high degree of ownership. This is why the country ownership and engagement is rated as highly satisfactory.

314. In India, the project collaborated with KILA to engage the government of Kerala and local authorities for including Eco-DRR into public employment schemes, mainly the MGNREGS. The Government of Kerala promotes decentralisation and governance structures, so that the project built on existing ownership and strong institutions. KILA conducted several workshops for setting guidelines for the MGNREGS, inviting technical experts from different agencies for exchanging ideas and combining already existing approaches for Eco-DRR measures. The workshops touched sensitive issues in public works such as erosion control which are rarely addressed in official documents and policies of the governmental agencies bringing those issues forward. Representatives of the local administration participated in trainings on implementing the guidelines for different Eco-DRR measures in local employment programmes and village DRR plans. There is strong evidence that the guidelines are being implemented in two public employment schemes (MGNREGS and AUGES) in Kerala to date. KILA then conducted workshops for the Government of Odisha and Karnataka to disseminate the guidelines in other Indian States. Cross-State learning in India was aimed in the beginning of the project: the Eco-DRR approach was presented to the governments of Odisha and Karnataka. Eco-DRR measures were included into the local development plans of the local authorities (panchayats) in Bihar and Odisha which received regular funding from the national level. Collaboration was started with district DRR authorities in Odisha to consider wetlands protection in addition to planning grey DRR measures such as cyclone shelters on public land. At the national level the National Institute for disaster Management (NIDM) took up the Eco-DRR approach from the model projects in a publication which was presented to the G20 summit in 2023.

315. In Indonesia, national ownership was created with District Authorities which support the local village development plans with training and advise. The National Mangrove and Peatland Restoration Agency included the Eco-DRR model in its own training programme.

316. In Uganda, the Eco-DRR measures were integrated into local and district watershed management plans. Those plans are a political priority of the Ministry of Water and will receive funding in the future. In Ethiopia, local authorities in the project districts are interested in investing the water spreading wears which were introduced by the Project. In Haiti, local authorities were involved in project activities whenever representatives of those authorities were able to attend.

317. Colombian authorities took up the opportunity mapping method for a study which was locally funded. The active engagement of the Ministry of Environment led to a second iteration of the initial Opportunity Mapping exercise, with a focus on flood risk reduction with a new environmental degradation index, developed by the Ministry. This spin-off project was entirely led by Colombian institutions, at the regional and national scales, with UNEP providing technical inputs and guidance. The Ministry of Environment of Colombia was testing Opportunity Mapping in the Cuenca Rio Cravo Sur watershed, with plans of expanding this mapping work to other regions.

Communication and Public Awareness

318. The effectiveness of communication and public awareness is assessed as highly effective due to the excellent communication of learning and experience sharing between project partners and public awareness activities which reach a wide local, regional and global audience for mainstreaming Eco-DRR.

319. Communication to a global audience relied on existing communication channels and networks such as the PEDRR network which is the clearinghouse for knowledge, training,

advocacy and practice on Eco-DRR. The PEDRR network constitutes the main actors in Eco-DRR mainly international NGOs, academia and UN agencies. The PEDRR website served as a communication platform for knowledge products and hosted the MOOC, reaching an audience beyond the PEDRR network partners.

320. Key to an effective strategic communication have been regular and high-quality knowledge products such as the PEDRR newsletter and interactive formats (e.g. posting on social media or webinars and working with social media influencers reaching a global audience from International Development Banks to youth). The outreach started with the launch of the MOOC on Nature-based Solutions via the "Virtual Coffee with Changemakers" sessions which attracted 4,462 registered participants, exemplifying this widened reach. As the PEDRR platform is hosted by UNEP and supported by network partners, it will be active after the closure of the project producing new content the audience.

321. Strategic communication was the cornerstone of the project, helping foster project visibility, showcasing donor recognition, and amplifing the impact of the project to various target groups. Throughout the project, the 'Communications and Visibility Plan' was effectively implemented as a dynamic framework reflecting the evolving trends and challenges, knowledge products, and communication strategies using different channels and networks supporting the project outcome and impact.

322. Since the project's inception, immense emphasis was placed on enhancing the project's communication and visibility strategies. The project can be credited with helping increase global understanding and visibility of NbS, underscoring the project's adaptability and strategic alignment with overarching frameworks. Furthermore, this growth in visibility stands as a testament to the Project's commitment to leveraging communications as highly effective in advancing its goals and advocating for mainstreaming of Eco-DRR at a national, regional, and global scales. Key audiences for communication were diverse- from local communities at model sites, universities for training courses to international organisations, the private sector, faith-based organisations and students interested in Eco-DRR. The reports from the project country sites demonstrated local community awareness about DRR and the contribution of intact ecosystems to the prevention of disasters. Universities included Eco-DRR into their curriculum creating long-term awareness for the links between ecosystems and DRR. The regular PEDRR newsletter containing information about the opportunity mapping tool gained the attention of the World Bank to join PEDRR and to include opportunity mapping into their tool-box for clients.

323. Communication and advocacy were undertaken on a continuous base from the inception phase to the end of the project led by a communication and outreach consultant. Communication and outreach were fully budgeted and run by professionals leading to a high quality of the visibility strategy and the communication products.

324. In 2019, the project strategically showcased its Opportunity Mapping tool at the Innovation Platform of the Global Platform for Disaster Risk Reduction (GPDRR), engaging policymakers, academia, and the private sector. The platform has not been updated since 2023 so that attention of the audience might be decreasing. This is why, the PEDRR website and the Opportunity Mapping Tool on the UNEP website are valuable resources for providing sustainable access to Eco-DRR knowledge.

325. Since 2020, the Project's digital landscape witnessed increased online user traffic, especially via its social media platforms. PEDRR experienced substantial growth on social media platforms, attributing this to daily publications, MOOC promotions, and engagement with influencers. The project expanded into audio-based platforms with the introduction of the 'Talks 4 Action' podcast series, which facilitated MOOC dissemination and outreach efforts. Knowledge product development focused on showcasing country

Eco-DRR models through short films and web dissemination. UNEP's influencer mapping initiative targeted both macro- and micro-influencers to amplify project visibility and outreach. This influencer mapping strategy resulted in at least 20,000+ new MOOC registrations and 100,000+ new clicks on the PEDRR website.

326. The MOOC on Eco-DRR achieved a significant milestone by becoming one of the highest-ranked environmental courses on the edX/SDG Academy platform during its first run. Moreover, UNEP expanded its engagement with youth networks and the private sector, recognising their potential impact in advocating for Eco-DRR. The inclusion of youth notably boosted MOOC registrations and project event attendance. The average age of MOOC participants from 192 participating countries was 23 years old. Participants of webinars and online events related to the project were mostly young people. All events offered space for communicating with the audience, and project consultants continuously responded to requests for information and advice during the life-time of the project.

327. In 2022-2023, the Eco-DRR project continued its emphasis on global recognition and action catalysis for Eco-DRR practices. Utilising various digital spaces, social media platforms, and virtual events, the project achieved significant online reach, with the PEDRR social media followers surpassing 68,700 by December 2023. Knowledge products showcasing country Eco-DRR models were unveiled in global events such as webinars, CBD COP-15 side events, COP-27 side events, and UN conferences.

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

XVII. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

328. The performance is assessed as highly satisfactory regarding the content and the project design / implementation including adaptive management and outreach. Setting ambitious goals for building transformative capacity of a project is possible under good project design and management as this terminal review shows.

329. The project shows good practices for upscaling results: 1) leveraging into large national programmes and the portfolio of international development banks; 2) upscaling into local development plans; and 3) and mainstreaming into national and international policies(e.g. linkages to Ramsar Convention on Wetlands). New target audiences: students and young professionals, Faith-based Organisations and the humanitarian sector, have become interested in implementing Eco-DRR.

330. The project design contained a comprehensive set of measures for scaling up good practices for Eco-DRR. Those were 1. leveraging Eco-DRR into large national employment programmes, 2. for the creation of model Eco-DRR sites in different contexts co-operating with NGOs and 3. upscaling the models into local and national policies and plans as well as 4. mainstreaming into international environmental agreements and humanitarian work. The project design contained a strong visibility and communication approach which led to a new option for leveraging Eco-DRR into the portfolio of international development banks.

331. Upscaling good practices means to achieve institutional sustainability of the results. Success factors built on existing institutional capacity such as national policies and programmes as well as development projects in a humanitarian context.

332. Partnerships for implementation at all levels have been a crucial success factor (e.g. the PEDRR network for outreach and dissemination of the MOOC). Local partnerships with NGOs and local governments also supported the implementation of Eco-DRR at community level. Building local institutions and capacity for Eco-DRR at community level is necessary; however, the capacity of partner governments to implement scaled-up solutions is also crucial for success.

333. The collaboration between UNEP and experienced NGOs for the implementation of model sites has been challenging due to a different working culture, especially with NGOs from the humanitarian sector. The interviews revealed that the NGOs had successfully implemented a number of community-based projects and gained enough knowledge; however, they had not explored all opportunities to scale-up the Eco-DRR model. The collaboration between UNEP and the NGOs offered opportunities for scaling up the model projects in local development plans, sub-national and national policies (e.g.especially in India, Uganda or Indonesia).

334. Upscaling is linked with knowledge exchange at regional levels such as the trainings for Ramsar managers in Asia. This is why regional networks i.e., regional PEDRR networks became very important for implementation and knowledge exchange.

335. The role of UNEP was pivotal for all models of upscaling good Eco-DRR practices. UNEP provided technical advice and knowledge as well as contracted the partner, KILA in Kerala, for leveraging in the State of Kerala and beyond. The Eco-DRR models were already tried out in previous projects of the PfR consortium. UNEP provided additional credibility and visibility for the projects globally and supported scaling-up into local plans and national policies. The UNEP office in India supported the scaling up into national DRR policy in India. The opportunity mapping tool was presented to the World Bank/ GFDRR which included the assessment approach into their portfolio.

336. The organisational set up of the project reflects the complex structures necessary for implementing global projects: UNEP as an international organisation collaborated with a large number of partners at global and regional levels and supported model projects at the local level. Highly complex structures were necessary for implementation of output 2: international NGOs with national NGOs which then subcontracted with local NGOs. Such structures cannot be avoided in global projects; however, the complexity can be reduced by limiting implementing partners in one country such as in India and Ethiopia, where several projects were implemented parallel to each other. A global project offered opportunities for knowledge exchange between different model projects for Eco-DRR on three continents and the options to mainstream Eco-DRR / NbS in multilateral environmental agreements. The complexity of the project was a challenge for project management, however the benefits outpaced the costs of project set-up and management.

