Terminal Evaluation of the UNEP Project 'Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland'

(PIMS ID 2030/SMA ID 39243)
2018-2023



Evaluation Office of the United Nations Environment Programme

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Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland PIMS ID 2030

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Special acknowledgments to the UNEP Evaluation Managers, Mr. Fabio Fisicaro and Ms. Karen Villafana, for their kind collaboration during this terminal evaluation.

The evaluation consultants hope that the findings, conclusions, and recommendations will contribute to the successful implementation of the Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) project in Nigeria and to the continuous improvement of similar projects in other countries and regions.

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Ms. Iva Bernhardt is an independent senior evaluation expert, multilateralist, and diplomat with over two decades of international experience in development cooperation. She has managed and led over fifty high-quality evaluations of complex projects, programmes, countries, thematic, strategic, peer reviews, and more for the United Nations System, Multilateral Development Banks, European Union, bilateral cooperation agencies, and other international organizations. The evaluations primarily addressed climate change and the environment, sustainable energy, industrial energy and resource efficiency, integrated natural resource management, chemical waste management, as well as youth employment, sustainable, competitive, innovative and responsible enterprise development and decent work. Moreover, she has university experience as a scientific researcher and has held several managerial and internal auditor positions in the steel industry and the private sector. She holds a Master's Degree in Business and Engineering (MBE) in Information Technologies and a Dipl.-Ing. Engineering Degree in Technical Environmental Protection. She has worked and lived in over seventy countries across the globe (Europe, Africa, the Americas, and Asia) for international corporations, organizations and multilateral development banks and donors, like Arcelor Mittal, UNEP, ILO, UNESCO, WMO, UNIDO, GEF, World Bank, IFC, AfDB, SECO, USAID, GIZ, NORAD, AFD, UKAid, KOICA, Bezos Earth Fund etc. She is fluent in English, French, German, Macedonian, and Serbian, and has a working knowledge of Spanish and Russian.

Mr. Jesse Ojobor has built an impressive seventeen-year career in natural resources management, environmental management, and sustainable development. His career spans various international projects, during which he has demonstrated proficiency in pollution management, biodiversity conservation, and water resources management across multiple international organizations including UNIDO, the World Bank, and the African Development Bank. His pollution management work focuses on assessing and mitigating industrial environmental impacts, while his biodiversity initiatives protect marine ecosystems in the Gulf of Guinea and Niger River Basin. Mr. Ojobor's thorough scientific evaluations of water pollution and coastal habitats have strengthened environmental protection measures across these critical regions. His project portfolio spans fifteen countries including Nigeria, Uganda, Tanzania, Tunisia, Morocco, Indonesia, China, South Africa, Columbia, Vietnam, Sudan, Kenya, India, and Timor-Leste. He holds a PhD in Pollution Management and Environmental Impact, an M.Sc. in Natural Resources Management and Ecological Engineering, and a B.Sc. in Geography and Regional Planning.

About the Evaluation

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation of the UNEP Project *'Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland'* implemented between December 2018 and December 2023. The project's overall development goal was to support HYPREP to increase its mobilization efforts towards environmental remediation in Ogoniland. The project's intended long-term impact was the reduction of environmental degradation linked to oil pollution and community health and the creation of livelihoods in agriculture and fisheries in Ogoniland. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation 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, the Federal Government of Nigeria, and HYPREP.

Keywords: Chemicals, hydrocarbon pollution remediation, restoration, mangroves, oil clean-up, security, livelihoods, vulnerable population, energy, potable water, health, conflict, natural resources, resilience.

Source(s) of Funding: Federal Republic of Nigeria.

Source(s) of Funding by Institution Type:

Foundation/NGO	No
Private Sector	No
UN Body	No
Multilateral Fund	No
Bilateral Cooperation	Yes
Environment Fund	No

Primary data collection period: September 2024 – December 2024

Field mission: November 2024

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List of acronyms and abbreviations

AU	African Union
BoT	Board of Trustees
BSP	Bali Strategic Plan for Technology Support and Capacity Building
CEDRE	Centre of Documentation, Research and Experimentation on Accidental Water Pollution
CMB	Crisis Management Branch
CSO	Civil Society Organizations
CTA	Chief Technical Advisor
DCB	Disasters and Conflicts Branch
DPR	Department of Petroleum Resources
EA	Expected Accomplishment
EGASPIN	Environmental Guidelines and Standards for Petroleum Industry in Nigeria
FAO	Food and Agriculture Organization
FCT	Federal Capital Territory
FGN	Federal Government of Nigeria
FME	Federal Ministry of Environment of the Federal Republic of Nigeria
FMO	Fund Management Officer
FOWA	Federation of Ogoni Women's Organization
FRN	Federal Republic of Nigeria
GC	Governing Council
GEF	Global Environment Facility
GIS	Geographic Information System
GPS	Global Positioning System
HYPREP	Hydrocarbon Pollution Remediation Project
JEU	Joint Environment Unit UNEP / OCHA
JTF	Joint Task Force
LGA	Local Government Areas of Nigeria
M&E	Monitoring and Evaluation
MEAS	Multilateral Environmental Agreements
MOSOP	Movement for the Survival of the Ogoni People
NbS	Nature-Based Solutions
NDDC	Niger Delta Development Commission
NGO	Non-Governmental Organization
NNPC	Nigerian National Petroleum Corporation
NOSCP	National Oil Spill Contingency Plan
NOSDRA	National Oil Spill Detection and Response Agency
NRM	Natural Resources Management
OYF	Ogoni Youth Federation
Paris Agreement	The Paris Climate Change Agreement
PCO	Project Coordination Office
PCDMB	UNEP Post-Conflict and Disaster Management Branch
PH	Port Harcourt, Rivers State, Nigeria
PIMS	Project Information Management System (UNEP)

PM	Project Manager
PoW	Programme of Work
PPD	Policy and Programme Division
PSC	Project Steering Committee
RB	Regular Budget
REMPEC	Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea
RENA	Remediation by enhanced natural attenuation
Rio+20	United Nations Conference on Sustainable Development
ROs	Regional Offices
SDGs	Sustainable Development Goals
SI	Shell International
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound Indicators
SP	Sub-programme
SPDC	Shell Petroleum Development Company
S-SC	South-South Cooperation
TOC	Theory of Change
TE	Terminal Evaluation
UMOJA	UN SAP-based Enterprise Resource System
UN	United Nations
UNDP	United Nations Development Programme
UN DPPA	UN Department of Political and Peacebuilding Affairs
UNDSS	United Nations Department of Safety and Security
UNEA	UNEP Environmental Assembly
UNEP	United Nations Environment Programme
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNPO	Unrepresented Nations and Peoples Organization
UNFCCC	UN Framework Convention on Climate Change
USD	United States Dollar (currency)
WHO	World Health Organization
XB	Extra Budgetary
2030 Agenda Development	The 2030 United Nations (UN) Agenda for Sustainable

Project Identification Table

<table>
<tr><td>UNEP Project Title:</td><td colspan="3">Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland</td></tr>
<tr><td>UNEP PIMS ID/SMA ID:</td><td>2030 / 39243</td><td>Grant ID (if applicable):</td><td>N/A</td></tr>
<tr><td>UNEP Management (Division/Branch/Unit):</td><td colspan="3">Ecosystems Division/Disasters and Conflict Branch/Response and Recovery Unit</td></tr>
<tr><td>Implementing Partners:</td><td colspan="3">HYPREP Nigerian Federal Ministry of Environment, UNITAR</td></tr>
<tr><td>Sources of Funding:</td><td colspan="2">Country(ies): Nigeria</td><td>Institution Name/Type:</td></tr>
<tr><td>Relevant SDG(s):</td><td colspan="3">SDG 6: Ensure availability and sustainable management of water and sanitation for all / Target 6.3 and 6.6

SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss / Target 15.1

SDG 3: Ensure healthy lives and promote well-being for all at all ages / Target 3.1</td></tr>
<tr><td>MTS (all that apply):</td><td>MTS 2018-2021

MTS 2022-2025</td><td>UNEP approval date:</td><td>11.11.2018</td></tr>
<tr><td rowspan="2">POW Direct Outcome(s) number/reference (applicable for projects approved from 2022):

OR

POW Output(s) number/reference (applicable for projects approved pre-2022)</td><td>POW Direct Outcome Chemicals and Pollution Action:

2022-2023 PoW

3.2; 3.10; 3.13</td><td rowspan="2">MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022):

OR

POW Expected Accomplishment(s) number/reference (applicable for projects approved pre-2022):</td><td>MTS 2025 Outcome:

NA</td></tr>
<tr><td>POW Output

NA:</td><td>POW Expected Accomplishment:

2018-2019 PoW Subprogramme 2 EA c).

2020-2021 PoW Subprogramme 2, EA a)</td></tr>
<tr><td>Sub-programme:</td><td>MTS 2018-2021:

SP2: Resilience to Disasters and Conflicts</td><td>Programme Coordination Project:</td><td>N/A</td></tr>
</table>

UNEP Project Title:	Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland		
	MTS 2022-2025: Chemicals and Pollution Action		
***Expected* start date:**	01.12.2018	**Actual start date:**	01.12.2018
***Planned* completion date:**	30.11.2019	**Actual operational completion date:**	31.12.2023
***Planned* total project budget at approval:**	USD 2,135,700	**Actual total expenditures reported as of Dec. 2024:**	USD 5,740,394.61
***Planned* Extra-budgetary Funds:**	*Cash:* USD 2,135,700 *In-kind:*	**Secured Extra-budgetary Funds:**	*Cash:* USD 5,805,332 *In-kind:*
		Actual Extra-budgetary Funds expenditures reported as of [July 2023]:	USD 5,162,974
First disbursement:	17.01.2019	**Planned date of financial closure:**	31.12.2024
No. of formal project revisions:	5	**Date of last approved project revision:**	28.12.2022
No. of Steering Committee meetings:	24	**Date of Last Steering Committee meeting:**	13.12.2023
Mid-term Review/ Evaluation *(planned date):*	NA	**Mid-term Review/ Evaluation (actual date):**	NA
Terminal Evaluation *(planned date):*	December 2019	**Terminal Evaluation (actual date):**	September 2024
Coverage – Implementing Country(ies):	Federal Republic of Nigeria	**Coverage – Implementing Region(s):**	Africa
Dates of previous project phases:	UNEP Environmental Assessment of Ogoniland concerning hydrocarbon oil spill incidents from crude oil production and refining activities.	**Status of future project phases:**	NA

Executive Summary

Background

1. This report presents the findings of the terminal evaluation of the United Nations Environment Programme (UNEP) project "Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland" (PIMS ID 2030 / SMA ID 39243) (referred hereinafter as the UNEP/HYPREP project or UNEP/HYPREP).[1] The project was implemented from December 2018 to December 2023 and was financed through a grant provided by the Federal Government of Nigeria of USD 5,805,332. The project was managed by the Disasters and Conflicts Branch (DCB) (previously named Post-Conflict and Disaster Management Branch) of the UNEP's Ecosystems Division.

2. The UNEP/HYPREP project aimed to build on existing scientific oil pollution remediation methods, technical competence and managerial abilities to strengthen the capacity of HYPREP to implement oil clean-up operations, which could lead to greater social stability and environmental improvement. The role of UNEP in the project was to offer HYPREP assistance in developing the technical competencies and management ability to implement the clean-up operations in areas contaminated by oil exploration in Ogoniland. UNEP/HYPREP's goal was to assist HYPREP in their efforts to support vulnerable groups like women, children, youth and people living with disabilities by enabling them to receive access to start small businesses and improve their livelihoods, as well as contribute to building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, health, potable water, and sanitation, food, and energy security.

This evaluation

3. In line with UNEP's 2022 Evaluation Policy[2], this terminal evaluation had the following 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 HYPREP.

4. The terminal evaluation assessed the performance of the project against nine evaluation criteria adopted at UNEP: Strategic Relevance, Quality of Project Design, Nature of External Context, Effectiveness (outputs, outcomes and likelihood of impact), Financial Management, Efficiency, Monitoring and Reporting, Sustainability, Factors Affecting Project Performance and Cross-Cutting Issues. Under Effectiveness the terminal evaluation included an assessment of the achievement of the UNEP/HYPREP project's outcome statement and the likelihood of impact i.e., to what extent the project is likely to lead to reduced environmental degradation linked to oil pollution, improved community health and created livelihoods in agriculture and fisheries in Ogoniland. The purpose of the terminal evaluation was to gain insights into the likely long-term effects and sustainability of the project, and to use the lessons learned and best practices to inform the development and implementation of any similar future initiatives.

5. The terminal evaluation was conducted by an evaluation team comprised of the principal evaluator, Ms. Iva Bernhardt, together with the evaluation expert, Mr. Jesse Ojobor,

[1] The Hydrocarbon Pollution Remediation Project (HYPREP) was set up by the Federal Government of Nigeria, under the Ministry of Environment, in December 2016 to implement the recommendations of the UNEP Environmental Assessment of Ogoniland from 2011 concerning hydrocarbon oil spill incidents from crude oil production and refining activities.
[2] https://wedocs.unep.org/bitstream/handle/20.500.11822/41114/UNEP%20Evaluation%20Policy%282022-10%29.pdf?sequence=1&isAllowed=y

from September 2024 to December 2024. Primary evaluation data was gathered remotely through numerous online individual interviews and focus-group discussions with the Project Management Team at the UNEP Ecosystems Division, the HYPREP Office, Nigerian Federal Agencies, Federal Ministry of Environment and other academia and research experts. An evaluation mission was conducted in Nigeria in November 2024 and included visits to diverse oil clean-up and HYPREP project sites in Ogoniland, Port Harcourt and Abuja (see the itinerary in **Annex 10**).