337. The global nature and timeframe of the project resulted in limitations in implementation in some countries: i.e., local planting seasons could not be fully considered in Haiti or Ethiopia in addition to delays due to political instability and impacts from hazard events.

338. The project duration was the weakest point in the project design for different reasons. The inception phase was too short to negotiate an agreement for leveraging Eco-DRR in the Philippines which would have required a longer process. The collaboration with the PfR required time for adjusting expectations (e.g. negotiating the agreement and time for monitoring and knowledge exchange). Local economic and environmental benefits as well as local institution- building would have been stronger over a longer intervention period.

339. Efficient project implementation requires sufficient resources for project implementation, such as sufficient number of qualified staff with longer-term contracts that align with project implementation timeframes, as well as dedicated budgets for project monitoring including at the field project level. Keeping administrative costs low would have required reducing the number of contracts and to avoid short contracts and staff turn-over.

B. Summary of project findings and ratings

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

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex X) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

– That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.

- That the consultant has, within the report, presented all the evidence that was made available to them.

- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.

- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office validates the overall project performance rating at the **'Highly Satisfactory'** level.

Table 5: Summary of project findings and ratings

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance	The Project was fully aligned with UNEP's Medium-Term Strategy, Programme of Work and Strategic Priorities, and was also aligned with the donor's DG INTPA strategic priorities. There was a high level of relevance to global, regional, sub-national and national priorities. The Project contributed to the key global frameworks like the Sendai framework for DRR and the Ramsar Convention responded strongly to requests for Eco-DRR technical guidance. The UNEP team also worked diligently to ensure that the Project was complementary with related approaches, such as Nature-based Solutions (NbS) and Ecosystem-based Adaptation (EbA) and was actively engaged in the role of NbS in humanitarian settings at global level. Its relevance was also strong at the regional level. The funding of SIDA allowed to explore new areas (e.g. AI for Eco-DRR), which are highly relevant for UNEP´s future programming and work. Funding from NFL provided extended work on gender and Eco-DRR linkages, and leveraging opportunities at the regional level to scale up capacity building dissemination through university partners.	**HS**	**Rating validated**	**HS**
1. Alignment to UNEP MTS, POW and strategic priorities	yes	HS	Rating validated	HS
2. Alignment to Donor/Partner strategic priorities	yes	HS	Rating validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	yes	HS	Rating validated	HS
4. Complementarity with relevant existing interventions/coherence	yes	S	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Quality of Project Design	The project design is rated highly satisfactory because of its strategic relevance and addressing causalities. Project preparation was thorough, which reflects the quality of the project design and the Prodoc. The project objective and outcome are very specific and realistic. Activities, outputs and outcome seem well related and connected to the objective. The results framework was well designed and included indicators and target values, means of verification and assessments of risks.	**HS**	**Rating validated**	**HS**
Nature of External Context	The nature of the external context was moderately unfavourable. This is partly due to the nature of the project - Disaster risk reduction – to be conducted in areas which are highly prone to disasters constituting an unfavourable external context.	**MU**	**Rating validated**	**MU**

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Effectiveness	The effectiveness of the project was beyond expectations. The theory of change and the project design were very effective to deliver the results. The outcome was fully achieved and all outputs 1-5 were delivered. Performance outpaced almost all of the indicators. Synergies emerged between the outputs which have enhanced the delivered activities and contributed to the outcome. During the project lifetime, positive intended and un-intended outcomes were observed. Intended outcomes led to greater awareness for Eco- DRR / NbS at all levels and initiatives e.g. inclusion of Eco-DRR in local plans. Positive intended but unexpected outcomes were observed like engagement of youth. The project has already gathered data at impact level which is highly credible. The intended impact was fully achieved.	**HS**	**Rating validated**	**HS**
1. Availability of outputs	Overachieved	HS	Rating validated	HS
2. Achievement of project outcomes	Achieved	HS	Rating validated	HS
3. Likelihood of impact	Highly likely	HL	Rating validated	HL
Financial Management	The financial management of the project showed full adherence to UNEP's Financial Policies and Procedures. Financial Information was complete. Communication between finance and project management staff was frequent and efficient.	**HS**	Rating validated	**HS**
1. Adherence to UNEP's financial policies and procedures	**yes**	**HS**	Rating validated	HS
2. Completeness of project financial information	yes	HS	Rating validated	HS
3. Communication between finance and project management staff	yes	HS	Rating validated	HS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Efficiency	The efficiency of the project is rated as satisfactory. The project delivered maximum results from the given resources exceeding project targets. The project was extended by 2 years in order to deliver the results on the sites in output 2 and cover the delays due to COVID-19 in all outputs. The cost-efficiency of the project was high given the ratio of the achieved results and the low costs. The project exceeded its targets using the available financial resources which also means a too high work-load for the staff.	**S**	**Rating validated**	**S**
Monitoring and Reporting	The M&E of the project is rated as satisfactory. The project had a sound monitoring system that was designed to track progress towards the achievement of the project's five outputs and the project outcome and impact at the level of beneficiaries. The M&E system was designed to provide evidence of project activities and achievements and to comply with the donor requirements for monitoring and less for steering the project activities. The funds allocated for monitoring were not separated from the project budget for implementation.	**S**	**Rating validated**	**S**
1. Monitoring design and budgeting	Design yes, budgeting no	S	Rating validated. However, the Evaluation Office notes that baselines should have been different than 0, as indicated in para. 255: "baseline data for outcome and output indicators were set at 0 as a baseline in the revised logframe despite that some of the activities built on experiences gained in previous projects which were accurately used as baseline in the Prodoc but disappeared in the revised logframe".	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Monitoring of project implementation	Yes for donor and accountability	S	Rating validated	S
3. Project reporting	Excellent	HS	Rating validated	HS
Sustainability	The project aimed at upscaling Eco-DRR so the sustainability of the results / outcomes was the main purpose of the project and embedded into the project design. The sustainability of the project results is highly likely because the ownership of stakeholders is high, financial means for implementing Eco-DRR measures are available in many cases and the institutional context is in general favourable due to the global uptake of NbS concepts.	**HS**	The Evaluation Office clarifies that Sustainability is rated in terms of likelihood (L). At the same time, the weighted ratings approach of the Evaluation Office aggregates the three sub-categories of sustainability to the lowest of the three – this is because they are considered to be mutually limiting. Rating validated at the level of 'Likely'.	**L**
1. Socio-political sustainability	Yes	HS	Rating validated	HL
2. Financial sustainability	Yes but not for all results	S	Para. 283 indicates that "The financial sustainability of the outcomes is 'Highly Likely". Rating validated as Likely as the project appears to not have a specific exit strategy with a financial component.	L
3. Institutional sustainability	Yes	HS	The project appears to not have a specific exit strategy that includes an institutional component. Rating adjusted to 'Likely'.	L
Factors Affecting Performance		**HS**	**Rating validated**	**HS**
1. Preparation and readiness	Preparation and Readiness was satisfactory: The project was very well prepared since the project design had no major weaknesses which required action in the project inception stage. A six-months inception phase was built in the project design which was needed to adjust activities and finalise implementation agreements. The project was based on existing relationships with stakeholder groups from previous projects and on the strong partnership PEDRR.	S	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Quality of project management and supervision	The effectiveness of project management was excellent with regard to providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships and communication and collaboration with UNEP colleagues	HS	Rating validated	HS
2.1 UNEP/Implementing Agency:	yes	HS	Rating validated	HS
2.2 Partners/Executing Agency:	Some adjustments of activities were needed	S	Rating validated	S
3. Stakeholders' participation and cooperation	The project built on effective partnerships like PEDRR or partnerships with stakeholders from previous project phases. Effective communication and collaboration with a range of diverse stakeholders is essential for upscaling. Local partnerships were developed to include the Eco-DRR models in local plans. Collaboration with the local administration and representatives from different technical agencies was essential to leverage Eco-DRR into the employment schemes. The project worked with new stakeholder groups such as Faith-based Organisations and the humanitarian sector. Young people have gained interest in Eco-DRR	HS	Rating validated	HS
4. Responsiveness to human rights and gender equality	The project included a strong human rights/gender considerations in project planning and implementation. Implementation strategies for Human Rights and Gender were already incorporated in the project's design. The project strived throughout and across its implementation to increase women's participation and engagement in the project, at both decision making and implementation levels.	S	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
5. Environmental and social safeguards	UNEP requirements for environmental and social safeguards were fully met: As the project aims at upscaling Eco-DRR concepts, project management understood risk management as an integral part of project design and adaptive management.	HS	Rating validated	HS
6. Country ownership and driven-ness	As the project had worked with a broad array of governmental institutions from local to national institutions mainly in the sectors of DRR, environment and rural development in outputs 1 to 4, ownership of countries in terms of engagement of different governmental agencies naturally varies. The approach for engaging the government and the public sector built on engaging local and national governmental agencies and creating a high degree of ownership. This is why the country ownership and driven-ness is rated as highly satisfactory.	HS	Rating validated	HS
7. Communication and public awareness	The effectiveness of communication and public awareness is assessed as highly effective due to the excellent communication of learning and experience sharing between project partners and public awareness activities which reached a wide local, regional and global audience for mainstreaming Eco-DRR. Strategic communication was the cornerstone of the project, helping foster project visibility, showcasing donor recognition, and helping amplify the impact of the project to various target groups.	HS	Rating validated	HS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Overall Project Performance Rating	The performance is assessed as highly satisfactory regarding the project design / implementation including adaptive management and outreach. Setting ambitious goals for building transformative capacity of a project was possible under good project design and management as this terminal review shows. The project showed best practices of project design, implementation and adaptive management and outreach which should be used for learning process within UNEP.	**HS**	**Overall rating validated**	**HS**

C. Lessons learned

Lesson Learned #1:	***Lesson 1.*** ***UNEP´s experience in the institutional context of Eco-DRR has paid off in the long run: UNEP started early to introduce Eco-DRR in 2009. This is the second EU project on Eco-DRR further developing methods/tools such as opportunity mapping and communications materials such as the MOOC. Scaling up these methods, tools and communications materials relies on: leveraging, replication, scaling-up and mainstreaming, which were successfully implemented. Mainstreaming Eco-DRR into existing national, local and sectoral programmes (e.g. employment programmes) is a major factor for sustainability and upscaling.***
Context/comment:	

Lesson Learned #2:	***Lesson 2.*** ***In project preparation, it is important to identify entry points for change which only UNEP can offer, e.g., access to governments. Larger countries such as India and Indonesia with stable institutional contexts, political priorities and sufficient national capacity are good entry points for scaling up and leveraging. In a humanitarian context, replicating via NGOs is possible by upscaling into NGO programmes and tool kits as well as with local governments and local development plans.***
Context/comment:	

Lesson Learned #3:	***Lesson 3.*** ***An NGO consortium (e.g. PfR) and UNEP offer unique opportunities for collaboration in spite of different organisational cultures. However, sufficient resources are needed for planning of activities, establishing working relationships and communication between partners. Hence, time and resources need to be built into project from the outset for partnership building with the implementing partner/s, or a smaller consortium with fewer partners and site activities would have allowed for smoother implementation.***
Context/comment:	

Lesson Learned #4:	***Lesson 4.*** ***An inception phase is required in complex projects to adjust the implementation agreements. Large projects require***

	complex implementation agreements which need to be negotiated and facilitated such as in the case of the PfR consortium
Context/comment:	Leveraging Eco-DRR in the Philippines would have required a longer preparation and negotiation processes to achieve consent with the national Government so that a longer inception phase would have been necessary. Even when agreements are negotiated before the project, changes in staff of partners can require a re-negotiation process and hence more time may be needed.

Lesson Learned #5:	***Lesson 5.*** ***Project design should aim at creating institutional sustainability and at reaching a high number of people and protection/ restoration of land. Upscaling projects depend on the long-term capacity of partner institutions such as local and national governments or universities. Creating such long-term capacities takes time and dedicated attention/focus.***
Context/comment:	

Lesson Learned #6:	***Lesson 6.*** ***Collaboration with networks (e.g., PEDRR and local networks) is a success factor, as well as engaging with actors from the target sectors such as the European Investment Bank for the MOOC or associations of industry in India, for the training of private sector actors.***
Context/comment:	

Lesson Learned #7:	***Lesson 7.*** ***A longer project duration of 5-7 years in communities is required to achieve sustainable local economic and environmental benefits such as ecosystem restoration or building up small businesses and market access. It allows for trial and error process in adapting ecosystem restoration and protection to local conditions.***
Context/comment:	

Lesson Learned #8:	***Lesson 8.*** ***Monitoring requirements need a balance between need for documentation, use of data for project steering and implementation and suggestions of donors. Monitoring and evaluation also require dedicated budgets which should not compete with human resources for project implementation.***

Context/comment:	

Lesson Learned #9:	***Lesson 9.*** ***Sufficient human resources are needed for project implementation and co-ordination. Offering contracts for highly motivated and highly qualified consultants which are as long as planned activities is crucial. Anticipating the long lead times required for staff recruitment should be planned from the outset, at project design stages.***
Context/comment:	

Lesson Learned #10:	***Lesson 10.*** ***A MOOC is a good tool to reach young people who are motivated to engage and seek practical knowledge to work on ecosystem restoration and opportunities for professional engagement. More activities directed to the global South are necessary to reach young professionals and students.***
Context/comment:	Young professionals want to learn about ecosystem restoration and Nature Based Solutions. Many students in the MOOC were from India where access to digitalization is good. A university from the Indonesia included Eco-DRR into their curriculum actively asking for support from the project.

D. Recommendations

Recommendation #1:	***Recommendation 1. Present the project as good practice for project design and management to UNEP Senior Management and EU DG INTPA and EU Delegations (Netherlands) and selected embassies in the implementing countries***
Challenge/problem to be addressed by the recommendation:	The Quality of project proposals observed in proposal review for UNEP PCR by the TR consultant, Dissemination of knowledge about the Eco-DRR projects to EU Delegation because the Delegations will play a bigger role in providing decentralised funding.
Priority Level:	High
Type of Recommendation	Operational
Responsibility:	Head of Disasters and Conflict Branch, Head of DRR Unit

Proposed implementation time-frame:	Within the second half of 2024

341. Cross-reference(s) to rationale and supporting discussions:

- Section project design and effectiveness, sustainability

Recommendation #2:	
	Recommendation 2. Use the project as an example for best practice as well as lessons learned within UNEP for project design for scaling up good practices - circulate the ToC and revised logframe among project writers in UNEP and prepare a document with lessons learnt from the project (implementation, collaboration with NGOs and communication work with social media) and circulate it within the division / UNEP
Challenge/problem to be addressed by the recommendation:	Quality of project proposals observed in proposal review for PCR in 2022/2023 by the TR consultant.
Priority Level:	High
Type of Recommendation	Operational
Responsibility:	UNEP Senior Management
Proposed implementation time-frame:	Within the second half of 2024

342. Cross-reference(s) to rationale and supporting discussions:

- Section project design and effectiveness, sustainability

Recommendation #3:	
	Recommendation 3. Continue work on Upscaling Eco-DRR: ***through existing programmes and policies: Continue the up-scaling work through large scale cash-for-work programmes and other national development programmes. This could be undertaken in partnership with the International Labour Organisation and the World Food Programme. UNEP already has an established MoU with WFP which has not yet been operationalized. This may be a good occasion to do and mobilize resources internally from UNEP and from external partners. Scaling up through development and humanitarian sectors should also be explored.*** ***Explore how Eco-DRR can feature more prominently in the EU Restoration Law / EU Green Deal, the US Inflation Reduction Act, develop lessons learned from those programmes and seek similar entry points with leading countries in the Global South (e.g. Colombia, Sri***

	Lanka and India, possibly Kenya and countries around the Great Green Wall of the Sahara and Sahel) ***Further apply Eco-DRR Opportunity Mapping at a local /sub national scale*** ***Promote regional EcoDRR / NbS networks for knowledge exchange about solutions for scaling up*** ***Continue to support youth as agents for NbS: promote the MOOC and support university courses and offer equal opportunities for young professionals from all backgrounds like paid internships.***
Challenge/problem to be addressed by the recommendation:	Open challenges in EcoDRR
Priority Level:	High
Type of Recommendation	Operational
Responsibility:	UNEP Branch
Proposed implementation time-frame:	second half of 2024 to first half of 2025

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 6: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer Response
	Xxx	Xxx

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW AND INTERVIEWEES SAMPLE

Table 7: Interviewees' Sample

		# people involved in activities (M/F)	# people contacted for interviews for TR (M/F)	# respondent in interviews (M/F)	% respondent to contacted persons
Project team (those with management responsibilities e.g. PMU)	Implementing agency / donor	4 project managers during the lifetime of the project	1 F	1F	100
	Executing agency/ies	4/8	3/7	3/7	100
	# entities / organisations involved	# entities / organisations contacted	# people contacted (M/F)	# (respondent)/ interviewed (M/F)	% respondent
Project (implementing/ executing) partners *(receiving funds from the project)*	10	10	5/5	7/6	100%
Project (collaborating/contributing[4]) partners *(not receiving funds from the project)*	-	-	-	-	-
Beneficiaries:	n/a	n/a	n/a	6/0	n/a

[4] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

Table 8: People consulted during the Review

Organisation	Name	Position	Gender
UNEP	Marisol Estrella	Project Manager (Jan 2019-Dec 2021); (also, acting head of the DRR Unit)	F
UNEP	Mohammad Hasnain	Project Manager	M
UNEP	Mikhail Fernandez	Project Associate and Communications	M
UNEP	Paul Obonyo	Fund Management Officer	M
UNEP	Karen Sudmeier	Project Coordinator and technical lead (Jan 2019-June 2022)	F
UNEP	Saeeda Gouhari	Coordinator, Outputs 1 & 4	F
UNEP (today KILA)	Neha Kurian	Output 1 (Kerala based)	F
UNEP	Malikah Amril	Coordinator, Output 2	F
UNEP	Nathalie DOSWALD	Coordinator, Output 3 (till June 2023)	F
UNEP	Paula Padrino Vilela	Coordinator, Output 5	F
PfR/NLRC	Vincent van Haaren	PfR Co-ordinator in Netherlands Red Cross	M
NLRC Haiti	Julia Velez Ardaiz	Project Co-ordinator Haiti / NLRC	F
PfR Uganda	Marion Iceduna	Project Co-ordinator	F
Wetlands International Indonesia	Eko Budi Priyanto	Project Co-ordinator	F
NLRC Ethiopia	Sirak Temesgen	Project Co-ordinator	M
NLRC Ethiopia		Field worker	M
NLRC Ethiopia		Field worker	M
Wetlands International South Asia	Dhruv Verma	Project Co-ordinator	M
Coast Net Odisha		Project Co-ordinator	M
Coast Net Odisha		Project Co-ordinator	M
Coast Net Odisha		Field worker	M
Coast Net Odisha		Local environmental Champion	M
KILA	Dr. Joy Edamon	Director General	M
KILA		Distance Learning	M

Organisation	Name	Position	Gender
UNEP GRID University of Geneva	Pierre Lacroix	Head of the Spatial Data Infrastructure Unit	M
UNEP GRID University of Geneva	Andrea De Bono	Head of Data & Information Sustainability (DIES)	M
IUCN Sri Lanka	Ananda Mallawatantri	Former Head of IUCN Sri Lanka Country Office (currently Consultant)	M
EU DG INTPA	Valentina Rossi	Project manager Unit F.1 – Sustainable Energy, Climate Change and Nuclear Safety	F

ANNEX III. REVIEW FRAMEWORK/MATRIX

	Review questions	PfR	Implemeting Actors	Beneficiaries, private sector, local authorities	UNEP project Manager	UNEP finance manager	Other actors / Stakeholders	Indicators	Data Source	
A	Strategic relevance									
	Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities									
1	Are the project objective and set-up consistent with 1) UNEP´s mandate and policies PoW Resilience to disasters and conflicts 2) DG ITPA strategic priorities and operational programme?	x			x			Fit of objectives with policy documents	Prodoc, interviews, UNEP programme	
	Alignment to Donor/Partner Strategic Priorities									
	To what extend the project objectives are consistent with Environmental policy objectives and strategies in participating countries and adapted to the local context?	x		x			x	Fit of objectives with policy documents	Prodoc, interviews, UNEP programme	
	Relevance to Global, Regional, Sub-regional and National Environmental Priorities	x		x	x		x	Fit of objectives with policy documents	Prodoc, interviews, UNEP programmes	
3	To what extend the project objectives are consistent with the global needs related to ecosystem management and DRR?	x		x	x		x	perceptions of interview partners	Prodoc, interviews, project reports	