Key findings

6. **Strategic Relevance.** The UNEP/HYPREP project was highly relevant to UNEP's mandate. The project was well aligned to UNEP's 2018-2021 and 2022-2025 Medium-Term Strategy (MTS), to the Programme of Work (PoW) 2018-2019, 2020-2021 and 2022-2023, and strategic priorities, under the resilience to disasters and conflicts, and the chemicals and pollution action subprogramme. The project was highly relevant to the national development priorities to strengthen the hydrocarbon pollution remediation and initiate clean-up from oil contamination, climate change, energy and water security, and environmental remediation priorities and strategies of the Nigerian Government. The project was also highly relevant to the regional and sub-regional environmental priorities, the achievement of the 2030 Agenda for Sustainable Development by contributing to most of the seventeen Sustainable Development Goals with its complexity of environmental remediation and oil contamination clean-up, and parallel restoration of livelihoods, health, water and sanitation, food and energy security. Rating: ***Highly Satisfactory*** (see Section 5.1, page 32).

7. **Quality of Project Design.** The overall project design was based on a solid and comprehensive presentation of the baseline analysis, root causes, and barriers. The problem analysis was substantiated by thorough data analysis on all aspects of the UNEP/HYPREP project. Furthermore, adequate attention was given to the gender dimension, women, and vulnerable communities in the original project document and its revisions. The project was prepared and implemented through cooperation with diverse stakeholders. The project Results Framework was adequately designed and allowed for proper adaptive management and monitoring of project results. A theory of change (TOC) was developed for this project. Rating: ***Satisfactory*** (see Section 5.2, page 39).

8. **Nature of External Context.** The UNEP/HYPREP project was initially designed with an unrealistic duration of one year. The COVID-19 pandemic interrupted and significantly affected the project implementation. Changes in political leadership within the Federal Ministry of Environment and the HYPREP Project Coordinator in Nigeria also had a negative impact on the project. Most notably, the UNEP/HYPREP project was the subject of critical attention from the international and national press. Rating: ***Moderately Unfavourable*** (see Section 5.3, page 42).

9. **Effectiveness.** The UNEP/HYPREP project overperformed in all **five outputs**[3], especially taking into consideration the extremely difficult security conditions of working in Ogoniland. The UNEP/HYPREP project successfully fulfilled its goal of supporting HYPREP to increase its mobilization towards environmental remediation in Ogoniland by initiating numerous actions for remediation – i.e., twenty site implementation plans and 75% of sites identified as the highest priority for clean-up operations by HYPREP, as well as 13 Complex Category A sites for which HYPREP initiated the contracting. At the **outcome** level, the

[3] Output 6 was first introduced in Project Revision 3 in May 2021. However, it was not part of the assessment for this terminal evaluation, as it was decided to exclude it from the reconstructed Theory of Change prepared for this terminal evaluation. The reason is that UNOPS decided to discontinue its efforts to provide on-ground support to HYPREP.

UNEP/HYPREP project capacitated HYPREP with existing scientific oil pollution remediation methods, technical competence, and managerial abilities to implement the clean-up operations to ensure social stability and environmental improvement. The UNEP/HYPREP project supported HYPREP to address the needs of vulnerable communities in Ogoniland by enabling them to improve their livelihoods, receive access to start small businesses, as well as contributed to building social cohesion and peacebuilding between vulnerable populations by restoration of livelihoods, health, potable water, and sanitation, food, and energy security. Furthermore, it is 'moderately likely' that the project will make a substantive contribution to the **long-lasting changes** represented by the SDGs and the intermediate-level results reflected in UNEP's Expected Accomplishments and strategic priorities of Nigeria. However, the project impacts are conditional and depends on the sustainable financing of the hydrocarbon pollution remediation and the replenishment of the HYPREP Trust Fund. Rating: ***Satisfactory*** (see Section 5.4, page 42).

10. **Financial Management.** Budgets and financial reporting were done by UNEP following standard templates and budget categories; annual reporting (annual project expenditures reports and the final certified financial report) met standards for completeness. Financial management practices followed by the project team were adequate with some opportunities for improvement (see Table 9). Communication and collaboration between the project and financial management staff were adequate. There were no delays in the transfer of funds to subcontractors. Financing of the Nigerian Federal Government fully secured the UNEP/HYPREP project budget. Rating: ***Highly Satisfactory*** (see Section 5.5. page 60).

11. **Efficiency.** UNEP/HYPREP ensured cost-effectiveness (Efficiency of results delivered) during project implementation. Project partners delivered more than in their Terms of Reference. However, the project had five revisions with two additional funding lots received from the Federal Government of Nigeria, which, overall, extended the project duration by forty-nine months. The three no-cost and two costed extensions significantly affected project efficiency. Considering the unrealistic short project duration at design and the challenging conditions of project implementation, the project was generally perceived as cost-effective. Rating: ***Moderately Satisfactory*** (see Section 5.6, page 60).

12. **Monitoring and Reporting.** The UNEP/HYPREP project documented well the progress of the project interventions in Ogoniland and built the capacity of HYPREP to continue doing so. The quality of the monitoring is evidenced by the comprehensive and detailed monthly and bi-annual reporting in PIMS and IPMR. The budget for the monitoring plan was quantified only with staff time and there was no evidence to suggest how co-financing as in-kind contributions was used in project monitoring. Data reported were not disaggregated by vulnerable/marginalized groups, including gender and the evaluation team relied on accounts provided during interviews and field missions. Rating: ***Satisfactory*** (see Section 5.7, page 62).

13. **Sustainability.** Nigeria's ownership (resulting from the increased capacity for strengthening hydrocarbon pollution remediation and clean-up from oil contamination that the UNEP/HYPREP project has built) sits mainly within the Federal Ministry of Environment and the HYPREP office in Port Harcourt. Socio-political sustainability is likely as it is an obligation and priority of the Nigerian Government to clean up the oil contamination from Ogoniland and the whole Niger Delta region. The UNEP/HYPREP project was a best practice example of how UNEP contributed to strengthening a fully managerially functioning institution in the form of HYPREP as a project (entity) for cleaning up Ogoniland from oil contamination, institutionalized under the Federal Ministry of Environment of Nigeria. This is an example of the strong partnership and collaboration between UNEP and the Nigerian Government that started with the Environmental Assessment of Ogoniland in 2011. However, there are moderate risks to financial sustainability and the uncertainty of having enough financial

means in the frames of HYPREP to finish the environmental remediation, mangrove ecosystems restoration, and oil clean-up in Ogoniland. This has to be done in parallel by sustaining the livelihoods component by training and securing livelihoods for the Ogoni people and providing them with safe potable water, food, energy security, and health services needed after more than thirty years of exposure to petroleum pollution. Rating: ***Moderately Likely*** (see Section 5.8, page 63).

14. **Factors Affecting Performance and Cross-Cutting Issues**. The evaluation assessed the effects of the following factors on the performance of UNEP/HYPREP: i. Preparation and readiness, ii. Quality of project management and supervision, iii. Stakeholders' participation and cooperation, iv. Responsiveness to human rights and gender equity, v. Environmental and social safeguards, vi. Country ownership and drivenness, and vii. Communication and public awareness. Other than preparation and readiness, all other factors were rated highly satisfactory. 'Preparation and readiness' was rated satisfactory given the long time needed to put the project management into place. Rating: ***Highly Satisfactory*** (see Section 5.9, page 66).

Conclusions

15. UNEP/HYPREP, one of UNEP's most complex environmental remediation efforts, operated in politically and security-challenged settings. The project was well managed and established an excellent partnership with HYPREP, the Federal Ministry of Environment, and the Nigerian Government. It demonstrated efficiency in project management and financial oversight despite the initial unrealistic short duration envisaged at project design, the challenging conditions faced during implementation (e.g., COVID-19) which led to five project revisions/extensions, which extended the project implementation by four years.

16. The project aimed to support HYPREP in restoring the environment, including land, mangrove forests, and groundwater. Following the recommendations from the UNEP's 2011 Environmental Assessment of Ogoniland Report, HYPREP is now establishing a Centre of Excellence for Environmental Restoration (CEER) for practical training in petroleum pollution remediation, engaging thousands of Ogonis in alternative livelihoods across 20 disciplines (around 5,000 individuals). CEER will also serve as a hub for training in oil spill response and restoration, enhancing South-South cooperation. Located in Ogoniland, the CEER will provide hands-on experience in oil clean-up, environmental remediation, and mangrove restoration for its students.

17. UNEP/HYPREP's long-term impacts depend on sustainable financing for hydrocarbon pollution remediation and the replenishment of the HYPREP Trust Fund. The Nigerian Government needs to work towards securing lasting funding for the ongoing implementation of HYPREP, which might include revisiting the Polluter Pays principle. UNEP's 2011 Environmental Assessment of Ogoniland indicated that the 1 billion USD allocated to the HYPREP Trust Fund was intended for five years of environmental remediation and hydrocarbon cleanup activities, including a livelihood component. The same report estimates that complete environmental remediation, restoration, and the provision of alternative livelihoods, health services, water, food, and energy security for the Ogoni people could take as long as thirty years.

18. The project is expected to significantly contribute to the enduring changes associated with the Sustainable Development Goals (SDGs) and to the UNEP's Expected Accomplishments (PoW Outcomes), as well as to the strategic priorities of Nigeria. The project served as a catalyst, promoting the scaling up of effective environmental remediation of hydrocarbon pollution throughout the Niger Delta region, restoring mangrove ecosystems, and enhancing resilient livelihoods in Ogoniland.

19. UNEP/HYPREP was ambitious, and UNEP would have benefited more from hands-on support from other UN agencies such as WHO, FAO, and UNICEF during implementation. The complex political environment, national elections, and frequent changes in Federal Environmental Ministers and HYPREP Project Coordinators made increased engagement from the UN Country Office in Nigeria essential. Despite numerous challenges, including political issues, negative publicity in some instances, and security concerns, UNEP developed a robust, pragmatic model that can be applied in countries facing similar environmental and public health issues from the oil and gas sector.

20. The project submitted its Contract Management Standard to HYPREP, along with a flowsheet for application, though full implementation is pending. It supported HYPREP in increasing mobilization for environmental remediation in Ogoniland, initiating multiple procurement actions for necessary equipment and materials – i.e., twenty site plans were launched, identifying 75% of sites as top cleanup priorities. HYPREP also began contracting for 18 Complex Category A sites. HYPREP has a budgeted plan for undertaking the comprehensive characterization of the Complex sites in 2025, which need to be contracted to established expert consultant firms. The complex sites are eighteen including: a) the remaining sixteen from the sixty-five sites in the collection of available UNEP Specific Sites Facts Sheets which served as HYPREP's baseline catalogue; and b) two recategorized/reclassified sites from the initially worked simple sites.

21. UNEP/HYPREP thoughtfully integrated human rights to a clean environment, a decent livelihood, and gender equality from its design through to implementation. Gender perspectives were embedded, guaranteeing equal participation of both women and men in every aspect of the project (see page 71). With the breadth of its activities, UNEP/HYPREP had significant opportunities to promote human rights, gender equality, and advocate for the rights and involvement of indigenous peoples, youth, and marginalized communities.

22. The project improved hydrocarbon pollution remediation and initiated oil cleanup operations as part of the largest mangrove restoration project worldwide. To date, 1.2 million mangroves have been planted, with a plan of planting 10 million mangroves along restored shorelines in Ogoniland.

23. The overall performance of the UNEP/HYPREP project, as assessed by this Terminal Evaluation, is rated as Satisfactory[4] (see Table 1 and 11). This results from the project being able to empower HYPREP with current scientific oil pollution remediation methods, technical skills, and management capabilities to execute the clean-up operations, ensuring social stability and environmental improvement in Ogoniland. UNEP/HYPREP supported vulnerable groups, including women, children, youth, and people with disabilities, by helping them enhance their livelihoods, receive training, and access financing to start small businesses. Furthermore, it promoted social cohesion and peacebuilding among vulnerable populations in Ogoniland by restoring livelihoods, health, clean water, sanitation, food, and energy security.

Table 1 - Summary of project ratings for the UNEP/HYPREP project according to the UNEP evaluation criteria

Evaluation Criteria	Rating
A. Strategic Relevance	**Highly Satisfactory**
B. Quality of Project Design	**Satisfactory**

[4] Please refer to the complete summary of evaluation ratings (Table 9 in Chapter 6)

Evaluation Criteria	Rating
C. Nature of External Context	**Moderately Unfavourable**
D. Effectiveness	**Satisfactory**
E. Financial Management	**Highly Satisfactory**
F. Efficiency	**Moderately Satisfactory**
G. Monitoring and Reporting	**Satisfactory**
H. Sustainability	**Moderately Likely**
I. Factors Affecting Performance and Cross-Cutting Issues	**Highly Satisfactory**
Overall Project Rating	**Satisfactory**

Summary response to the key strategic evaluation questions

24. The Evaluation addressed the four strategic questions listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. A response to the strategic questions is provided in the Conclusions section (page 80):

(a) In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?
(b) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?
(c) What issues and challenges should be considered in the design, approval, and preparation of any future project phase by potential UN agencies or other partners?
(d) Moving forward, how should UNEP balance reputational risks to the organisation with member states' requests for assistance with serious environmental problems?

Lessons Learned

25. **Lesson Learned #1:** It is important to define roles and responsibilities for project implementation during the project inception phase by involving all stakeholders in the process to avoid false expectations or authority of works.

26. **Lesson Learned #2:** It is important to weigh political and economic risks in a given country - and design mitigation strategies - well in advance before engaging in a large-scale complex project of long duration.