4	To what extent the project objectives are realistic regarding the set-up of the project and the project environment?	x	x	x	x		x	perceptions of interview partners, project performance	Prodoc, interviews, project reports	
5	Complementarity with Existing Interventions/Coherence of UNEP and other donors / EU	x	x	x			x	perceptions of interview partners	interviews,	
6	Complementarity / Coherence with UNEP and other EU projects in the region	x	x	x	x		x	perceptions of interview partners	interviews,	
10	Is the stakeholder analysis still appropriate and adequate to support the project's ambitions?	x					x	perceptions of interview partners	interviews, project reports	
11	To what extend stakeholders have been involved in project design, implementation, monitoring and reporting?	x	x	x	x		x	perceptions of interview partners	interviews,	
B	Effectiveness: achievements of objectives?									
	How successful is the project so far in achieving its planned outputs?	x	x	x	x		x	perceptions of interview partners, monitoring data and reports	interviews, project reports	
	quantity									
	quality									
	timeline									
	sequence of activities									
	usefulness									

	What have been main external and internal drivers for pushing/ hampering achieving the project output?	x		x	x			perceptions of interview partners	interviews, project reports	
	Has the project structure influenced the achievement of objectives? To what extent the project implementation structure with UNEP, Dutch NGO consortium, project implementors, contribute to a relevant project implementation arrangement?	x	x	x	x			perceptions of interview partners	interviews, project reports	
	To what extends the project achieved its outputs?	x	x	x	x			perceptions of interview partners	interviews, project reports	
	quantity									
	quality									
	timeline									
	Project outcomes									
	What evidence is available that the Project supports international processes for including ecosystems into DRR?	x	x	x			x	perceptions of interview partners	interviews, project reports	
	What evidence is present to suggest that the project builds capacity for scaling up and mainstreaming DRR	x	x	x			x	perceptions of interview partners	interviews, project reports	
	What evidence is available that the project activities are helping to set up and sustain local examples DRR in the communities, build capacities of communities for resilience like building capacities of the local administration and co-ordination ?	x	x	x			x	perceptions of interview partners, ha covered by project interventions	interviews, project reports, site visit	

	Case 1: Haiti		x	x			x	perceptions of interview partners	interviews, project reports	
	Case 2 Colombia		x	x			x	perceptions of interview partners	interviews, project reports	
	Case 3 Ethiopia		x	x			x	perceptions of interview partners	interviews, project reports	
	Case 4 India		x	x			x	perceptions of interview partners	interviews, project reports	
	Case 5 Indonesia		x	x			x	perceptions of interview partners	interviews, project reports	
	How have the experiences from the project sites so far discussed and exchanged outside the project ? Has the opportunity map beein used? quoted ? Downloaded?	x	x	x	x		x	perceptions of interview partners	interviews, project reports	
	To what extent and in what ways is the Project providing knowledge about Eco DRR to whom? How have the outreach activities been implemented? How have they reached their target group?	x		x				perceptions of interview partners	interviews, project reports	
	Where and when have the project results already be shared?	x		x	x		x	perceptions of interview partners	interviews, project reports	
	Impact									

	Likelihood of intended, positive impacts l	x	x	x				perceptions of interview partners	interviews, project reports	
	contribution to SDG and MEA targets									
	Likelihood of un-intended or impacts on vulnerable groups							perceptions of interview partners	interviews, project reports	
	catalytic role, diffusion / replication and scaling up of cases							perceptions of interview partners	interviews, project reports	
C	Financial Management									
	Sound financial management	x			x	x		perceptions of interview partners	interviews, project reports	
	Are financial reporting requirements are being met consistently and to adequate standards by all parties. assessment of whether UNEP's financial management policies and the EUs fiduciary standards are met	x			x	x		perceptions of interview partners	interviews, project reports	
D	Efficiency									
	Cost efficiency									
	How would you consider management financial resources in the project?	x	x	x	x			perceptions of interview partners	Interviews and financial project reports	
	Are the financial resources sufficient for project execution	x	x	x				perceptions of interview partners	interviews, project reports	

	Reasons for delays / time saving measures	x			x			perceptions of interview partners	interviews, project reports	
	Management of project extension	x			x	x		perceptions of interview partners	interviews, project reports	
E	Monitoring and reporting									
	Monitoring of project implementation									
	What is the performance against set UNEP indicators (impact)	x			x			perceptions of interview partners	interviews, project reports	
	Quality of baseline data, assessment of project indictors,	x		x			x	perceptions of interview partners	itnerviews, project reports	
	Methods for tracking progress : timely tracking of results and progress towards project milestones and targets throughout the project implementation period.	x		x				perceptions of interview partners	itnerviews, project reports	
	Assessment of monitoring system : Has the project an M+E plan and system? Is there an effective monitoring mechanism for the project's implementation (this is separate from, and supports, reporting in the annual PIR)?	x		x				perceptions of interview partners	itnerviews, project reports	
	funds allocated for monitoring are being used					x		perceptions of interview partners	itnerviews, project reports	
	Have monitoring findings influenced project implementation?	x	x	x				perceptions of interview partners	itnerviews, project reports	

	Project reporting					x		perceptions of interview partners	itnerviews, project reports	
	verifying documentation and reporting i.e. the Project Implementation Reviews,					x		perceptions of interview partners	itnerviews, project reports	
F	Sustainability									
	To what extent PfR and UNEP / EU and all otheractors in the project are engaged in participation in the project and implementing / sustaining its results in their own work? knowledge generation and diffusion	x		x			x	perceptions of interview partners, project is mentioned in project partners documents	interviews, project reports, publications of project partners	
	Is there sufficient stakeholder engagement in Eco DRR implementation in the pilot cases, the countries for upscaling ? Is there sufficient engagement of implementers for sustaining the results?	x	x	x	x		x	perceptions of interview partners, project is mentioned in documents	interviews, project reports, publications	
	Key factors for sustaining the outcomes									
	Has the exit strategy been working and are the elements needed for the project's benefits to be sustained after the project end, being incorporated in the project implementation?	x	x	x			x	perceptions of interview partners	interviews, project reports,	
	Financial: To what extend further support is needed to implement the results of the pilot activities how are resources mobilised by private sector and other donors?	x	x	x	x		x	perceptions of interview partners	interviews, project reports,	

	Institutional: to what extend the communities and local administration will continue the EcoDRR the pilot regions ? who will scale up ,	x	x	x			x	Number of legislations and institutions	interviews, project reports,	
	What are other factors influencing the sustainability of the results?	x	x	x			x	perceptions of interview partners	interviews and other documents	
G	Project performance									
	Preparation and readiness What factors influenced the project set-up like project design, choice of project partners, allocation of financial resources?	x			x				interviews and other documents, Prodoc	
	Are the project´s objectives clear, measurable and feasible within this timeframe?	x			x			perceptions of interview partners	Prodoc and interviews	
	Is the project design clear and consistent?	x			x			perceptions of interview partners	Prodoc and interviews	
	Were roles of all project actors / partners clearly identified and negotiated prior to project implementation ? Were project partners co-financing and other ressources assured? Are roles and responsibilities commonly understood and playing out effectively	x	x	x	x			perceptions of interview partners	Prodoc and interviews	
	Project Management and Implementation Are adequate project management arrangements in place?	x	x	x	x			perceptions of interview partners	Prodoc and interviews	
	How effective were project implementation arrangements in delivering project outputs and outcomes?	x	x	x	x			perceptions of interview partners	Prodoc and interviews	

	How effective was project management by UNEP, PfR and implementors?	x		x	x			perceptions of interview partners	interviews	
	to what extend the EU and UNEP provided guidance and contributes to effective implementation of the project?	x	x	x	x			perceptions of interview partners	interviews, project reports	
	Collaboration with UNEP	x						perceptions of interview partners	interviews, project reports	
	What were the main operational factors that influence implementation and how project partners and management could influence them?	x	x	x				perceptions of interview partners	interviews, project reports	
	Stakeholder participation What approaches were used to identify and engage stakeholder other than project partners in project design and implementation? How effective is collaboration? (especially at project sites) , support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program?	x	x	x			x	perceptions of interview partners	interviews, project reports	
	Country ownership Ownership: How effective have all project partners been in executing the project? How is the uptake of pilot activities	x			x			perceptions of interview partners	interviews, project reports	

	How have human rights and gender equality been take into account (gender sensitive indicators and actions) , access to resources									
	Have plans for inclusivity (human rights,,gender considerations, disability inclusion, etc.) been implemented as planned, What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas?	x	x	x			x	perceptions of interview partners	Prodoc and interviews , documents and products of the project	
	Communication and Public Awareness What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions.)	x		x			x	perceptions of interview partners	Prodoc and interviews	
	ESG Are safeguard identification and mitigation plans being monitored and steps taken to minimize negative effects? What has been the experience at the project's mid-point against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and any measures taken	x			x			perceptions of interview partners	interviews, project reports	
	What changes were made to adapt to the effects of COVID-19?							perceptions of interview partners	interviews, project reports	

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- European Commission (2017). Action Document for Up-Scaling Community Resilience through Ecosystem-based Disaster Risk Reduction (Eco-DRR)
- European Commission (2018). Revised EU International Cooperation and Development Results Framework in line with the Sustainable Development Goals of the 2030 Agenda for Sustainable Development and the New European Consensus on Development

The Netherlands Red Cross (2022). Up-Scaling Community Resilience through Ecosystem-based Disaster Risk Reduction (Eco-DRR): Priority area 2. Biannual i-annual Narrative Project Report. Final Reporting and period report: 1 April 2022 – End of Project and KPI project overview progress since project start.