27. **Lesson Learned #3:** It is crucial to award contracts to companies who have the human, technical and financial capacity to undertake a challenging job, especially in complex fields like environmental remediation and restoration from hydrocarbon pollution.

Recommendations

28. **Recommendation #1:** HYPREP should organise its workplan into six programmes in a very coordinated manner:

I. Environmental remediation: 1.1 Mangrove ecosystem restoration, 1.2. Shoreline clean-up, and 1.3. Soil and groundwater remediation;

II. Livelihoods and Sustainable Development Project, by building alternative livelihoods through vocational training and supporting Ogoni people in the formation of start-up businesses;
III. Potable Water Project;
IV. Power Projects, including the use of renewable energies like solar, wind, and biogas;
V. Building and equipping Health Centres, including performing Public Health Assessments; and
VI. Building and promoting the Centre of Excellence for Environmental Restoration (CEER).

29. **Recommendation #2:** HYPREP should continue the environmental restoration of medium-risk and high-risk complex sites in the order it usually does: Soil and groundwater remediation, Shoreline clean-up and Mangrove restoration. HYPREP should apply the agreed-upon UNEP Performance Framework to identify and hire new remediation contractors for medium and high-risk complex sites. For the hydrocarbon pollution remediation of the high-risk sites, HYPREP should choose qualified contractors and the best-in-class technology, especially where the population is living above the lots, in order not to endanger them. All other HYPREP Projects (Livelihoods and Sustainable Development Project; Potable Water Project; Power Projects), including the use of renewable energies like solar, wind, and biogas; Building and equipping Health Centres, including performing Public Health Assessments; and Building and promoting the Centre of Excellence for Environmental Restoration (CEER)) should run in parallel to the environmental remediation projects in order to fulfil the UN 2030 Agenda for Sustainable Development, and to enable and sustain the well-being of the Ogoni people on their land.

30. **Recommendation #3:** The Nigerian Government should try to maintain a stable leadership at the Federal Ministry of Environment and HYPREP (i.e., Project Coordinator) to enable the sustainable performance of the complex HYPREP workplan and retain knowledge.

31. **Recommendation #4:** Building upon UNEP's 2011 recommendation for a comprehensive health assessment to be undertaken throughout Ogoniland, HYPREP should engage with the World Health Organization (WHO) and the International Agency for Research on Cancer (IARC) and submit a common costed proposal for undertaking the Public Health Assessment of Ogoniland.

32. **Recommendation #5:** HYPREP should perform a renewed assessment of the high-risk complex remediation sites

33. **Recommendation #6:** HYPREP should initiate and work on good project publicity using the results of all the good projects and the sustainable development community in Ogoniland, through local and international media outlets and leading newspapers.

34. **Recommendation #7:** The successful pilot projects that have been implemented in all HYPREP pillars should be scaled-up and replicated by sourcing funding from international donors.

35. **Recommendation #8:** HYRPEP should work on strengthening the human rights and gender dimensions by preparing a Gender Strategy and Human Rights Strategy.

36. **Recommendation #9:** After performing the renewed assessment of the high-risk complex sites, and having assessed the costs for their remediation, the Nigerian Federal

Government and HYPREP should seek additional funding for the replenishment of the HYPREP Trust Fund, whose first funding was 1 billion USD.

37. **Recommendation #10:** UNEP should review its Risk Log templates to prompt for an assessment of reputational risk and ensure that the appropriate level of safeguards risk is identified at project design.

1 Introduction

38. The Federal Ministry of Environment (FME) of the Federal Government of Nigeria and the United Nations Environment Programme (UNEP) established a partnership in 2018 to implement the project "Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland" (PIMS ID 2030/ SMA ID 39243), hereinafter referred to as UNEP/HYPREP project or UNEP/HYPREP. This project aimed to develop the capacity and efforts of HYPREP to adequately clean up the contaminated areas and improve the livelihoods and health of the Ogoni people.

39. HYPREP's[5] main goal is to undertake clean-up activities following petroleum contamination. This partnership was a natural continuation of UNEP's 2006 assessment of the environmental contamination in Ogoniland, which was completed in 2011 at the request of the Government of Nigeria. The Environmental Assessment of Ogoniland[6], one of the most comprehensive assessments undertaken by UNEP in the field, remained the foundation of UNEP's continued involvement in Ogoniland.

40. The UNEP/HYPREP project intended to support the HYPREP project office under the FME in Nigeria to clean up the environment so as to enable the communities in Ogoniland to return to their original livelihoods in agriculture and fisheries. The UNEP/HYPREP project was to do so by providing technical assistance and increasing the capacity of HYPREP's Project secretariat and its Governing bodies. The project responded to the need for better environmental quality to help the communities' inhabitants improve their health and reduce hydrocarbon-induced health effects.

41. The project contributed to UNEP's 2018-2021 and 2022-2025 Medium-Term Strategies (MTS), the Programme of Work (PoW) 2018-2021, and PoW 2022-2025. The project was part of the Sub-programmes on Disasters and Conflicts (primary location for the project), and Chemicals and Pollution Action (secondary location for the project). The project contributed to the 2018-2019 PoW Subprogramme 2 (Resilience to Disasters and Conflicts), Expected Accomplishment (EA) c): Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices to contribute to recovery and development. From the PoW for Chemicals and Pollution Action 2022-2023, the EAs were the following: 3.2: land-based sources of pollution in fresh water and oceans, including marine litter and nutrients, are reduced; 3.10: collective action of United Nations system entities addresses sound management of chemicals and waste; and 3.13: sound science, data and statistics, analysis, information and knowledge are generated and shared. The project was implemented in Ogoniland, Rivers State, Federal Republic of Nigeria.

42. UNEP implemented the project from December 2018 to December 2023 (after three no-cost and two costed extensions). The Federal Government of Nigeria financed the project with a USD 5,805,332 budget. The project was managed by UNEP's Disasters and Conflicts Branch (DCB) (previously named Post-Conflict and Disaster Management Branch) of UNEP's Ecosystems Division.

[5] The HYPREP project is an ongoing intervention by the Federal Government of Nigeria, a special project under the Federal Ministry of Environment of Nigeria. The evaluand UNEP/HYPREP intervention was a project to support HYPREP implementation.
[6] United Nations Environment Programme (2011). *Environmental assessment of Ogoniland*. https://wedocs.unep.org/20.500.11822/7947.

43. No mid-term review was conducted for this project.

1.1 Scope of the Evaluation

44. According to the UNEP Evaluation Manual (2022)[7], and using the OECD/DAC criteria for evaluation, the terminal evaluation assessed the project performance (in terms of relevance, effectiveness and efficiency), and determined outcomes and impacts (actual and potential) stemming from the Project, including their sustainability. The Evaluation had 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, the Federal Government of Nigeria, and HYPREP.

45. According to UNEP's evaluation guidelines, the terminal evaluation determined the project's relevance, design, coherence, efficiency, effectiveness, impact, and sustainability as systematically and objectively as possible. The terminal evaluation's Terms of Reference (ToRs) list detailed challenges during implementation that are discussed under the section Efficiency, and key strategic questions.

46. Furthermore, this terminal evaluation identified lessons of operational relevance for future project formulations and implementation, especially where the HYPREP Project in Ogoniland is still ongoing. Recommendations relevant to the Nigerian HYPREP Project were also identified during the evaluation process.

47. The evaluation team provided an analysis of the attainment of the one project outcome and five project outputs of the UNEP/HYPREP project, as well as an assessment of the likelihood of longer-lasting results (intermediate states and impact). Through the assessment, the evaluation enabled its stakeholders to:

- Verify prospects for development impact and sustainability, providing an analysis of the likelihood of the attainment of global environmental objectives, project objectives and an assessment of the delivery and completion of project outputs/activities, and outcomes based on indicators; and
- Enhance project coherence, effectiveness and sustainability by proposing a set of recommendations and lessons learned with a view to improve ongoing and future activities after the project implementation.

48. In addition to the evaluation criteria discussed in this report, the evaluation has also addressed the following **key strategic questions** of interest to UNEP and to which the project is believed to have made a substantive contribution:

i. In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?

ii. What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

iii. What issues and challenges should be considered in the design, approval, and

7 https://wedocs.unep.org/bitstream/handle/20.500.11822/42025/2023%200903%20Evaluation%20Manual.pdf?sequence=1&isAllowed=y

preparation of any future project phase by potential UN agencies or other partners?

iv. Moving forward, how should UNEP balance reputational risks to the organization with member states' requests for assistance with serious environmental problems?

49. The key strategic questions are answered under section 5.9.8., more specifically question ii. is answered under section 5.6.

50. All evaluation criteria assessed in this report were rated on a six-point scale. The set of evaluation 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.

1.2 Target audience

51. Findings of this terminal evaluation are of interest to concerned UNEP staff, the Office of the UN Resident Coordinator, the Federal Ministry of Environment (FME) of the Federal Government of Nigeria (FGN), the HYPREP Project Office, the University of Port Harcourt (Uniport) and Rivers State University (RSU), international and national environmental consulting experts that worked for HYPREP, and other stakeholders, including other agencies that may engage with HYPREP in future project phases.

2 Evaluation Methods

52. This chapter presents a description of the methodological approach containing its main elements, and data collection tools, deepened into a description of the reporting and dissemination phase.

53. A preliminary review, evaluation, and assessment of all the related documents, as listed in **Annex 3** of this report, was undertaken during the inception phase of this terminal evaluation. The documents reviewed include a wide range of documents like the original project document and its revisions, monitoring reports (such as progress and financial reports of UNEP and other project implementation reports), output reports (case studies, foresight briefs, publications, action plans, sub-regional strategies, etc.) and relevant correspondence, UNEP guidelines for evaluation, programmes, roadmaps, frameworks, implementation and evaluation documents as well as documents related to other oil pollution remediation practices provided to the evaluators at the beginning of this assignment.

54. Preliminary consultations were conducted with the project management team in October 2024. A complete list of interviewees who were interviewed through virtual individual interviews and focus-group discussions is presented in **Annex 5** of this terminal evaluation report. The interviewees were chosen from each stakeholder group involved in HYPREP, namely, UNEP project manager, project coordinator, financial management officer (FMO), technical experts from UNEP and HYPREP, HYPREP's management, representatives from the Board of Trustees and Governing Council, as well as training beneficiaries, and Ogoni women and youth. The respondents' sample table for the main stakeholders interviewed disaggregated by gender can be found in **Table 2** below.

Table 2 - Respondents for the terminal evaluation of the UNEP/HYPREP project

		# people involved (M/F)	**# people contacted (M/F)**	**# respondent (M/F)**	**% respondent**
Project team (those with management responsibilities e.g. PMU)	Implementing/executing agency	8 (6/2)	8 (6/2)	8 (6/2)	100 %
	# entities involved	**# entities contacted**	**# people contacted (M/F)**	**# respondent (M/F)**	**% respondent**
Project (implementing/ executing) partners *(receiving funds from the project)*	1 (UNITAR)	0	0	0	0%

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
Project (collaborating/contributing[8]) partners *(not receiving funds from the project)*	HYPREP Project NOSDRA Central Representative Advisory Committee (CRAC)	15 (13/2) 2 (2/0) 5 (5/0)	15 (13/2) 2 (2/0) 5 (5/0)	15 (13/2) 2 (2/0) 5 (5/0)	100% 100% 100%
Beneficiaries: Direct beneficiaries Civil society representatives	Ogoni Youth Federation Federation of Ogoni Women's Organizaion and Ogoni Mothers Underrepresented/ marginalized groups, including those living with disabilities Social Democracy Network (SDN)	4 (3/1) 5 (0/5) 2 (1/1) 1 (1/0)	4 (3/1) 5 (0/5) 2 (1/1) 1 (1/0)	4 (3/1) 5 (0/5) 2 (1/1) 1 (1/0)	100% 100% 100% 100%

55. Necessary strategic documents and other related material for the assessment/desk evaluation were provided by the UNEP Project management team. Additional information was collected during the data collection phase of this terminal evaluation and the field evaluation mission to Nigeria.

2.1 Approach and Methodology

56. The Terminal Evaluation of the UNEP/HYPREP project was conducted in accordance with the UNEP Evaluation Policy using the UNEP evaluation criteria. Ethics and human rights issues were considered during this evaluation. The semi-structured individual interviews and focus-group discussions were performed in a confidential manner to protect the anonymity of the stakeholders. Gender was considered during all evaluation phases. The evaluation ensured to include the views of marginalized or potentially disadvantaged groups, especially women and children in the affected zones. Marginalized groups, i.e., Ogoni Women's Organization and Ogoni Mothers and Ogoni youth, as well as persons with disabilities were interviewed in form of a focus-group for

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

each group in Port Harcourt. It was carried out as an independent, in-depth evaluation using a participatory approach whereby all key parties associated with the project were kept informed and regularly consulted throughout the evaluation. The evaluators have liaised with the UNEP evaluation manager, the project manager and the project management team on the conduct of the evaluation and methodological issues.

57. The evaluation team has used different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information based on diverse sources: desk studies and literature evaluation, statistical analysis, individual virtual and face-to-face interviews with UNEP's team, the HYPREP project team in Nigeria, focus group meetings with diverse project stakeholders and beneficiaries, and direct observation. This approach not only enabled the evaluation to assess causality through qualitative means but also provided reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings.

58. The evaluators developed interview guidelines. Interviews took place either in the form of focus-group discussions or face-to-face semi-structured interviews.

59. The methodology was based on the following:

- A desk review of project documents.
- The evaluation team used the available updated project logical framework (logframe), the project time schedule, and the project monitoring plan.
- Interviews with project management and technical support, including representatives of UNEP project management team, the Federal Ministry of Environment (FME) of the Federal Government of Nigeria, the HYPREP Project Office, Rivers State University (RSU), the pool of international and national environmental consulting experts that worked for HYPREP, as shown in the Stakeholder Analysis Individual Interviews and Focus-Group Discussions in **Annex 5.**
- Interviews with project partners including Government counterparts in the project country Nigeria and a variety of stakeholders with differing backgrounds (the HYPREP Governing Council, HYPREP's Board of Trustees with its Chairman being the Federal Minister of Environment, Local Communities Representatives, Central Representative Advisory Committee (CRAC) stakeholders, and beneficiaries in Ogoniland, potential donor agencies, partner organizations' representatives, project's team coordination members and various national and sub-regional authorities dealing with project activities as necessary) as shown in the Stakeholder Analysis Individual Interviews and Focus-Group Discussions in **Annex 5.**
- On-site observation of results achieved, including interviews of actual and potential beneficiaries of improved enabling environments during the field evaluation mission in Nigeria in November 2024. The sites visited during the evaluation field mission were selected to encompass the following criteria:
    1. Simple and medium-complex remediated sites by HYPREP identified as the sites with the highest priority by UNEP/HYPREP.
    2. Equal geographical representation in the four Local Government Areas (LGAs) in Ogonland: Eleme, Gokana, Khana, and Tai.

3. Visiting projects from each of the UNEP/HYPREP interventions and HYPREP pillars:
    a. Environmental remediation:
        i. Land Remediation,
        ii. Shoreline Remediation, and
        iii. Mangrove Restoration
    b. Potable water and sustainable energy projects;
    c. Livelihood projects; and
    d. Public health (visits of general and public hospitals);
    e. Centre of Excellence for Environmental Restoration (CEER)

- Individual interviews and Focus-Group Discussions with intended users for the project outputs and other stakeholders involved with this project during the field evaluation mission in Nigeria in November 2024.
- Interviews with the project's team coordination members and the various national and sub-regional authorities dealing with project activities.
- Other interviews, and document evaluations as deemed necessary by the evaluator and/or UNEP, the HYPREP office and government institutions in Nigeria, and other project stakeholders.
- Details on the methodology used by the evaluator and an evaluation matrix are shown in **Annex 4** of this report.

60. **Forward-looking approach and learning:** The evaluation team has adapted the Results Based Management (RBM) principles, tools, and indicators (i.e. the evaluation matrix), based on the needs and context of this evaluation, with the aim of increasing the potential for learning and focus on the achievements of the UNEP/HYPREP project. Lessons learned and recommendations for HYPREP's ongoing project, the Federal Ministry of Environment of Nigeria and UNEP were the main focus of this terminal evaluation, identifying best practices, and improvement mechanisms for plans and processes that did not function well in form of lessons learned and recommendation to be used in similar UNEP projects.

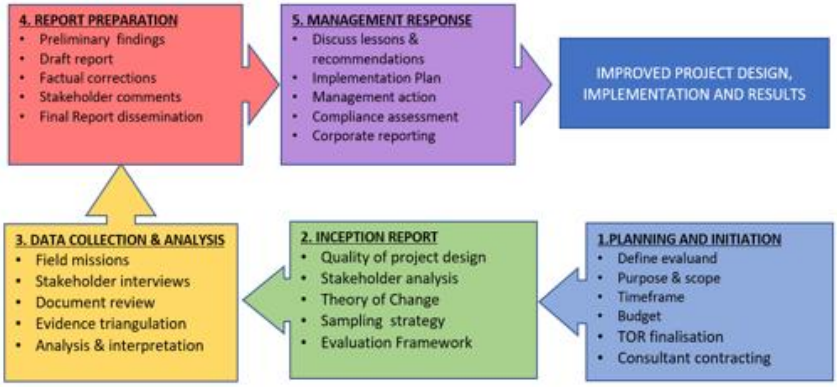
61. **Focus on results:** Expected results, key performance indicators, as well as potential risks were identified to ensure coherent and integrated results-based management to frame the terminal evaluation.

62. **Participatory approach:** The evaluation process has ensured a consultative and collaborative approach with the UNEP project staff members, and other relevant counterparts and stakeholders who will be kept informed and regularly consulted throughout the assessment.

63. **Evidence-based:** The evaluation aimed to gain insights and conclusions based on a variety of data and data collection methods, and, wherever possible, triangulating information to ensure the reliability and validity of evaluation analysis and conclusions.

64. **Figure 1** below is a representation of the Evaluation process in UNEP.

Figure 1 - Diagram representing the evaluation process in UNEP



2.2 Evaluation Phases

65. The terminal evaluation process is structured in three phases: the inception phase; data collection, gathering, and analyzing phase of information from individual interviews and focus-group discussions, including a field evaluation mission; and the terminal evaluation reporting and dissemination phase.

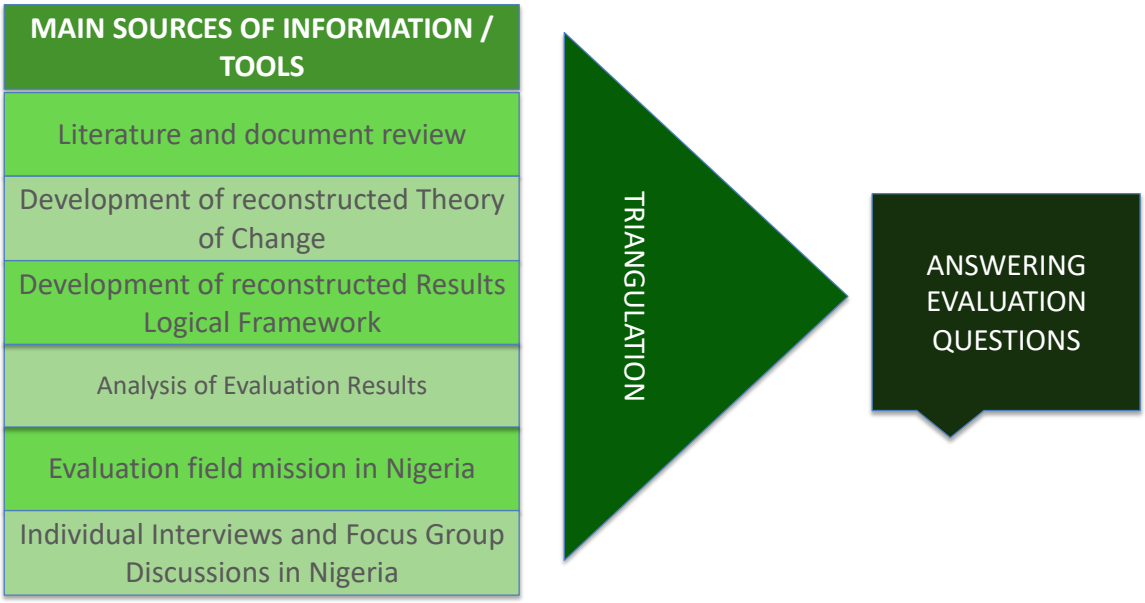
66. The evaluation team has compiled and analyzed all collected data on the UNEP/HYPREP project achievements towards results. The evaluation matrix, as shown in **Annex 4,** has served as a guiding framework through which the evaluator has analyzed information, ensured verification of data, and formulated key findings, conclusions, and recommendations, as well as lessons learned.

67. Evaluation analysis is valid if it derives from several sources of information. It requires cross-verification and demonstration of the evidence on which an assessment is based. As seen in **Figure 2**, triangulation is a key factor in an evaluation to the extent that it fosters quality and soundness and ensures that clear and multiple lines of evidence support the findings; it entails confirmation, enrichment, and explanation, and triangulation is finally used as a tool for answering evaluation questions. Three levels of triangulation were used for this evaluation: the evaluator's level, the methodological level, and the data level. The evaluator has applied both deductive and inductive logic for interpretive analysis of findings in relation to key evaluative criteria.

68. A presentation of preliminary findings from the terminal evaluation was done to the UNEP evaluation office, the UNEP/HYPREP project management team, HYPREP's project team under the Federal Ministry of Environment in Nigeria and the UN Resident Coordinator in Nigeria on 18 December 2024.

69. Based on these exchanges, in the report drafting and finalization stage, findings were triangulated, and conclusions and recommendations were refined and agreed upon in the final evaluation report.

Figure 2 - Main sources of information and tools, triangulation as a tool for answering evaluation questions for the terminal evaluation of the UNEP/HYPREP Project



2.3 Limitations

70. Various risks and limitations were identified in the methodological proposal and during the inception, data collection analysis, and field evaluation mission phases. The evaluators, with the kind support of the UNEP Evaluation Office and project management team found ways how to mitigate them. In most cases, they were addressed or mitigated by triangulating information gathered from various sources to provide evidence-based conclusions pertaining to the evaluation questions.

71. One of the limitations was that the evaluation took place almost a year after the project's closure, which limited the availability of some key stakeholders who had since moved on to other endeavors and indicated an overload with other responsibilities to participate in the evaluation exercise. Additionally, the time-lapse was cited as reducing recall of specific/detailed information. This limitation was mitigated with the field evaluation mission to Nigeria, and the extensive face-to-face individual interviews and focus-group discussions that the evaluation team led with the actual HYPREP Project Office under the Federal Ministry of Environment in Port Harcourt and Abuja.

3 The Project

3.1 Project context

72. Petroleum contamination exacerbates existing social, economic, and environmental risks, fuelling unrest and contributing to conflict. Security concerns linked to climate change include food, water, and energy supply impacts, increased competition over natural resources, loss of livelihoods, climate-related disasters, and forced migration and displacement. Crisis-affected countries and communities are more susceptible to being overwhelmed by the environmental and security risks that oil contamination poses.

73. Ogoniland, located in the Niger Delta in Nigeria, has a history of petroleum contamination due to oil exploration over several decades, which has led to extensive environmental damage and public health threats. Shell International began operating the Ogoni oil fields in the 1950s. Routine oil exploration and production activities and some accidents caused widespread environmental contamination in the region. This and a shortage of social and community benefits from oil exploration and production led to public unrest and particularly violent episodes. As a result, Shell ceased operations in the area in 1993, but the environmental contamination remained. In the absence of active supervision, additional oil spills occurred because of theft by artisanal oil refiners, illegal extraction, and refinement by some in the local community looking to make a living, exacerbating environmental damage.

74. In 2006, the Nigerian President appointed a committee to reconcile the Ogoni community, the Federal government of Nigeria through the Ministry of Environment, and the oil industry. As part of the reconciliation and clean-up process, the President asked UNEP to assess Ogoniland's environmental situation independently. UNEP's report: "Environmental Assessment of Ogoniland" was published in 2011, revealing:

- disastrous impacts on mangrove ecosystems;
- hydrocarbon contamination of the surface water surrounding Ogoniland; and
- extensive petroleum pollution of soil (in land areas).

75. The report also described dire public health and livelihood impacts, especially for women. The health of at least ten Ogoni communities was found to be threatened by contaminated drinking water from shallow surface wells. The air quality was also severely impacted by the continued flaring of gas that discharged environmental pollutants into the atmosphere. Chemical pollutants in contaminated soils also affected the community's food quality. These health threats affected everyone, but women were particularly affected as they lost access to fishing as a livelihood. Women used to be actively engaged in fishing, but contaminated local waters meant fishermen and women had to travel far from the creek on larger, motorized boats to catch clean fish. Due to security and financial reasons, this was not possible for women, causing a significant loss of livelihoods.

76. UNEP's report made a series of technical and institutional recommendations to ensure that the environment of Ogoniland was cleaned up and livelihoods restored. UNEP recommended a 30-year restoration plan at an estimated cost of USD 1 billion for the first five years. The community, federal government, and oil industry accepted UNEP's findings and recommendations.

77. Initially, UNEP faced community distrust, due to a history of violence and unrest in Ogoniland caused by environmental pollution from the oil industry and a lack of clean-up efforts. After the report was published, UNEP became the Ogoni community's most trusted partner. The oil industry agreed to pay for the clean-up and began conducting much-needed maintenance work that reduced ongoing environmental contamination. The Nigerian government and oil companies allocated the recommended USD 1 billion for clean-up, and the government created the Hydrocarbon Pollution Restoration Project (HYPREP), an environmental agency/project under the supervision of the Federal Ministry of Environment, to implement UNEP's report recommendations.

78. HYPREP faced challenges in capacity and management and faced a politically sensitive environment in its initial years. After a few years of dormancy, the government reinstituted HYPREP, standing for the Hydrocarbon Pollution Remediation Project, and a renewed commitment to clean up in 2016. HYPREP's current structure includes a Governing Council, a Board of Trustees, and a HYPREP Project Coordination Office located in Port Harcourt, Rivers State. As UNEP is considered the most trusted entity in the region, all parties (the Nigerian Government, Ogoni community, and the oil companies) requested that the agency join the Governing Council and Board of Trustees, serving as an observer to avoid conflict of interest.

79. Despite budget allocations, by 2018, only limited clean-up activities had occurred, and HYPREP's remediation efforts had stalled. HYPREP lacked the necessary institutional capacity and technical expertise for planning, implementing, and monitoring the USD 1 billion project. In this context, HYPREP requested that UNEP provide technical assistance and capacity building in, among other areas, project management, field assessment, and health impact studies. UNEP agreed to implement this project due to the need for urgent capacity building within HYPREP to adequately address clean-up activity delays and the environmental damage in Ogoniland and to support peace in the region.

80. The UNEP/HYPREP project was designed to enhance the technical capacity of HYPREP for environmental cleanup, allowing the communities in Ogoniland to resume their traditional livelihoods in agriculture and fisheries. The partnership between UNEP and the Nigerian Federal Ministry of Environment's HYPREP project responded to the need for a better environmental quality that will help the communities' inhabitants improve their health and reduce hydrocarbon-induced health effects, where natural resources are more resilient to natural and human-induced shocks and stresses, and livelihoods and natural assets are less vulnerable to climate change risks.