- UNEP (2019). Prodoc
- UNEP (2022). Prodoc Revised
- UNEP (2019). Annual Report to EC 2018-2019
- UNEP (2020) Annual Report to EC 2019-2020
- UNEP (2021) Annual Report to EC 2020-2021
- UNEP (2022) Annual Report to EC 2021-2022
- UNEP (2022). Eco-DRR Output 4 Brief Update for SIDA
- UNEP (2022). Eco-DRR Output Brief Update for SIDA
- UNEP (2023). Up-Scaling Community Resilience through Ecosystem-based Disaster Risk Reduction (Eco-DRR): Priority areas 1-3 (Contract Number DCI/ENV/2018/399-264) Final Project Narrative Report Reporting period: 21 December 2018 – 20 December 2023

Project outputs – Overall

- UNEP / PfR (2022). From Demonstrating to up-scaling community resilience through ecosystem based disaster risk reduction Steering Committee Meeting 24 June 2022

Project output 1: Strengthened capacities of public and private sectors in India to integrate Eco- DRR components in the implementation of national large scale projects

- KILA (2022). REPORT ON ONLINE TRAINING UPSCALING COMMUNITY-BASED ECOSYSTEM-BASED DISASTER RISK REDUCTION OPPORTUNITY MAPPING TOOL
- KILA /UNEP (2022) Eco DRR National Training Package India

Project output 2: Community-based models of Eco-DRR field projects are implemented across selected landscapes in 5 countries (Ethiopia, Haiti, India, Indonesia, Uganda)

- The Netherlands Red Cross / Wetlands International /Ethiopian Red Cross Society (2022). Terminal - Evaluation Report Up-Scaling Community Resilience through Ecosystem-based Disaster Risk Reduction (Eco-DRR)

- Care Uganda (2022). END OF PROJECT EVALUATION FOR THE UP-SCALING COMMUNITY RESILIENCE THROUGH ECOSYSTEM-BASED DISASTER RISK REDUCTION PROJECT

Siba Prasad Mishra and Saswat Mohapatra (2023). Ecosystem and Vulnerabilities toFisher's Community: Tampara Wetland, South Odisha Coast, India in *Current Journal of Applied Science and Technology Volume 42, Issue 48, Page 1-22, 2023; Article no.CJAST.111003*

- Partners for Resilience (2020). Flagship report. Local Action Global Ambition
- UNEP (2022) Upscaling community resilience through Ecosystem-based Disaster Risk Reduction in Ethiopia. (as an example for outreach products)
- UNEP (2022). Upscaling community resilience through Ecosystem-based Disaster Risk Reduction in India. (as an example for outreach products)

Project output 3: Strengthened capacities of national, regional and global level institutions from public, civil society and private sectors to mainstream Eco-DRR in development, risk reduction, adaptation and biodiversity programmes

- UNEP (2020). EcoDRR Country Profile Sri Lanka
- UNEP (2020) EcoDRR Country Profile Colombia
- UNEP (2020) EcoDRR Country Profile Kerala / India
- Opportunity mapping in Colombia https://www.minambiente.gov.co/gestion-integral-del-recurso-hidrico/plataformas-colaborativas/plataforma-colaborativa-8-rio-cravo-sur/
- UNDRR (2020), *Ecosystem-Based Disaster Risk Reduction: Implementing Nature-based Solutions for Resilience*, United Nations Office for Disaster Risk Reduction – Regional Office for Asia and the Pacific, Bangkok, Thailand

Project output 4: mainstreaming sustainability and disaster and climate resilience

- Report to SIDA
- UNEP Grid Geneva (2022). Upgrading Opportunity mapping for ecosystem-based disaster risk reduction (Eco-DRR)

Project output 5: Strengthened capacities for promoting Fourth Industrial Revolution (4IR) technologies which address environmental and disaster risk reduction linkages

- Report to SIDA

Previous reviews/evaluations

- UNEP (2022). Mid-term review report (2022)

Reference documents

- EU Commission DG INTPA (2020) Results framework
- UNDRR (2017) https://www.undrr.org/drr-glossary/terminology
- UNEP (2020) Strategy for South-South Co-operation and Triangular Co-operation (2020-2030) Partners for Resilience (2020). PfR Flagship report "Local Action, Global Ambition"

ANNEX V. PROJECT BUDGET AND EXPENDITURES

Table 7: Project Funding Sources Table

Funding source ***All figures as USD***	**Planned funding**	**% of planned funding**	**Secured funding[5]**	**% of secured funding**
Cash				
Funds from the Environment Fund				
Funds from the Regular Budget				
Extra-budgetary funding (listed per donor):				
European Commission	8,631,389	100%	8,917,199	103%
NORWAY	1,209,936	100%	1,021,540	84%
SIDA	530,000	100%	530,000	100%
Sub-total: Cash contributions	***10,371,325***		***9,447,199***	
In-kind				
Environment Fund staff-post costs				
Regular Budget staff-post costs				
Extra-budgetary funding for staff-posts (listed per donor)				
Sub-total: In-kind contributions				
Co-financing*				
Co-financing cash contribution	-	-	-	-
Co-financing in-kind contribution (UNEP + PfR)	1,084,049	100%	1,008,732.75	93%
Sub-total: Co-financing contributions	***1,084,049***		***1,008,732.75***	
Total	**11,455,374**		**10,455,931.75**	

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

Table 8. Expenditure by Outcome/Output *(for both GEF and non-GEF projects)*

Component/sub-component/output ***All figures as USD***	**Estimated cost at design – Rev 2022**	**Actual Cost/ expenditure**	**Expenditure ratio (actual/planned)**
Component 1 / Output 1	1,361,150	1,315,308	97%
Component 2 / Output 2	4,213,213	4,346,522	103%
Component 3 / Output 3	2,842,695	2,848,875	100.2%
Component 4 / Output 4	310,000	310,000	100%
Component 5 / Output 5	220,000	220,000	100%
Communication and Evaluation costs	500,141	328,481	65%

[5] Secured funding refers to received funds and does not include funding commitments not yet realised.

ANNEX VI. FINANCIAL MANAGEMENT

Table 9: Financial Management Table

Financial management components:		**Rating**	**Evidence/ Comments**
1. Adherence to UNEP's policies and procedures:		**HS**	
Any evidence that indicates shortcomings in the project's adherence[6] to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information[7]:			
Provision of key documents to the reviewer (based on the responses to A-H below)		**HS:HU**	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes/	[specify here level of detail provided]
B.	Revisions to the budget	Yes/	
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes/	
D.	Proof of fund transfers	Yes/	
E.	Proof of co-financing (cash and in-kind)	Yes	
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	[specify here level of detail provided]
G.	Copies of any completed audits and management responses *(where applicable)*	N/A	
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		**HS:**	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS:	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS:	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS:	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS:	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS:	
Overall rating		**HS**	

[6] If the review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

[7] See also document 'Criterion Rating Description' for reference

ANNEX VII. BRIEF CV OF THE REVIEWER

Name Dr Ines Freier

Profession	Independent Consultant for natural resource management, climate change adaptation and biodiversity: project design, evaluation and capacity building
Nationality	German
Country experience	• Europe: Germany, Georgia, Hungary, Poland, Estonia, Latvia, Lithuania, Denmark, • Africa: Mocambique • Americas: Argentina, Bolivia, Paraguay, Ecuador, Colombia, Panama, Costa Rica, México • Asia: Sri Lanka, India, Nepal, Bhutan, Bangladesh, Uzbekistan, Kyrgyz Republic, Kazakhstan • Oceania:
Education	• PhD in Political Science Vechta University Germany • Post Graduate Course in Development Policy at German Development Institute Berlin, Germany (today IDOS Bonn, Germany) • Diplom (M.A equivalent) Latin American Studies and Development Economics University of Rostock, Rostock, Germany

Short biography

Ines Freier is an independent Senior Consultant for evaluations, learning and knowledge management and project planning in the fields of natural resource management, biodiversity protection and climate change adaptation

Key specialties and capabilities cover:

- Evaluations of large, complex global, regional and national projects
- Community-based projects including livelihoods and SME development, local capacity development and local institutions for Natural Resource Management
- Engagement of Private Sector, value chain development

Selected assignments and experiences
GEF-IEO Validation of 20 Terminal Evaluation Reports including projects for the promotion of value chains and SMEs for livelihoods in rural areas
GEF-IEO TE Portfolio Review of MSME, including value chains and SMEs for livelihoods in rural areas,
Reviews of 6 project proposals for UNEP in biodiversity and climate change

Independent reviews/evaluations:

- 12/2022-04/2023: Teamleader for Formative Evaluation of the project for fair working conditions on Tea Estates in Sri Lanka, Misereor/ Germany (BMZ financed), following OECD-DAC criteria and applying qualitative methods using a case-based approach
- 06-10/2022: Formative evaluation of Fair Trade Unit of Bread for the World / Germany (BMZ financed), focus on Human Rights in value chains, *Bread for the World,*
- 08/2021-08/2022: Teamleader of Terminal Evaluation of the project "The GEF Earth Fund: Conservation Agreements Private Partnership Platform" (volume: 20 Mio US$), *UNEP/GEF*: remote evaluation of conservation agreements with communities and

private sector engagement with online qualitative interviews following OECD-DAC criteria *Countries:* China, India, Cambodia, Ethiopia, South Africa, Bolivia, Colombia (coastal areas), Perú, Guatemala

- 03/2021-08/2021: Mid-term review of the GEF funded Georgia Sustainable Land Management project, UNEP, including TEEB Agriculture Georgia remote evaluation with online interviews, *GEF, Georgia*
- 08/2020-07/2021: Teamleader of Central Project Evaluation of the project on biodiversity and mainstreaming Forest Ecosystem Services / Water into forest policy and other sectors in India (volume: 12.2 Mio EUR), including TEEB Studies in India, *GIZ, India*: remote evaluation using OECD-DAC criteria, evaluation design using contribution analysis, development of methodology for a semi-remote evaluation, design of data collection and data gathering of pilot sites, writing of inception and final report
- 08/2019-10/2019: Final Evaluation of the BOKK II project for food security and the project for capacity building for organic agriculture for food security and soil management supporting national policies and institutions for organic production, *IFOAM, Democratic Republic of Northern Korea*: OECD-DAC criteria, contribution analysis, evaluation process, participatory process with all project partners, desk analysis of documents, local mission to project, secondary data analysis, qualitative interviews, focus group interviews, participatory observation, data analysis, evaluation matrix, final report in English, assessment of environmental safeguards
- 05/2018-10/2018: Teamleader for Mid-term Review of the global Blue Forests project, including promotion of small-scale fishery SMEs and marginalised groups, using OECD-DAC criteria, GEF, field visit to Ecuador, virtual interviews in Indonesia, Madagascar, Kenya, Abu Dhabi, Mozambique,
- 10/2019-01/2020: Teamleader for Mid-term Evaluation of a project for capacity building for climate change adaptation in rural areas in Mozambique, 2017-2020 (Volume 1,2 Mio EUR), German Red Cross, Mozambique: OECD-DAC criteria, use of contribution analysis, quasi-experimental design and participatory methods
- 12/2019-02/2020: Evaluation “Chapter of the yearly evaluation report of MISEREOR: External view of evaluations” with the focus on quality: Synthesis of 37 evaluation reports in the sectors of rural development, health and education selected from 1000 projects implemented in 2019, OECD-DAC criteria, qualitative content analysis, participatory process with project managers, data collection, analysis of evaluation reports, data analysis, evaluation matrix, final report in German, Gender and SDG2030 crosscutting aspects
- 05/2007-09/2007: Evaluation of projects and programmes of German technical and financial co-operation (KfW and GTZ funded by BMZ) in India, *BMZ India*: OECD-DAC criteria, portfolio analysis, contribution analysis
- Evaluation process: local visits, use of participatory methods in the field, semi-structured personal interviews, focus group discussion, transect walks and presentation of results in a workshop at BMZ
- Cross-cutting issues: gender and marginalised groups, environmental safeguards
- 08/2006-10/2006: Research study preparing a larger thematic evaluation ‘Impacts of voluntary social and environmental standards’, *BMZ, global*: OECD-DAC criteria, contribution analysis, literature analysis of impacts and success factors of different standards such as Fair Trade and organic agriculture in value chains in Asia and Latin America, presentation of results at an international conference organised by GTZ in Berlin, data collection, secondary data analysis, use of evaluation matrix. Cross cutting issues: gender and environmental safeguards.
- 05/2006-01/2007: External evaluation of the programme for Natural Resource Management and Promotion of Entrepreneurial Capabilities in Nicaragua (2006-2016), *GTZ, Nicaragua*: OECD-DAC criteria and contribution analysis, local visit

including to remote areas, conducting semi-structured interviews and final workshop, supervision of local consultant, evaluation matrix.