81. Moreover, HYPREP's main goal was to support clean-up activities following petroleum contamination, oil decontamination, and environmental restoration. At the highest level, this project sought to initiate clean-up activities following petroleum contamination in Ogoniland, in the Niger Delta region, by providing technical assistance and increasing the capacity of the secretariat and the Governing bodies.

3.2 Project implementation structure and partners

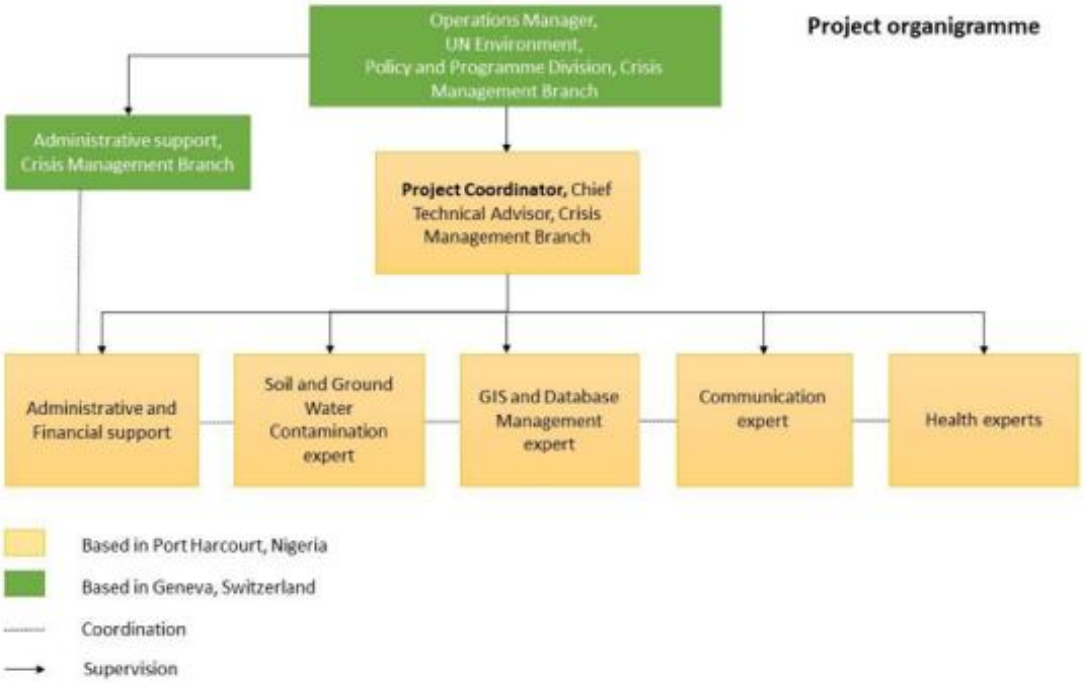
82. Initially, UNEP implemented and executed the UNEP/HYPREP project through the Policy and Programme Division, Crisis Management Branch. Since the beginning of 2020, the branch was renamed Disasters and Conflicts Branch (DCB) and was placed under UNEP's Ecosystems Division, which has been responsible for implementing the Project as depicted in **Figure 3** below.

83. UNEP's Executive Director (2018-2023) provided the overall guidance for the HYPREP project. UNEP's senior leadership has remained familiar with the project, including attending multiple meetings. The UNEP Africa Office continued providing political guidance and advice and periodically visited the region.

84. The UNEP/HYPREP project's organigram is depicted in **Figure 3.** The DCB, based in Geneva, Switzerland, was responsible for overseeing and leading the project, delivering the six planned outputs[9], and achieving the expected outcome and project objective by applying the formal UNEP project monitoring and reporting framework. A UNEP project team located in Port Harcourt, Nigeria, was responsible for project coordination. This team was led by a Project Coordinator (Chief Technical Advisor) responsible for the day-to-day management and implementation of the project, including supervising the UNEP team in Port Harcourt and managing output delivery. The team included an administrative support staff responsible for administrative tasks, including organizing logistics and training in Port Harcourt and Geneva.

85. The team also included UNEP consultants with expertise in oil contamination, ecosystem recovery, GIS database management, mangrove restoration, communications, and public health. With a high technical component in the project, the project needed to have several areas of expertise. The consultants were supplied by UNEP's vast network of subject experts, most of whom had already contributed to the Environmental Assessment of Ogoniland.

Figure 3 - HYPREP project organigram[10]



[9] Output 6 was first introduced in Project Revision 3 in May 2021. However, it was not part of the assessment for this terminal evaluation, as it was decided to exclude it from the reconstructed Theory of Change prepared for this terminal evaluation. The reason is that UNOPS decided to discontinue its efforts to provide on-ground support to HYPREP.
[10] Source: Project document for Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland, 15 November 2018, p.16

86. Project oversight was performed through a Project Steering Committee (PSC). The PSC consisted of the following entities:

- ❖ Community Representatives;
- ❖ NGO Representatives;
- ❖ Federal Government of Nigeria (Ministry of Environment);
- ❖ State Government of Rivers State (Commissioner for Environment);
- ❖ Shell Petroleum Development Corporation; and
- ❖ HYPREP Coordination Office under the Nigerian Federal Ministry of Environment (FME).

87. The expected results and main activities from the updated and revised project logical framework**,** were transferred into the work plan with a time schedule for the entire duration of the HYPREP project. The work plan was used as a management and monitoring tool by the project team and UNEP, and it was reviewed and updated three times during the project duration.

3.3 Changes in design during implementation

88. The UNEP/HYPREP project's results framework was revised and improved, together with its outcome and all six (6) project outputs (two additional project outputs were added to the original four outputs of the project beginning) during its formal revision in 2021.

89. The UNEP/HYPREP project had five major revisions, summarized in **Table 3**:

a) Revision 1 signed in January 2020, stipulated a no-cost extension, extending the project for 6 months, from the original end date of November 2019 to the end of June 2020. The justification was to enable the finalization of technical field activities and ensure a bridging period between Phase 1 and a planned further phase. The revision also added additional activities to the project work plan such as UNEP working with WHO, and other international and national partners, to prepare a plan for upgrading local public health facilities, and the creation of geo-coordinated systems to monitor site progress.

b) Revision 2 signed in December 2020, stipulated another no-cost extension, pushing the project end date from June 2020 to January 2021 to enable the finalization of technical field activities and ensure a bridging period between Phase 1 and a planned further phase.

c) Revision 3 signed in May 2021, incorporated an additional USD 2,100,000 to the project and extended the project for another 12 months, from January 2021 to 28 February 2022. The source of the newly secured funds was the Ministry of Environment of the Federal Government of Nigeria. It was agreed that a core feature of this extension would be to support the potential transition of project implementation to UNOPS under an independent agreement with the Federal Government of Nigeria. UNEP and the Ministry of Environment agreed that a part of the project would be transferred to UNOPS, as it was considered better suited

to implementing and managing large-scale projects with a field presence in Nigeria. As a result, two new Project Outputs were added to the Results Framework and Workplan:

- Output E) The longer-term and strategic importance of livelihoods and ecosystem restoration are reflected in HYPREP's planning; and
- Output F) UNOPS provides on-the-ground support to HYPREP.

d) Revision 4 signed in May 2022, stipulated another no-cost extension, extending the project for another 10 months to 31 December 2022 due to delays from the continuing COVID-19 situation and HYPREP internal management issues. This no-cost extension would allow UNOPS and UNEP sufficient time to finalize the specifics of the potential project transition. The revision also added additional activities to the project workplan such as UNEP undertaking an updated institutional capacity assessment of HYPREP, creating a framework and procedures for contractor performance evaluation, and conducting a needs assessment for Ogoni youth for future employment opportunities.

e) Revision 5 signed in December 2022, was the final revision and it incorporated a costed extension, extending the project for a further 12 months, to 31 December 2023. It incorporated an additional USD 1,569,632 to ensure the full implementation of the project activities and to utilize this period for the project transition arrangements. The source of the newly secured funds was the Ministry of Environment of the Federal Government of Nigeria (HYPREP seed fund (Ogoni Trust Fund)). The purpose of this one-year costed extension was to ensure continuity within the project and allow the Federal Government of Nigeria and UNOPS to agree on the terms for the direct transfer of the HYPREP technical assistance project.

Table 3 - Description of Project Document and Revisions

Proposal/Revision Date	**Document**	**Details/Changes**	**Planned use in Evaluation**
2018	Approved Project Document	• Proposed start date: 1/12/2018 Proposed end date: 30/11/2019 • Results Framework: 1 Outcome and 4 Outputs • Budget: 2,135,700	Use to assess Quality of Project Design
2020	Project Revision 1	Extended project end date to 06/2020	Use to assess the performance of the project
2020	Project Revision 2	Extended project end date to 01/2021	Use to assess the performance of the project
2021	Project Revision 3	• Extended project end date to 28 February 2022	• Use to reconstruct TOC

Proposal/Revision Date	Document	Details/Changes	Planned use in Evaluation
		• Added an additional USD 2,100,000 • Added Outputs E and F to results framework	• Use to assess the performance of the project
2022	Project Revision 4	• Extended project end date to 31 December 2022 • Added additional activities such as UNEP undertaking an updated institutional capacity assessment of HYPREP, creating a framework and procedures for contractor performance evaluation, and conducting a needs assessment for Ogoni youth for future employment opportunities.	Use to assess the performance of the project
2022	Project Revision 5	• Extended project end date to 31 December 2023 • Added an additional USD 1,569,632, bring the planned total budget to USD 5,805,332	Use to assess the performance of the project

90. The terminal evaluation scope covers the project implementation until December 2023.

3.4 Results Framework

91. The intended **Impacts** (Project TOC at project design, ProDoc) of the UNEP/HYPREP project were:

I. Health of local communities is improved by reducing the hydrocarbon induced health impacts;
II. Local livelihoods dependent on natural resources start to recover; and
III. Reduced poverty and improvement of employment opportunities.

92. There were three **Intermediate States** (Project TOC at project design, ProDoc):

I. HYPREP is able to undertake complex environmental remediation following oil pollution
II. Environmental remediation and clean-up activities of contaminated ecosystems are implemented in Ogoniland demonstrate its capacity to undertake complex environmental remediation following oil pollution, and
III. Reduced environmental degradation linked to oil pollution in Ogoniland

93. The UNEP/HYPREP project primarily provided policy support and technical assistance to increase the environmental sustainability of recovery and peacebuilding programmes in the post-crisis region of Ogoniland in the Federal Republic of Nigeria.

Table 4 presents the UNEP/HYPREP project outcome and six project outputs, as stated in Project Revision 3 (2021).

Table 4 - HYPREP project outcome and six project outputs, as presented in Project Revision 3 (2021)

Outcome	**Outputs**
Hydrocarbon Pollution Remediation Project (HYPREP) shows increased mobilization towards environmental remediation in Ogoniland	A) HYPREP staff and Governing Council have an understanding of management and technical aspects of implementing environmental remediation in Ogoniland
	B) Prioritization, implementation and monitoring of clean-up activities in Ogoniland by HYPREP staff is supported by the use of GIS data
	C) Public Health Assessment Plan recognized by stakeholders to support HYPREP and other actors to provide further healthcare assistance to communities
	D) International community and key stakeholders are aware of HYPREP activities and the need to support and strengthen HYPREP for environmental remediation in Ogoniland
	E)[11] The longer-term and strategic importance of livelihoods and ecosystem restoration are reflected in HYPREP's planning
	F) UNOPS provides on-the-ground support to HYPREP[12]

94. The only **Outcome** of UNEP/HYPREP project was: **'Hydrocarbon Pollution Remediation Project (HYPREP) shows increased mobilization towards environmental remediation in Ogoniland'.**

95. UNEP's involvement in the environmental restoration of Ogoniland went beyond the specific activities described in this project. By being active at the Governing Council and Trust Fund, UNEP provided strategic advice and transparency to the entire project, which, coupled with targeted technical assistance, led to the project outcome and higher-level results.

96. **Outputs:** The original project document had four project outputs delivering towards the specific project impact identified above. Following the third project revision (31 May 2021), two more Outputs were added to the results framework.

97. **Output 1**: *'HYPREP staff and Governing Council have an understanding of management and technical aspects of implementing environmental remediation in Ogoniland'.*

98. The project was designed to strengthen capabilities within HYPREP's structures—the Governing Council, Board of Trustees, and the Project Coordinator's Office—through a

[11] Outputs E and F were added changes made to the Results Framework during project implementation, including the addition of two new outputs under project Revision 3 from 31 May 2021. See Table 3 above.
[12] Output 6 (*UNOPS provides on-the-ground support to HYPREP*) was not included in the reconstructed TOC at evaluation as UNOPS stated that it would not be involved in the project implementation.

series of capacity-building and technical assistance activities tailored to HYPREP's needs so that the institution could start and continue the clean-up operations in Ogoniland.

99. The priority operation to initiate clean-up operations consisted of undertaking scoping assessments in the field. HYPREP initial fieldwork focused on scoping and assessment activities in two separate sets of sites:

1. Scoping at sites assessed by UNEP in 2009-2010 and classified as needing clean-up operations (69 contaminated sites); and
2. Assessment at locations which have been newly impacted since the complement of UNEP's fieldwork in 2010 or were not covered by the Environment Assessment of Ogoniland.

100. Firstly, UNEP was the first to evaluate the capacities of those recruited for field scoping and assessment work. This rapid analysis also created an inventory of the existing technical equipment needed to undertake scoping field work and evaluated access to international laboratories for sample analysis by HYPREP. Based on the evaluation, a set of training modules was to be developed and delivered, together with a roadmap of technical equipment required for field operations (scoping and assessment).

101. Delivery of training to strengthen technical capacities within HYPREP was based on the UNEP's technical competencies in environmental remediation due to hydrocarbon contamination. Basic technical training was developed and delivered to the managerial team of HYPREP to provide a robust understanding of the technical components of the Ogoniland clean-up. More advanced technical training was delivered to HYPREP technical team regarding reconnaissance and scoping work for the early phases of ecosystem monitoring (groundwater, surface water, mangroves, vegetation, air, etc.) and clean-up operations. UNEP assisted the HYPREP team in conducting the field scoping studies and preparing the scoping report. This involved training the HYPREP staff to systematically assess each of the contaminated sites to determine the physical extent of contamination and the key resources at risk. The HYPREP project also provided training to the Governing Council and Trust Fund members on the fundamentals and large-scale project management.

102. **Output 2**: *'Prioritization, implementation and monitoring of clean-up activities in Ogoniland by HYPREP staff is supported by the use of GIS data'*.

103. The scoping and assessment work that HYPREP undertook was to generate large quantities of scientific data and information in various formats, from GPS coordinates to video records of aerial surveys. The data were to be backed up as quickly as possible on a local server at Port Harcourt, with a secondary backup in Geneva by establishing a single GIS database to provide HYPREP staff with easily accessible data to inform the clean-up activities. The input data content was:

i) already existing geospatial data from UNEP 2011 report; and
ii) new data generated from the scoping field work.

104. The HYPREP project also assisted in procuring adequate equipment, such as computers, software, drones, or GPS, to develop the geodatabase.

105. **Output 3**: '*Public Health Assessment Plan recognized by stakeholders to support HYPREP and other actors to provide further healthcare assistance to communities'*.

106. UNEP's report pointed out the exposition of Ogoniland communities to petroleum hydrocarbons in outdoor air as well as drinking water, sometimes at alarming concentrations. Design and planning of measures to address public health issues were prioritized within HYPREP's intervention strategy for the first years of activities. UNEP's report in 2011 recommended a series of preliminary steps before the design of a public health strategy for Ogoniland, considered prerequisites to ensure an effective response. Those transitory stages were brought down to two main activities:

i) an assessment of public health systems in Ogoniland; and
ii) the design of a full public health assessment of Ogoniland.

107. To establish large-scale public health measures in Ogoniland, a more comprehensive assessment of health impacts caused by oil contamination was needed. Assessment of public health impacts and its long-term follow-up was a major activity that needed to be conducted by international institutions that are familiar with such work. The UNEP/HYPREP project was only to help define the scope of such an assessment and identify potential institutions that have the capacity to undertake such an assessment so that HYPREP can initiate the process of contracting them.

108. One of the social interventions that HYPREP was undertaking as part of the implementation of the UNEP report is to conduct health camps in the region and provide assistance to community members on health issues. As part of this project, UNEP was to assist HYPREP in assessing the healthcare facilities in Nigeria and their specific abilities to deal with health impacts resulting from hydrocarbons.

109. **Output 4**: *'The international community and key stakeholders are aware of HYPREP activities and the need to support and strengthen HYPREP for environmental remediation in Ogoniland'.*

110. The contamination of Ogoniland, its assessment and the clean-up project have been under the public eye for decades. As the ecosystems' recovery in Ogoniland will take up to 30 years, it was essential to ensure communication at the global level, to guarantee continued interest and support to the project in the long-term. Ogoniland's environmental disaster is not only a technical problem but will require a collaborative approach between stakeholders involved in the long term. In addition, the Ogoniland clean-up was to be the largest historical environmental remediation project ever undertaken. Communication liaisons at the global level were also a great opportunity to project the positive outcomes of environmental remediation and oil decontamination. UNEP and HYPREP joint work was of significant interest internationally for guidelines and good practices in large-scale environmental recovery from oil contamination in fragile settings and tropical areas. With oil contamination having spread in other regions of the Niger Delta, this could enable replications of the Project's approach. Communication materials for outreach with the international community were to be developed, liaising with HYPREP's own strategy for national and local communication.

111. **Output 5**: *'The longer-term and strategic importance of livelihoods and ecosystem restoration are reflected in HYPREP's planning'.*

112. This additional output envisaged that HYPREP GC and/or the Ministry of Environment of the Federal Government of Nigeria would create, deliver, and endorse a Conservation plan for mangrove ecosystems in Ogoniland. HYPREP and other stakeholders would identify follow-up actions for upskilling Ogoni youth and women.

113. **Output 6**: *'UNOPS provides on-the-ground support to HYPREP'.*

114. UNEP and UNOPS were to convene transition and planning meetings. Moreover, project agreements between UNOPS and the Federal Government of Nigeria for support to HYPREP were to be initiated. UNOPS was to undertake the necessary steps to initiate its own support project for HYPREP, which UNEP supported.

3.4.1 Theory of Change

115. **Annex 9** presents the UNEP/HYPREP project's Theory of Change (TOC) after three project revisions. Results statements were reformulated at evaluation and are presented in **Table 7** below. **Figure 5** presents the reconstructed ToC at evaluation.

116. An analysis of the achievement of the results' targets can be found in the text below under the Effectiveness section.

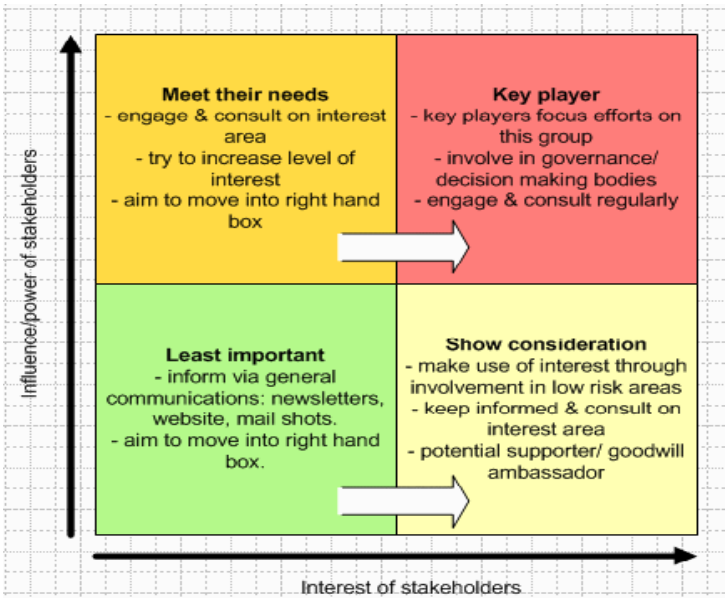
3.5 Stakeholders

117. This section provides an analysis of the levels of influence and interest each stakeholder group had over the project outcomes and gives information on their participation in project design, roles and responsibilities in project implementation, and changes in their behaviour expected through the project implementation.

118. There were four types of stakeholders identified, as shown in **Figure 4** below:

- Type A: High power / high interest = Key player
- Type B: High power/ low interest over the project =Meet their needs
- Type C: Low power/ high interest over the project= Show consideration
- Type D: Low power /low interest over the project= Least important

Figure 4 Types of stakeholders according to UNEP terminology



119. Various organizations were either involved or affected by the UNEP/HYPREP project. The ones that were more closely involved in implementing the project or its

components are identified as "Main partners", and typically have both high power and high interest in the project. The organizations identified below simply as "partners" are organizations that may not be directly managing the project (low power) but whose collaboration was required for specific activities and for whom the project presents a strategic interest. Other organizations were affected by or participated in the project but do not have important stakes with it.

120. Types of stakeholders, their roles, level of power, and level of interest in the UNEP/ HYPREP project can be seen in **Table 5.**

Table 5 - Stakeholders analysis for the UNEP/HYPREP project

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
United Nations Environment Programme (UNEP) Project Coordination Team (PCT)	International organization / Implementation Agency	UNEP Project Coordination Team (PCT), which included the Project Coordinator (PC) and the team of multiple environmental consultants who worked to implement the project outputs and activities for the multilateral implementing entity of the HYPREP project. The UNEP Task Manager (from the multilateral Implementing entity was overseeing the project implementation.	**High**	**High**	**Type A**	Satisfactory project implementation throughout.
Federal Ministry of Environment (FME) of Nigeria	Government Institution / Federal Ministry / Donor	Principal donor of the Project, mandated with the clean-up in Ogoniland and principal potential benefactor from the Project's outcome and outputs.	**High**	**High**	**Type A**	FME was supporting, guarding and guiding the HYPREP project throughout project implementation.
HYPREP Project Coordination Office (PCO)	Government Institution / Beneficiary	The HYPREP Project Coordination Office is the primary beneficiary of the project. Its scope is to operationalize cleaning-up activities in Ogoniland.	**High**	**High**	**Type A**	HYPREP PCO is the actual implementer of all the HYPREP activities and projects.

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
HYPREP Governing Council (GC)	Institution / Governing Body	The HYPREP Governing Council is the HYPREP governing body. It is composed of 12 high-level representatives of the various stakeholders involved in the Ogoniland clean-up process.	**High**	**High**	**Type A**	HYPREP GC is the governing body of the HYPREP project, and it is making all the important project decisions.
HYPREP Board of Trustees (BoT)	Institution / Fiduciary Body	The HYPREP Board of Trustees is the fiduciary body that manages HYPREP trust fund, amounting to 1 billion dollars, allocated for the first 5 years of clean-up activities. The HYPREP BoT monitors the Project Coordination Office.	**High**	**High**	**Type A**	HYPRE BoT is the governing body of the HYPREP project, and it is making all the important financial decisions.
Shell Petroleum Development Company (SPDC)	Private Sector	Oil industry operator SPDC has been a key actor in Ogoniland, as one of the major polluters. With oil activities starting in the 1950's and ending in 1993, the oil company does not currently have production interest in Ogoniland. However, the oil facilities themselves were never properly decommissioned, and infrastructures have gradually deteriorated, through exposure to natural processes and also as a result of criminal damage, causing further pollution and exacerbating the environmental damage.	**High**	**High**	**Type A**	SPDC was supposed to properly decommission the oil facilities in Ogoniland.

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
Central Representative Advisory Committee (CRAC)	Government Agency	The committee is expected to serve as an all-inclusive and multi-faceted approach to the Ogoniland cleanup, with a clear mandate to act as a bridge between stakeholders, communities, groups and the HYPREP on all issues relating to a successful project execution.	**High**	**High**	**Type A**	CRAC was a bridge between stakeholders, communities, groups and the HYPREP on all issues relating to a successful project implementation.
Nigerian National Petroleum Corporation (NNPC)	Government / PPP	The role of NNPC, particularly the refineries at Eleme in the project was to co-fund the project.	**High**	**High**	**Type A**	NNPC was expected to co-finance the project.
National Oil Spill Detection and Response Agency (NOSDRA)	Government Agency	The role of NOSDRA in the project was to close-out and issue certifications for the remediated sites.	**Low**	**High**	**Type C**	NOSDRA was closing and certifying the remediated sites in Ogoniland.
Nigerian Upstream Petroleum Regulatory Commission (NUPRC)	Government Agency	The NUPRC's role is to ensure compliance with petroleum laws and regulations in Ogoniland.	**Low**	**High**	**Type C**	As HYPREP is not an operator of any oil facility, NUPRC is a partner in progress for HYPREP.
The Rivers State University (RSU)	Academic Institution / University / Project Partner	The Rivers State University (RSU) has provided Post-UNEP Support Project to HYPREP led by Prof BB Fakae and Prof Ibby Kakulu. The UNEP team formed a partnership with the University in 2009 and they worked together as a team on the 2011 report. The professors have in-depth technical and political knowledge on Ogoniland and are both seniors in the local society.	**Low**	**High**	**Type C**	The RSU supported the project in the livelihood, land issues and mangroves restorations components.

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
Social Democracy Network (SDN)	CSO	Stakeholder Democracy Network (SDN) was established as a non-governmental not-for-profit organization in 2004 to support communities in the Niger Delta. The role of SDN in the project was to guide and inform the other civil society organization on the HYPREP project activities.	~~Low~~	High	Type C	SDN informed the citizens and other civil society organization on the HYPREP project activities.
Women, girls and gender Federation of Ogoni Women's Organization (FOWA) Ogoni Youth Federation (OYF)	CSOs, Local representatives and Leaders	The organizations were identified as key stakeholders as women's greater exposure to oil contamination and their role in health caregiving and ecosystem management. The project's overall impact was to help reduce women's exposure thanks to livelihood restoration and the reduction of health impacts due to oil pollution. The lower incidence of insecurity in Ogoniland will also help reduce violence targeted towards women. Women and girls were engaged in the project, in line with the UNEP Gender strategy. The project has provided 1200 women in the community with training in new livelihoods. These include farming, agro processing, aqua culture and fish processing.	Low	High	Type C	Women and girls were engaged in the project, in line with the UNEP Gender strategy, particularly in the training and improvement of livelihoods. Women are especially involved in growing nurseries with mangroves seedlings for mangroves restorations. Youth received training for clean-up from the International Maritime Organization (IMO), and they are actively involved in on-shore clean-up activities, land remediation and mangroves restorations.