ANNEX VIII. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Review of the UNEP project "Up-Scaling Community Resilience through Ecosystem-based Disaster Risk Reduction (Eco-DRR) – 02023"

Section 1: PROJECT BACKGROUND AND OVERVIEW

(This section describes what is to be reviewed. Key parameters are: project timeframe, funding envelope, results framework and geographic scope)

1. Project General Information

Table 1. Project summary

(This is a generic table to summarise a project. Integrate the information below with the standard 'project summary' table of the relevant donor e.g. Adaptation Fund, GCF, GEF).

UNEP PIMS/SMA[8] ID:			
Donor ID:			
Implementing Partners:	Implemented by: Disasters and Conflicts Branch, Ecosystems Division **Other Divisions/Regional Offices involved:** Asia Pacific Office/ India Office West Asia Office Africa Office Latin America and Caribbean Office/Colombia Office Science Division/GRID-Europe Ecosystems Division/Climate Finance Unit China Office Colombia Office **External implementing partners:** Netherlands Red Cross (Partners for Resilience Consortium) Science Division/GRID-Europe / University of Geneva, Switzerland Kerala Institute for Local Administration (KILA), India Ain Shams University, Egypt Kenyatta University, Kenya Centro Internazionale in Monitoraggio Ambientale (CIMA), Italy Sustainable Development Solutions Network (SDSN), United States		
SDG(s) and indicator(s)	• SDG 13: Take urgent action to combat climate change and its impacts ○ 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries ○ 13.2 Integrate climate change measures into national policies, strategies and planning ○ 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning ○ 13.3b Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning The Project will also contribute towards advancing other SDGs: • (SDG 1.5) By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability		

[8] Acronym for ID assigned by the Integrated Planning, Monitoring and Reporting (IPMR) system.

	to climate-related extreme events and other economic, social and environmental shocks and disasters • (SDG 6.5) By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate • (SDG 11.4) Strengthen efforts to protect and safeguard the world's cultural and natural heritage • (SDG 14.2) By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans • (SDG 15.1) By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements • (SDG 17.9) Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation		
Sub-programme:	2. Resilience to disasters and conflicts (2018-2021) PoW 2022-2025 -Living in harmony with Nature -Climate Action	**Expected Accomplishment(s):**	Relevant Expected Accomplishment(s) in the UN Environment Programme of Work (PoW) 2020-2021: Resilience to Disasters and Conflicts EA 2.a Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks.
UNEP approval date:	(12/09/2018)	**Programme of Work Output(s):**	PoW 2022-2025 Climate Action: Outcome 1B: Countries and stakeholders have increased capacity, finance and access to technologies to deliver on the adaptation and mitigation goals of the Paris Agreement. Living in harmony with Nature: Outcome 2B: Sustainable management of nature is adopted and implemented in development frameworks.
***Expected* start date:**	12/09/2018	**Actual start date:**	2/12/2018
***Planned* operational completion date:**	20/09/2023	**Actual operational completion date:**	20/12/2023 (proposed)
Planned* total project budget at approval *(show breakdown of individual sources/grants):	10,468,739 USD EC: $ 8,917,199 NFL: $1,021,403 SIDA: $530,000	**Actual total expenditures reported as of [date]:**	10,230,000 USD (approx.)

***Expected* co-financing:**	1,084,049 USD	**Secured co-financing[9]:**	1,084,049 (In kind)
First disbursement:	2,250,096 USD	**Planned date of financial closure:**	20/06/2024
No. of project revisions:	2	**Date of last approved project revision:**	16/11/2021 (2nd revision under process)
No. of Steering Committee meetings:	3	**Date of last/next Steering Committee meeting:**	**Last:** 24/06/2022 **Next:** N.A.
Mid-term Review/ Evaluation[10] *(planned date):*	July 2020	**Mid-term Review/ Evaluation (actual date):**	Nov 2021
Terminal Review *(planned date):*	September 2023	**Terminal Review (actual date):**	
Coverage - Country(ies):	Ethiopia, Haiti, India, Indonesia, Uganda	**Coverage - Region(s):**	Africa, Asia, Caribbeans
Dates of previous project phases:		**Status of future project phases:**	

2. Project Rationale[11]

This Project contributes to the approved EC Action Annex XI that is part of the Annual Action Programme 2017 for Environment and Climate Change under the Global Public Goods and Challenges Thematic Programme. It further contributes to UNEP's Resilience to Disasters & Conflicts Programme of Work 2018-2019 and to the EU flagship programme Global Climate Change Alliance Plus (GCCA+), by promoting Ecosystem-based Disaster Risk Reduction (Eco-DRR) through large-scale field implementation, capacity development and institutional mainstreaming. It seeks to scale up Ecosystem-based Disaster Risk Reduction globally, in countries and communities, to enhance people's resilience to disasters.

This Project builds on achievements of UNEP's Ecosystem-based Disaster Risk Reduction (Eco-DRR) Phase 1 project (2012-2016) funded by the European Commission under the Environment and Natural Resources Thematic Partnership (ENRTP) framework agreement with UNEP. Phase 1 promoted the concept of Eco-DRR through global advocacy, capacity building, partnerships and field demonstration projects in 4 countries. Based on these achievements, UNEP is well-placed to scale-up Eco-DRR activities in countries and advance implementation of the 2030 Agenda, namely: the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, the Paris Agreement on Climate Change, as well as a number of Decisions/ Resolutions adopted through the Convention on Biological Diversity (CBD) and the Ramsar Convention on Wetlands which promote integration of ecosystems, disaster risk reduction and climate change related efforts.

This Project will meet the growing demand from countries and communities to enhance resilience to disasters and climate risks and address the limited or lack of technical expertise for scaling-up Eco-DRR implementation. It will raise public and private sector awareness and mainstream Eco-DRR as part of institutional practices and programs. By doing so, the Project aims to catalyse increased public and private sector investments in Eco-DRR, thus scaling up Eco-DRR interventions at national, regional and global levels and advancing implementation of the above-mentioned global policy agreements. **It will develop different "models" for achieving and demonstrating how Eco-DRR can be up-scaled**, namely through:

- **Leveraging** large-scale national development and/or risk reduction programs to mainstream Eco-DRR principles and approaches in their program design and implementation, and thus demonstrating how Eco-DRR implementation can be achieved through such large-scale national programs or initiatives (Output 1);
- **Demonstrating** models for scaling up *community-based* Eco-DRR which will involve field level implementation across selected landscapes in **5 countries** (Haiti, Ethiopia, India, Indonesia and Uganda) (Output 2);
- **Mainstreaming** Eco-DRR approaches and practices into local, national and global institutions implementing DRR, development and biodiversity programs as well as in private sector investments and strengthening the capacities of actors across all sectors (Output 3).

3. Project Results Framework

[9] State whether co-financing amounts are cash or in-kind.

[10] UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

[11] Grey =Info to be added

Desired Project Impact: Enhanced resilience of targeted communities and countries to disasters (including from climate risks).

Specific Project Objective: Strengthened integrated risk management and inclusive risk governance by supporting development and scaling up of Eco-DRR actions and citizen-based monitoring of disaster and climate resilience policies and practices.

Project Outcome: Increased investments in and uptake of Eco-DRR measures by public and private sectors through national, regional and global programmes or initiatives in project countries

Project Outputs:

- Output 1. Strengthened capacities of public and private sectors in India to integrate Eco-DRR components in the implementation of national large scale projects
- Output 2. Community-based models of Eco-DRR field projects are implemented across selected landscapes in 5 countries (Ethiopia, Haiti, India, Indonesia, Uganda).
- Output 3. Strengthened capacities of national, regional and global level institutions from public, civil society and private sectors to mainstream Eco-DRR in development, risk reduction, adaptation and biodiversity programmes.

4. Executing Arrangements

The Project is managed and implemented by UNEP, with oversight and accountability in achieving the Project Outcome and Outputs and their respective targets. UNEP is cooperating with several implementing partners in delivering this project. Key partners include:

- Partner for Resilience (PfR) Consortium with legally represented by the Netherlands Red Cross (NLRC). Along with NLRC, the consortium include Cordaid, CARE Netherlands, Wetlands International and the Red Cross and Red Crecent Climate Centre.
- Kerala Institute of Local Administration (KILA), India
- International Union for Conservation of Nature (IUCN)
- United Nations Educational, Scientific and Cultural Organisation (UNESCO)
- United Nations University, Institute for Human Security (UNU-EHS), Germany
- UNEP Science Division/GRID-Europe
- UNEP Ecosystem Division/Climate Finance Unit
- Centro Internazionale in Monitoraggio Ambientale (International Centre on Environmental Monitoring) (CIMA Research foundation)
- University Gajah Mada (UGM), Indonesia
- Kenyatta University, Kenya
- Ain Shams University, Egypt
- Sustainable Development Solutions Network (SDSN)

5. Project Cost and Financing

The European Commission, department for International Partnerships (EC-INTPA) is the main donor agency for the project. All the tranches of payment have been received totalling **8,917,199 USD**, as compared to the original budget of 8,631,389 USD (because of a positive exchange rate difference of 279,958 USD). **1,021,540 USD** were received from the Government of Norway (NFL funds) for an 18-month period 2018-2019 and **530,000 USD** were received from SIDA in 2021-2022. The project currently has with an unspent budget of around **238,000** USD.

6. Implementation Issues

Some of the main challenges to project implementation have been:

a. Covid-19 pandemic crisis. This pandemic that hit us all at the beginning of 2020 created major challenges to the project implementation as travel for field missions, international conferences and workshops had to be cancelled till the end of 2021. The team adapted with innovative solutions to meet the project deliverables but deliverables at the global level, requiring outreach and visibility through global conferences had to be considerably halted. In PfR countries, field implementation continued, during the pandemic though at a slower pace than planned. Due to Covid-19 restrictions in place in all countries, organizing and ensuring participation in in-person trainings and workshops was a big challenge.