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
		The role of women, girls and youth in the project was to insist on receiving the trainings of the livelihood components and inform themselves and fight for their rights to better life and cleaner environment in Ogoniland.				
Under-represented /marginalized groups, including those living with disabilities	Local communities	The role of underrepresented / marginalized groups, including those living with disabilities in the project was to inform themselves and fight for their rights to better life and cleaner environment in Ogoniland.	**Low**	**High**	**Type C**	The underrepresented / marginalized groups, including those living with disabilities in the project were exercising their rights to better life and cleaner environment in Ogoniland.
Ogoniland communities: Civil society actors, local representatives and leaders	CSOs, Local representatives and Leaders	Participated in the design of the public health assessment and consulted for the assessment of local health systems. These groups were engaged in multi-stakeholders consultations between HYPREP, Government stakeholders and international organizations. With HYPREP Project Coordination Office staff mostly composed of Ogoni people, the local communities were indirectly involved in the technical work. The project has enabled Ogoni people and civil society actors to be involved in the clean-up process of their	**Low**	**High**	**Type C**	Ogoniland communities: Civil society actors, local representatives and leadersr were involved in the clean-up process of their territory. By strengthening technical capabilities within HYPREP, Ogoni people were empowered to undertake environmental decontamination.

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
		territory. By strengthening technical capabilities within HYPREP, Ogoni people were empowered to undertake environmental decontamination.				
International organizations in the region and globally	International Organizations	Key donors in the region that supported the Ogoniland decontamination process. With the high mediatization of environmental damage in Ogoniland, several international organizations showed interest in the clean-up process. Donors could invest additional funding through relevant success stories in the area for livelihood support, which would enable the community to recover faster.	**Low**	**High**	**Type C**	To date, only the Australian Government has provided scholarship for Ogoni students. The donor community is yet to be engaged by HYPREP, especially in the livelihoods and training components, but also in potable water, power, health and mangroves restoration.
Neighbouring communities	Local communities	Several communities in Niger Delta that suffer from the same issue were watching the progress of the project implementation to learn from it so that it can be duplicated in their areas. UNEP has already received requests from neighbouring communities to assist with environmental assessment and clean-up and has invited them to visit Ogoniland and learn from the practices.	**Low**	**High**	**Type C**	Neighbouring communities played a marginal role in the Ogoniland clean-up. They were continuously pinpointing the necessities to clean-up their territory as well.
General public	Nigerian and other citizens	The public has a large role in influencing government decision-	**Low**	**High**	**Type C**	The public played a major role in influencing

Organization	Type	Role in the project	Level of power	Level of interest	Type of Stakeholder	Changes in behavior expected through implementation of the project
		making on the importance of the decontamination process in Ogoniland and of environmental protection from oil pollution in general. The general public is important for shaping public awareness and ultimately pressuring Nigerian public institutions towards greater commitment and ownership in the Ogoniland decontamination process. Nigeria has become more aware regarding the needs for a stronger and adequate regulatory framework and mechanisms to prevent and respond to oil pollution.				government decision-making on the importance of the decontamination process in Ogoniland and of environmental protection from oil pollution in general.

3.6 Project financing

121. As detailed in **Annex 1,** the Project was financed by the Federal Government of Nigeria through an initial grant agreement of USD 2,135,700. However, after five project revisions the UNEP/HYPREP project budget was increased to USD 5,805,332. The budget breakdown is displayed in **Table 6.**

122. The detailed project budget and the financial information, arrangement and development of UNEP/HYPREP Project Budget are analysed in detail in the Financial Management section of this terminal evaluation report.

Table 6 - Breakdown of the project budget at design by funding type and source for the UNEP/ HYPREP project[13]

[13] HYPREP Original Project Document, 15.11.2018, and the evaluator's calculation based on the final project budget of USD 5,805,332.

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Total (USD)
CASH	Environment Fund activity budget		
	Regular Budget activity budget		
	TOTAL EF/RB BUDGET		
	Extrabudgetary Funding (posts + non-post+PMC)	Secured (Sponsor 1)	5,050,639
		Secured (Sponsor 2)	-
		PSC_ Sponsor 1(13%)	754,693
		PSC_ Sponsor 2 (7%)	-
		Unsecured XB funding	-
	TOTAL XB BUDGET		**5,805,332**
IN-KIND	Environment Fund post costs		
	Regular Budget post costs		
	Other (include name of donor)		
	TOTAL IN-KIND BUDGET		

4 Theory of Change (TOC)

123. A Theory of Change (TOC) is a particularly important framework for assessing project performance and results achievements of the terminal evaluation. While it needs to maintain the elements of the original targets and intended results of the project (as the project was designed), it also needs to allow the audience to understand the flow from outputs through to project outcomes and intermediate states, to the long-term impact to which the Project aimed to contribute. This chapter contains the reconstructed Theory of Change (TOC) that the evaluation team has prepared for the terminal evaluation of the UNEP/HYPREP project based on the original and revised project documents and the project logical framework.

124. The Original TOC is presented in **Annex 9.** A preliminary analysis informed the reconstructed TOC of the project design, the documents for project revision, and initial interviews. The reconstructed TOC during the evaluation is presented in **Figure 5.**

125. The TOC reconstruction at evaluation was done during the inception phase. The reconstructed TOC was a product of a consultative process between the evaluator, project manager, and evaluation officer. Results statements were reformulated at evaluation, where necessary, to comply with UNEP's current results definitions (see **Table 7**).

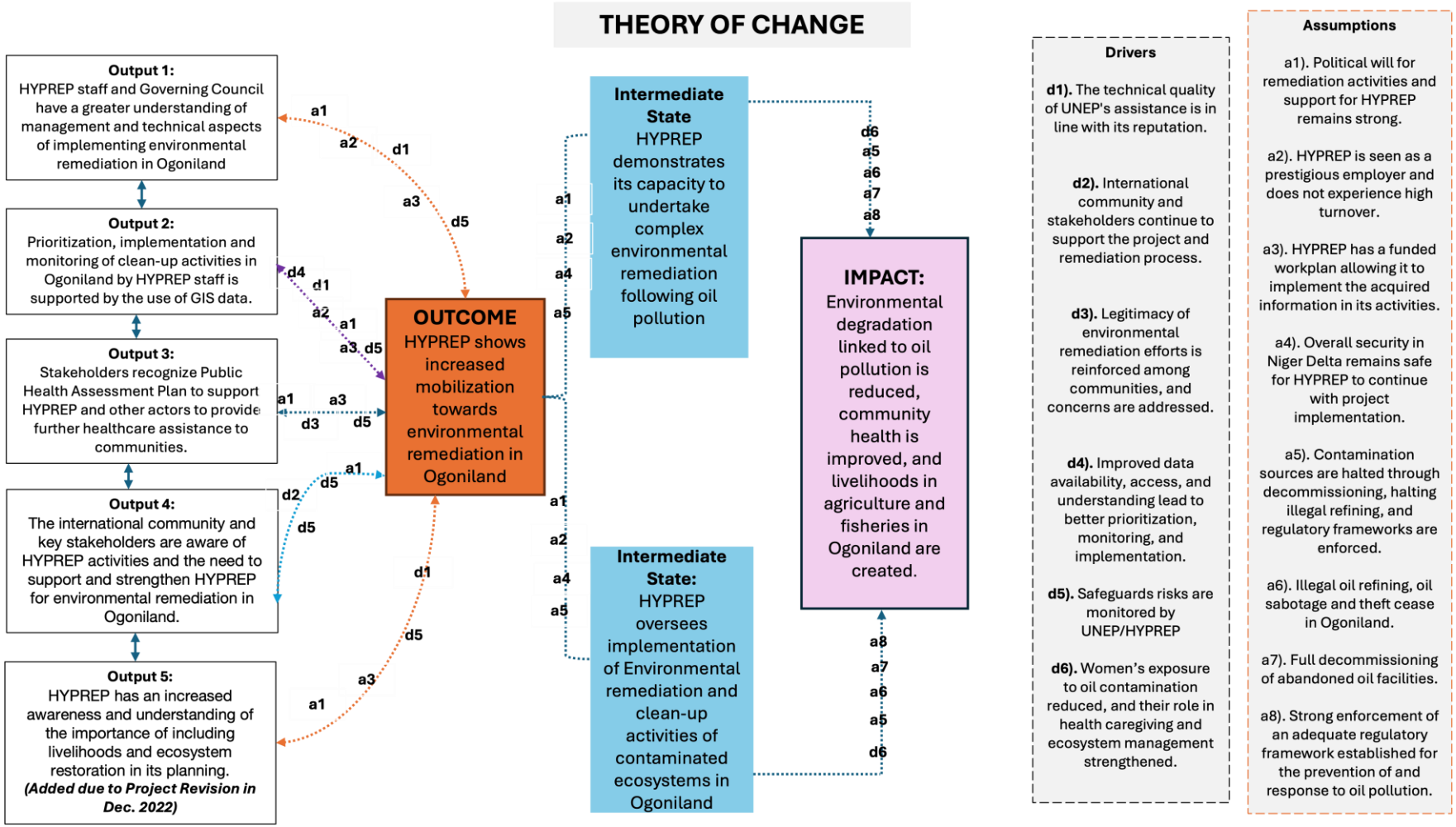
Table 7 - Justification for Reformulation of Results Statements in the Revised Project Logical Framework and Theory of Change

Formulation in original project document (2018) or revision 3 (2021)	Formulation for Reconstructed ToC at Evaluation Inception	Justification for Reformulation
IMPACT		
Health of local communities is improved by reducing the hydrocarbon induced health impacts	Environmental degradation linked to oil pollution is reduced, community health is improved, and livelihoods in agriculture	Combined the original impact statements and Intermediate State 3 on reducing environmental degradation

Formulation in original project document (2018) or revision 3 (2021)	Formulation for Reconstructed ToC at Evaluation Inception	Justification for Reformulation
Local livelihoods dependent on natural resources start to recover Reduced poverty and improvement of employment opportunities	and fisheries in Ogoniland are created.	(below), into1 statement that captures the project's long-lasting intended, positive changes (in line with UNEP's glossary of results definitions).
INTERMEDIATE STATES		
1. HYPREP is able to undertake complex environmental remediation following oil pollution	HYPREP demonstrates its capacity to supervise the undertaking of complex environmental remediation following oil pollution	Added "demonstrates its capacity" to strengthen the statement's focus on the visible change "required to contribute towards the achievement of the intended impact of a project" (in line with UNEP's glossary of results definitions).
2. Environmental remediation and clean-up activities of contaminated ecosystems are implemented in Ogoniland	HYPREP oversees implementation of environmental remediation and clean-up activities of contaminated ecosystems in Ogoniland	Clarified that HYPREP is to implement the remediation work to strengthen the statement's focus on the visible change "required to contribute towards the achievement of the intended impact of a project" (in line with UNEP's glossary of results definitions).
3. Reduced environmental degradation linked to oil pollution in Ogoniland	Removed and incorporated in the Impact Statement	Removed and incorporated in the Impact Statement because this is part of the project's long-lasting, intended positive changes (in line with UNEP's glossary of results definitions).
PROJECT OUTCOME(S)		
Outcome: Hydrocarbon Pollution Remediation Project (HYPREP) shows increased mobilization towards environmental remediation in Ogoniland.	No changes made	
OUTPUTS		
Output 1: HYPREP staff and Governing Council have an understanding of management and technical aspects of implementing environmental remediation in Ogoniland	HYPREP staff and Governing Council have a **greater** understanding of management and technical aspects of implementing environmental remediation in Ogoniland	The word "greater" was added to illustrate individuals' "gains in knowledge, abilities, and awareness," which is in line with UNEP's definition of Outputs.
Output 2: Prioritization, implementation and monitoring of clean-up activities in Ogoniland by HYPREP staff is supported by the use of GIS data.	No changes made	

Formulation in original project document (2018) or revision 3 (2021)	Formulation for Reconstructed ToC at Evaluation Inception	Justification for Reformulation
Output 3: Public Health Assessment Plan recognized by stakeholders to support HYPREP and other actors to provide further healthcare assistance to communities.	Stakeholders recognize Public Health Assessment Plan to support HYPREP and other actors to provide further healthcare assistance to communities.	Rephrased to view the Output from the perspective of the intended beneficiaries, in line with UNEP's definition of Outputs.
Output 4: International community and key stakeholders are aware of HYPREP activities and the need to support and strengthen HYPREP for environmental remediation in Ogoniland.	No changes made	
Output 5: The longer-term and strategic importance of livelihoods and ecosystem restoration are reflected in HYPREP's planning. **(**Added due to Project Revision in Dec. 2022)	HYPREP has an increased awareness and understanding of the importance of including livelihoods and ecosystem restoration in its planning.	Changed the language to adequately reflect an Output, in line with UNEP's glossary of results. Outputs are the availability of new products and services, and Outcomes are "change(s) at institutional level, or changes in behaviors, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries". However, the Output's indicators (listed below) do not support a change in HYPREP's planning to reflect the long-term and strategic importance of livelihoods and ecosystem restoration. Therefore, the statement has been rephrased to reflect an Output level result that could be supported by the Output indicators. The output indicators were (1) the creation of a conservation plan for mangrove ecosystems in Ogoniland and (2) the number of follow-up actions identified by HYPREP and others for upskilling Ogoni youth and women.
Output 6: UNOPS provides on-the-ground support to HYPREP		Output 6 was not included in the reconstructed TOC at evaluation as UNOPS stated that it would not be involved in the project implementation.

Figure 5 - Reconstructed Theory of Change for the Terminal Evaluation of the UNEP/HYPREP Project



4.1 Causal pathways underlying the reconstructed Theory of Change

126. The UNEP/HYPREP project's intended impact was the 'Environmental degradation linked to oil pollution is reduced, community health is improved, and livelihoods in agriculture and fisheries in in Ogoniland are created'. The project's causal pathway to achieve the desired impact started with UNEP delivering the planned outputs and HYPREP receiving and benefitting from those outputs.