***b. Delays in finalizing partnership agreements*:** We faced several early delays in signing cooperation agreements at the country level, namely: finalizing the Partnership Cooperation Agreement with the Netherlands Red Cross; a lengthy MoU process between UNEP and Government partners in the Philippines, led to annulling the agreement; and establishing an MoU between Cordaid and the Regional Government of Somalia in Ethiopia, which led to delays in starting project activities in Ethiopia.

***c. Field implementation in PfR project countries*:** Haiti, Ethiopia and to some extent Uganda faced challenges due to evolving security situations on top of those imposed by the Covid pandemic; this resulted in delays to the originally proposed project implementation target areas. The 2021 Haiti earthquake and cyclone compounded the delays in project implementation experienced in project areas.

d. Project implementation arrangement of PfR project countries: Output 2 activities are implemented by a consortium of 5 Netherlands based NGOs: Netherlands Red Cross (lead organization), Wetlands International, CARE Netherlands, Cordaid and the Red Cross Climate Centre, which followed a 2-tier implementation structure. This posed implementation challenges in terms of coordination between PfR partners at headquarters and PfR partners in the countries.

e. Change in project logframe at mid-point during project implementation, upon request by the newly appointed EC Project Manager, which introduced changes to the project logframe and implementation plan.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

(Apart from section 9, where you could insert up to 3 strategic questions that are in addition to the review criteria, this section is standard and does not need to be revised for each project)

7. Objective of the Review

In line with the UNEP Evaluation Policy[12] and the UNEP Programme Manual[13], the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and key implementing partners such the Partners of Resilience (PfR) consortium and the Kerala Institute of Local Administration (KILA). Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The "Why?" Question. As this is a Terminal Review and similar interventions might be planned in the future, particular attention will be given to learning from the experience. Therefore, the "*why?*" question should be at the front of the consultant(s)' minds all through the review exercise and is supported using a theory of change approach. This means that the consultant(s) need to go beyond the assessment of "*what*" the project performance was and make a serious effort to provide a deeper understanding of "*why*" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what

[12] https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies

[13] https://wecollaborate.unep.org

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

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main review report will be shared with key stakeholders by the UNEP Project Manager[14]. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the UNEP Project Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**[15] listed below (no more than 3 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

(a) Does the Theory of Change reflect the project's intended goals and objectives, and are these aligned with recent trends in the field?
(b) What changes were made to adapt to the effects of COVID-19 and did management actions mitigate the impacts of COVID 19 on project performance and results?
(c) What are key lessons to be considered while designing and implementing similar projects in the future?

10. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

Where UNEP funding partners have areas of specific interest, these are noted, below.

A suite of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs is available via the UNEP Project Manager.

A. Strategic Relevance

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

[14] For GEF funded projects, UNEP Project Manager refers to the Task Manager.

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

i. Alignment to the UNEP's Medium-Term Strategy[16] (MTS), Programme of Work (POW) and Strategic Priorities

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[17] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/Partner Strategic Priorities

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence[18]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[19], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within Cooperation Frameworks or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later,

[16] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[17] http://www.unep.fr/ozonaction/about/bsp.htm

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

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

the overall Project Design Quality rating[20] should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[21]). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and UNEP Project Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[22]

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

ii. Achievement of Project Outcomes[23]

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed[24] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

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[20] In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

[21] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

[22] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

[23] Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

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

iii. Likelihood of Impact

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

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

The Review will consider the extent to which the project has played a catalytic role[25] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review will assess the level of communication between the UNEP Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

F. Efficiency

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

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

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

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[26] with other initiatives, programmes and projects etc. to increase project efficiency.

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

G. Monitoring and Reporting

The Review will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[27] results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

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

iii. Project Reporting

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be

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

[27] SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

provided to the Review Consultant(s) by the UNEP Project Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

H. Sustainability

Sustainability[28] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Review will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

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

I. Factors Affecting Project Performance and Cross-Cutting Issues

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

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review will assess whether appropriate measures were taken to

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

either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular, the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality)*.

ii. Quality of Project Management and Supervision

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

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

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

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[29].

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

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

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or mitigation of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements[30] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design).

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

vi. Country Ownership and Driven-ness

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

vii. Communication and Public Awareness

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

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

(This section has both standard text and parts that are specific to the project, to be filled in)

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

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

The findings of the Review will be based on the following:

(a) A **desk review** of:

Relevant background documentation, inter alia:

Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;

Project reports such as six-monthly progress and financial reports, annual donor reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and any other monitoring materials etc.;

Project deliverables (e.g. publications, assessments etc):

Mid-Term Review of the project;

Evaluations/Reviews of similar projects.

(b) **Interviews** (individual or in group) with:

UNEP Project Manager[31]

Project management team (including former team members);

UNEP Fund Management Officer (FMO);

Project partners, including the Netherlands Red Cross Society (NLRC) and other constituents of the Partners for Resilience (PfR) consortium; the Kerala Institute of Local Administration (KILA); the Ramsar partners; among other partners and collaborators;

Relevant resource persons.

Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

- **Field visits** might be organised in consultation with KILA for Output 1and PfR for Output 2
- **Other data collection tools** If needed, to be decided by the Review Consultant at the Inception phase.

11. Review Deliverables and Review Procedures

See Annex 1 of the TOR for a list of tools and guidance available, see Annex 2 for a list of review criteria and sub-categories to be assessed. The Review Consultant will prepare:

Inception Report: (see Annex 3 of the TOR) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.

Preliminary Findings Note: typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.

Draft and Final Review Report: (See Annex 4 of these TOR) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

A **Review Brief** (a 2-page overview of the review and key findings) for wider dissemination through the UNEP website may be required. This will be discussed with the UNEP Project Manager no later than during the finalization of the Inception Report.

[31] For GEF funded projects, UNEP Project Manager refers to the Task Manager.

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

The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the final Terminal Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office.

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

12. The Review Consultant

The Review Consultant will work under the overall responsibility of the UNEP Project Manager (Mohamad Hasnain) in consultation with the Fund Management Officer (Paul Obonyo) and the Head of Branch (Cecilia Aipira).

The Review Consultant will liaise with the UNEP Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 4 months [1October 2023 to 31 January 2024] and should have the following: a university degree in environmental sciences, international development, International relations or other relevant disciplines is required and an advanced degree in the same areas is desirable; a minimum of 10 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of disaster risk reduction and ecosystem based approaches to resilience building is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with likely field visits to 2-3 countries.

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

13. Schedule of the Review

The table below presents the tentative schedule.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	End November 2023
Review Mission, if needed	Mid-December 2023
E-based interviews, surveys etc.	End December 2023

PowerPoint/presentation on preliminary findings and recommendations	End December 2023
Draft Review Report to UNEP Project Manager	End January 2024
Draft Review Report shared with wider group of stakeholders	Mid-February 2024
Final Main Review Report	End February 2024
Final Main Review Report submitted to the UNEP Evaluation Office for validation and quality assessment	Mid-March 2024
Final Main Review Report shared with all respondents	End March 2024

14. Contractual Arrangements

The Review Consultant(s) will be selected and recruited by the UNEP Project Manager under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance and approval by the UNEP Project Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment:

Deliverable	Percentage Payment
Approved Inception Report ***(as per Guidance Note)***	20%
Approved Draft Main Review Report ***(as per Guidance Note)***	30%
Approved Final Main Review Report ***(as per Report Template)***	50%

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

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.
In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Project Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

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

ANNEX IX. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: "Up-scaling Community Resilience through Ecosystem-based Disaster Risk Reduction“ PIMS ID 02023

Contact Person (TM/PM): Cecilia Aipira

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Present the project as good practice for project design and management to UNEP Senior Management and EU DG INTPA and EU Delegations (Netherlands) and selected embassies in the implementing countries	Yes	Discuss recommendation in branch meeting, Prepare presentation, Organise meetings with UNEP Senior Management at Divisional and Branch levels and EU DG INTPA, not EU delegations (Netherlands) and Embassies Present project Involve UNEP regional / country offices in contacting the embassies and circulate presentation or organize online-meeting	03 / 2025	Head of Disasters and Conflict Branch, Head of DRR Unit
Use the project as an example for best practice as well as lessons learned within UNEP for project design for scaling up	Yes	Prepare document and circulate ToC and revised logframe within UNEP	03/2025	Head of Disasters and Conflict Branch, Head of DRR Unit, endorsed by

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
good practices - circulate the ToC and revised logframe among project writers in UNEP and prepare a document with lessons learnt from the project (implementation, collaboration with NGOs and communication work with social media) and circulate it within the division / UNEP				UNEP Senior Management
Continue the up-scaling work through large scale cash-for-work programmes and other national development sectors programmes by establishing new collaborative partnerships. This could be undertaken in partnership with the International Labour Organisation and the World Food Programme, among others. UNEP already has an established MoU with WFP which has not yet been operationalized. This may be a good occasion to do so and mobilize resources internally from UNEP and from external partners.	Yes	Discuss recommendations in branch / unit meetings and prepare appropriate measures	06/2025	Head of Disasters and Conflict Branch, Head of DRR Unit,

ANNEX X. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: "Up-scaling Community Resilience through Ecosystem-based Disaster Risk Reduction" (PIMS ID 02023)

Consultant: Ines Freier

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand alone and accurate summary of the main review product, especially for senior management. To include: • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions):* The Executive Summary is well written and covers all required elements. However, a summary response to key strategic review questions is missing. Final report *(strengths/weaknesses)*: The Executive Summary presents a comprehensive summary of the main findings based on the assessment of the review criteria.	5
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the review and the key intended audience for the findings.	Final report *(coverage/omissions):* An indication of the PoW EAs/Outcomes and Direct Outcomes to which the project contributed would have been appreciated. Also, reference to the project mid-term assessment conducted in 2022 should have been included. Final report *(strengths/weaknesses):* The report presents a concise introduction and description of the evaluand.	4

Quality of the 'Review Methods' Section Purpose: provides reader with clear and comprehensive description of review methods, demonstrates the credibility of the findings and performance ratings. To include: • description of review data collection methods and information sources • justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) • number and type of respondents *(see table template)* • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the* review *process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	Final report *(coverage/omissions):* Elements are adequately addressed. A table summarising the respondents interviewed during the data collection phase is included in Annex II. Final report *(strengths/weaknesses):* The Evaluation Office took note that field missions were not conducted. As stated in para. 72, the reviewer deemed it sufficient to conduct the review and all stakeholder interviews online due to the availability of excellent monitoring data. Nevertheless, the Evaluation Office identified some limitations, for instance, the fact that interviews with stakeholders other than implementing partners were not conducted (para. 73). The TR report also states that "Access to specific groups of beneficiaries in field sites for the terminal review was not necessary because the activities were very well documented and partly locally evaluated" (para. 74). The inclusion of the voices/experiences of direct beneficiaries and different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) in the review process is considered essential by the Evaluation Office.	4
Quality of the 'Project' Section Purpose: describes and verifies key dimensions of the evaluand relevant to assessing its performance. To include: • *Context:* overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • *Results framework*: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners*: description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* completed tables of: (a) budget at design and expenditure by	Final report *(coverage/omissions):* Most required elements are addressed. A stakeholder analysis table is also included. Final report *(strengths/weaknesses):* ***Objective and components***: this section should have presented the project results as reported in the approved Logframe at design and subsequent project revision documents. Therefore, the two Intermediate States and three Impact statements should have been presented. ***Stakeholders***: Para. 95 states "Due to the high number of Type A and B stakeholders in the mainstreaming processes, type C and D stakeholders are not analysed in detail and were not considered for data gathering in this review". A note explaining what type C and D entailed would have been appreciated, especially for external readers.	4

components (b) planned and actual sources of funding/co-financing	It is unclear why the stakeholder group '*Communities at- risk where field interventions and local monitoring efforts will be implemented*' were classified as type B (High power/Low interest). It appears, instead, that this group had High interest and Low Power over the project, therefore should have been categorised as type C. ***Project implementation structure and partners**:* a diagram illustrating the implementation structure with key project partners should have been provided. ***Changes in design during implementation**:* Para. 99 states that "The project was granted an extension from 36 to 60 months, through 20 September, 2023." However, the project actual end date indicated in Table 1 is December 2023. Moreover, the project was granted two revisions (2021 and October 2023). Reference to the latter in this section of the report should have been included. ***Project financing**:* The Evaluation Office noted some inconsistencies throughout the report on the project budget. Table 1 (Project Identification table) indicates that the Secured Extra-Budgetary Financing (EC, Norway, SIDA) was USD 9,447,199. However, the 'Total revised secured budget (EC, NFL, SIDA)' indicated in table 3 is USD 10,468,739. A table showing the expenditure by components/results would have clarified the financial conditions.	
Quality of the Theory of Change Purpose: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include: • description of how the *TOC at Review*[32] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions	Final report *(coverage/omissions):* The reviewer did not reconstruct the ToC at Review and, instead, adopted the version in the approved ProDoc. Project results were not reformulated at Review. A summary table with the project results statements should have been included in this section. Final report *(strengths/weaknesses):* The ToC at design adopted at review presents three Outputs. However, Project Revision 1 (2021) introduced two additional outputs (Output 4 and 5) funded by SIDA, namely:	3

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

• identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. *The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.* This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	• updating the opportunity mapping tool, and • identifying options for Eco-DRR in the future through AI Para. 102 states: "Output 4 is closely linked to output 3 and therefore covered under the theory of change. Output 5 deals with the use of AI in DRR and could be considered under output 3 mainstreaming of Eco-DRR so that all outputs are covered by the theory of change". The reviewer should have reconstructed the ToC to also include Outputs 4 and 5 as standalone results. Causal pathways from project outputs to the higher-level results are briefly described, including the role of drivers and assumptions.	
Quality of Key Findings within the Report Presentation of evidence: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. Consistency within the report: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. Findings Statements (where applicable): The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	Final report *(strengths/weaknesses):* Evidence presented by the reviewer is clear although sometimes inconsistent. Finding statements specific for each review criterion were not identified.	5
Quality of 'Strategic Relevance' Section Purpose: to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or	Final report *(coverage/omissions):* Required elements are adequately addressed. Final report *(strengths/weaknesses):* The section well describes the project's alignment and strategic relevance with respect to UNEP, donors, Regional and Global priorities, and complementarity with existing interventions. The overall rating for Strategic Relevance indicated on page 34 is 'Highly relevant'. The Evaluation Office clarifies that the overall rating for Strategic Relevance can range from 'Highly Unsatisfactory' to 'Highly Satisfactory'. Hence, in this case should have been 'Highly Satisfactory'.	5

during inception/mobilisation[33]), with other interventions addressing the needs of the same target groups.		
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions):* The summary table with ratings of the design elements assessed should have been included in this section. Final report *(strengths/weaknesses):* The reviewer presented a concise analysis of the project design's strengths and weaknesses. The limited timeframe was indicated as one of the project weaknesses. Para. 127 states: "The project objective and outcomes were very specific and realistic. Activities, outputs and outcomes seem well-related and connected to the objective". However, the Evaluation Office clarifies that the project only had one outcome. Footnote 3 on page 35 states: "TR ideally starts 6 months before the closure of the project so that the field visit could be done in the last months of project activities". The Evaluation Office clarifies that a final performance assessment (TE/TR) can start maximum 3 months before the project operational completion. Para 134 states: "The completed form of the assessment of the project design quality can be found in the annex (Annex C). The table shows the calculation of the overall results based upon an analysis of the updated ProDoc". However, such Annex is not included in the TR report.	4
Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[34]), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report *(coverage/omissions):* Required elements are adequately addressed. Final report *(strengths/weaknesses):* The report describes the factors (e.g., earthquake, fire, COVID-19, socio-political concerns) that temporarily hampered the project implementation in some of the countries (Ethiopia, Haiti, Indonesia). Several project locations were in areas which are often affected by floods, droughts or wildfires.	5

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

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

Quality of 'Effectiveness' Section **(i) Availability of Outputs:** Purpose: to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* The section presents a detailed evidence-based assessment of the achievement of the five project outputs. A summary table with all the output indicators, their baselines and respective targets, and a column indicating their degree of achievement would have been appreciated at the beginning/end of the section. Final report *(strengths/weaknesses):* The formulation of the first three output statements presented in this section is different from the ToC diagram included in the 'ToC at Review' section. Page 44 illustrates what was achieved under indicator 2.3 (also disaggregated by country and sex). However, the actual indicator, its baseline and target are not reported.	5
ii) Achievement of Project Outcomes: Purpose: to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* A summary table showing the level of achievement of the outcome indicators would have been appreciated. Final report *(strengths/weaknesses):* The section presents a concise analysis of the achievement of the project outcome.	5
(iii) Likelihood of Impact: Purpose: to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out	Final report *(coverage/omissions):* The three Impact statements presented in the ToC at Review (page 31) should have been included in this section. Instead, the section presents an 'Impact indicator', which, according to the TR report, the EC requested to add at Project Revision 1 (2021). Final report *(strengths/weaknesses):* The section briefly explains how causal pathways from project outputs, outcome and intermediate states are expected to lead to the project Impact. Drivers and Assumptions are expected to hold fully.	4.5

• identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).		
Quality of 'Financial Management' Section Purpose: to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	Final report *(coverage/omissions):* Required elements are addressed. This section is supported by Annex VI. Final report *(strengths/weaknesses):* The section presents a brief analysis of the three dimensions under financial management.	5
Quality of 'Efficiency' Section Purpose: to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint.	Final report *(coverage/omissions):* Required elements are adequately addressed. Final report *(strengths/weaknesses):* The section presents an integrated analysis of the different dimensions under Efficiency.	5.5
Quality of 'Monitoring and Reporting' Section Purpose: to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • quality of monitoring of project implementation *(including use of monitoring data for adaptive management)* • quality of project reporting *(e.g. PIMS and donor reports)* \	Final report *(coverage/omissions):* The report presents a complete assessment of the three dimensions under Monitoring and Reporting. Final report *(strengths/weaknesses):* The report includes an assessment of whether the monitoring and reporting systems gathered relevant data, including the representation and participation of disaggregated groups (including gendered, vulnerable or marginalised groups) in project activities.	5.5
Quality of 'Sustainability' Section Purpose: to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: • socio-political sustainability • financial sustainability	Final report *(coverage/omissions):* Elements adequately addressed. Final report *(strengths/weaknesses):* The section presents an integrated analysis of the three dimensions under sustainability. Examples from different project countries are also presented.	5

• institutional sustainability	A clear indication of whether the project had an exit strategy would have strengthened the analysis in this section. *Financial sustainability* is rated as 'Highly Likely' in para. 283 and 'Likely' in Table 5: Summary of project findings and ratings.	
Quality of Factors Affecting Performance Section Purpose: These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors. Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness • quality of project management and supervision[35] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	Final report *(coverage/omissions):* All elements well addressed. Final report *(strengths/weaknesses):* The report presents a comprehensive assessment of the factors affecting performance as a stand-alone section.	5.5
Quality of the Conclusions Section **(i) Conclusions Narrative:** Purpose: to present summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during the review process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report *(coverage/omissions):* Elements adequately addressed. However, a response to the key strategic questions is missing. Human rights and gender dimensions are also not discussed explicitly in this section, even though these are adequately covered in other parts of the report. Final report *(strengths/weaknesses):* The section highlights some of the project's findings, achievements, challenges, strengths and weaknesses.	5
ii) Utility of the Lessons: Purpose: to present both positive and negative lessons that have potential for wider application and use (replication and generalization)	Final report *(coverage/omissions):* The Review includes ten lessons learned. Final report *(strengths/weaknesses):*	4.5

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

Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations	Lessons learned are rooted in project experiences and challenges encountered during the implementation. However, the context is only provided for two lessons learned.	
(iii) Utility and Actionability of the Recommendations: Purpose: to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order to monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report *(coverage/omissions):* The Review identified three recommendations. A recommendation relating to strengthening the human rights or gender dimension is missing. Final report *(strengths/weaknesses):* The Evaluation Office clarifies that the 'type' of a recommendation can be 'Project Level', 'UNEP' or 'Partners' (as explained in the review tool n. 16). However, the reviewer indicated 'operational' as the 'type' of the three recommendation provided. This suggests the reviewer was not using the most up-to-date templates provided by the EOU.	4.5
Quality of Report Structure and Presentation **(i) Structure and completeness of the report:** To what extent does the report follow the Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* The report is complete and follows the Evaluation Office guidelines. All the required Annexes are included in the report.	6
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report *(strengths/weaknesses):* The report is clear and well written. The tone is professional and adequate for an official document. Graphs and tables convey key information. The narrative sections present a few typos. Paragraph numbers are missing in some cases. The numbering of the main sections of the report (i.e., Introduction, Review Methods, etc.) is incorrect.	5
OVERALL REPORT QUALITY RATING		**4.8**

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.