127. Under Output 1, this included UNEP conducting an institutional capacity needs assessment of HYPREP to manage a major project for contaminated site assessment, conducting capacity training workshops for 150 HYPREP staff, preparing scoping reports for contaminated site assessment for 100 sites, and organizing an international learning visit for the HYPREP Governing Council to familiarize them with major contaminated site remediation projects. These activities were expected to lead to the delivery of Output 1, HYPREP staff and the Governing Council having a greater understanding of management and technical aspects of implementing environmental remediation in Ogoniland.

128. Under Output 2, the project undertook an institutional review of the equipment necessary for establishing a GIS database, established the GIS platform for existing and new data on clean-up activities in Ogoniland, and trained 100 HYPREP staff on the use of the GIS platform, including the training of GIS expert and database manager. These activities were expected to support the delivery of prioritization, implementation, and monitoring of clean-up activities in Ogoniland by HYPREP staff, which the use of GIS data would support.

129. Output 3 included reviewing local health services, identifying organizations for healthcare assistance, planning a public health assessment, and upgrading public health facilities in Ogoniland. A virtual workshop was conducted to agree on strategic steps, involving consultations led by WHO-IARC and HYPREP's Public Health Team. These consultations were to contribute to developing a public health assessment plan that project stakeholders recognize to support HYPREP provide further healthcare assistance to communities.

130. In Output 4, the project was to create a dedicated website or social media presence and develop communication materials to document and showcase HYPREP's environmental remediation efforts in Ogoniland. Additionally, 60% of HYPREP staff were to receive training in creating audiovisual communication content and conducting media outreach tailored to three specific stakeholder groups. This would lead to the delivery of the international community and key stakeholders being aware of HYPREP activities and the need to support and strengthen HYPREP for environmental remediation in Ogoniland.

131. Under Output 5, the project intended to convene an international expert meeting on Mangrove Restoration (to gather lessons for the Ogoniland Clean-up), conduct training on restoration approaches for mangroves, conduct a Future Employment and Up-skilling Needs Assessment Survey of Ogoni Youth and Women, provide support to HYPREP in conducting its own training needs assessment, and facilitate the development of the Ogoniland and the Niger Delta: Mangrove Restoration and Conservation Strategy and the Mangroves in the Niger Delta: Restoration Manual. This was expected to lead to the delivery of HYPREP having an increased awareness and understanding of the importance of including livelihoods and ecosystem restoration in its planning.

132. The successful delivery of these Outputs was expected to lead to HYPREP showing increased mobilization towards environmental remediation in Ogoniland (Outcome 1). To move from the Outputs and to the Outcomes, certain drivers and assumptions needed to hold.

133. The factors, identified as **Drivers**[14], needed for the project to improve the likelihood of achieving the intended Outcome were:

- The technical quality of UNEP assistance with environmental remediation is in line with its reputation. (Output 1, 2 and 5);
- The international community and stakeholders continue to support and be engaged in the project and remediation process. (Output 4);
- Legitimacy of environmental remediation efforts is reinforced among communities, and concerns are addressed. (Output 3);
- Improved data availability, access, and understanding (including spatial data) lead to more efficient and timelier prioritization, monitoring, implementation, and decision-making. (Output 2);
- Safeguards risks are monitored by UNEP/HYPREP; and
- Women's exposure to oil contamination reduced, and their role in health caregiving anf ecosystem management strengthened.

134. The following **assumptions**[15] were to hold to create an enabling environment for achieving the planned Outcomes:

1. Political will for remediation activities and support for HYPREP remains strong. (all Outputs);
2. HYPREP is seen as a prestigious employer and does not experience high turnover. (Outputs 1 and 2); and
3. HYPREP has a funded work plan that would allow it to implement the acquired information in its planning and activities. (Outputs 1, 2, 3 and 5)

135. The achievement of the project Outcome was to lead to HYPREP demonstrating its capacity to undertake complex environmental remediation following oil pollution (Intermediate State 1) and HYPREP implementing environmental remediation and clean-up activities of contaminated ecosystems in Ogoniland (Intermediate State 2). However, certain assumptions were to hold to move from the Outcome to these Intermediate States. These **assumptions** included:

[14] Driver refers to a significant external factor that, if present, is expected to contribute to the realization of the intended results of a project. Drivers can be influenced by the project and its partners

[15] Assumption refers to a significant external factor or condition that needs to be present for the realization of the intended results but is beyond the influence of the project and its partners. Assumptions are often positively formulated risks

1. Political will for remediation activities and support for HYPREP remain strong;

2. HYPREP is seen as a prestigious employer and does not experience high turnover;

3. The overall security environment in Niger Delta remains safe for HYPREP to continue with project implementation; and

4. Contamination sources are halted - through decommissioning, halting illegal refining or bunkering activities, regulatory frameworks are enforced.

136. Achievement of the above mentioned Intermediates States was to lead to the desired impact, including the reduction of environmental degradation related to oil contamination, improved water quality and community health, and restoration of local livelihoods dependent on natural resources. For this to happen, the following **assumptions** needed to hold.

1. Illegal oil refining, oil sabotage and theft cease in Ogoniland;

2. Full decommissioning of abandoned oil facilities carried out to reduce the risk of oil spills and fires;

3. Strong enforcement of an adequate regulatory framework established for the prevention of and response to oil pollution; and

4. Contamination sources are halted - through decommissioning, halting illegal refining or bunkering activities, regulatory frameworks are enforced.

137. Specifically, the project aimed to demonstrate a proof of concept. It intended to demonstrate a practical approach to how complex contamination caused by oil exploration and its associated environmental pollution could be addressed and replicated in affected countries' contexts.

5 Evaluation Findings

5.1 Strategic relevance

138. The assessment of project relevance takes into consideration the project's contribution to the achievement of national objectives regarding strengthening the hydrocarbon pollution remediation in Ogoniland, Rivers State, and the whole Niger Delta region. Furthermore, consideration should be taken of the strategic priorities of the Nigerian Government's policies for the clean-up of oil contamination and the project's relevance to UNEP's mandate.

139. This has been assessed through the evaluation of documentation and interviews with the project stakeholders.

5.1.1 Alignment to UNEP's MTS, POW and strategic priorities

140. The project is fully in line with UNEP's mandate and core competencies and can benefit from UNEP's comparative advantage as the main environmental issues implementing agency in the UN System, as well as with UNEP's work in Nigeria.

141. At the time of project design, UNEP/HYPREP Project contributed to key commitments outlined in UNEP's 2018-2021 and 2022-2025 Medium-Term Strategy (MTS) as a component of a long-term 2030 vision that is aligned with the SDGs.

142. Based on the scope of the project and expertise required within UNEP to implement this project, the project contributed mainly to Subprogramme 2 (Resilience to Disasters and Conflicts) of the MTS 2018-2021, Expected Accomplishments (EA): c) Crisis-affected countries adopt key environmental and natural resource governance policies and sustainable practices as a contribution to recovery and development.

143. In the frames of the PoW 2020-2021, UNEP/HYPREP has contributed to Subprogramme 2 EA: a) Countries and international partners integrate environmental measures for risk reduction in key policies and frameworks.

144. The project contributed to the following Programme of Work (PoW) accomplishments from 2022-2025. The Direct Outcome's contributions from the 2022-2023 PoW, and UNEP's Subprogramme on Chemicals and Pollution Action were:

- 3.2: Land-based sources of pollution in fresh water and oceans, including marine litter and nutrients, are reduced.
- 3.10: Collective action of United Nations system entities addresses sound management of chemicals and waste.
- 3.13: Sound science, data and statistics, analysis, information and knowledge are generated and shared.

145. The UNEP/HYPREP project mainly contributed to expected accomplishments under UNEP's Disasters and Conflicts Sub-programme[16] by integrating climate risks in peacebuilding efforts, and to an important extent. Furthermore, it has significantly contributed to the Sub-programme on Chemicals and Pollution Action.

146. The project's contributions under Climate Action and Chemicals and Pollution Action thematic sub-programmes are the number of national (Federal level – Federal Republic of Nigeria), subnational (State Level – Rivers State), and private-sector actors that adopt chemicals and pollution actions, climate change mitigation and/or adaptation, and disaster risk reduction strategies and policies with UNEP support.

Overall, the Project is highly relevant to UNEP's mandate, MTS 2018-2021and 2022-2025, PoW 2018-2019, 2020-2021 and 2022-2023, and strategic priorities, and its relevance to them is rated as **HIGHLY SATISFACTORY (HS).**

5.1.2 Alignment to Donor / Partner strategic priorities

147. The project is fully in line with the priorities of the Government of the Federal Republic of Nigeria, more specifically, the Federal Ministry of Environment, and therewith with the HYPREP Project Coordination Office to strengthen hydrocarbon pollution remediation and initiate clean-up from oil contamination in Ogoniland.

148. Strategically, the Nigerian Federal Government focuses on:

- Remediation of polluted sites that must be done hydrocarbon remediation using the Polluter Pays principle;
- Restoration of depleted resources;
- Water security as a base for livelihood and health; and
- Power projects and renewable energy projects to enable energy security and combat climate change.

149. The clean-up of Ogoniland has been a priority in the Nigerian Federal Government's Agenda for a few decades. The original request for the involvement of UNEP came directly from the President of Nigeria, Olusegun Obasanjo, in 2006. The report of the assessment was presented to President Dr. Goodluck Jonathan in 2011, and the implementation of UNEP's report was included as one of the key issues of its new administration initiated in their 100-day plan.

150. To date, the implementation of the project is followed at the highest level in the Government of Nigeria. The Government has followed UNEP's recommendations to establish an entirely new entity under the Federal Ministry of Environment, the Hydrocarbon Pollution Remediation Project. The issue thus becomes a top priority for the Government in Abuja as well as for the Rivers State.

[16] In the 2022-2025 UNEP Medium-term Strategy, the Resilience to Disasters and Conflicts sub-programme (SP2) has been replaced by the Digital Transformation enabling sub-programme

151. Ogoniland is one of the areas in the Niger Delta which has been impacted by oil pollution, which has led to loss of livelihood and community resistance. The same issue exists in other parts of Niger Delta as well. The assessment and clean-up of Ogoniland is closely watched by the neighbouring states. The successful implementation of the project in Ogoniland is expected to lead to replication of the same approach in other states, bringing both peace and prosperity to the whole Niger Delta region.

152. Ogoniland is part of the Niger Delta, which is one of the largest river Delta in the world. Prior to oil environmental contamination, the wetland was highly productive, and once the pollution ceases, it can still get back to a productive ecosystem. UNEP has already recommended that the wetlands around Ogoniland should be restored so that it could apply for a Ramsar status as one of the wetlands of international importance. UNDP Nigeria also has been undertaking a Niger Delta Biodiversity project in the region as the area is also of importance to biodiversity.

153. The pollution in Ogoniland is a longstanding issue. While there has been no large-scale compensation to the community in terms of the environmental damages suffered, one community, Bodo, has successfully obtained compensation from Shell for the damages suffered. The Niger Delta Development Commission (NDDC) is also active in the region (including Ogoniland), bringing a range of livelihood support activities.

Overall, the UNEP/HYPREP project is highly relevant to the national development priorities to strengthen the hydrocarbon pollution remediation and initiate clean-up from oil contamination, climate change, energy and water security, and environmental remediation priorities and strategies of the Nigerian Government, and it is rated as **HIGHLY SATISFACTORY (HS).**

5.1.3 Relevance to global, regional, sub-regional, and national environmental priorities

154. The UNEP/HYPREP project has helped Nigeria to reduce conflict risks from the shocks and stresses associated with oil contamination of Ogoniland by conducting targeted activities at the national and local levels, or more precisely, combining the security lens using stabilization strategies and post-conflict assessments with the climate lens on CCA to build National Adaptations Plans (NAPs) and Vulnerability Impact Assessments (VIA) as depicted in Figure 6.

155. The project responded to UNEA Resolution 2/5: “Delivering on the 2030 Agenda for Sustainable Development” by enhancing the coordinated and integrated delivery of the 2030 Agenda through fostering multi-stakeholder partnerships and cooperation, engaging with regional coordination mechanisms, building institutional and human capacity, and engaging with the private sector.

156. The project’s replication mechanisms in the future intend to support South-South cooperation as mandated under the Bali Strategic Framework for Technology-support and Capacity Building through establishing the Centre of Excellence for Environmental Restoration (CEER) by replicating and training the countries in need of international best practices for hydrocarbon pollution remediation technologies used for clean-up of oil contamination in Ogoniland.

157. In addition, this project supported the achievement of the 2030 Agenda for Sustainable Development. The project’s broad interdisciplinary approach to

environmental remediation enabled the project to target the achievement of a number of the Sustainable Development Goals (SDGs) based on specific local contexts and priorities including:

- SDG 6: Ensure availability and sustainable management of water and sanitation for all:
  - Target 6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
    - Indicator 6.3.2: Proportion of bodies of water with good ambient water quality
  - Target 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity; and
  - Target 6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.
  - Target 6.6: By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
- Indicator 6.6.1: Change in the extent of water-related ecosystems over time
- SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
  - Target 15.1: By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world
- Indicator 15.3.1: Proportion of land that is degraded over total land area
- SDG 3: Ensure healthy lives and promote well-being for all at all ages
  - Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.
- Indicator 3.9.1: Mortality rate attributed to household and ambient air pollution
- Indicator 3.9.2: Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for all (WASH) services)
    - Indicator 3.9.3: Mortality rate attributed to unintentional poisoning

158. Moreover, to the SDGs considered in the project design, the UNEP/HYPREP project, through its complexity, comprehensive and interdisciplinary approach to human security (in addition to the environmental remediation aspect), provides a broad scope to address a range of cross-cutting threats ranging from food, water and livelihood security to disaster preparedness and promoting peacebuilding efforts:

- SDG Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture:
  - By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
- SDG Goal 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; and
  - 13.2 Integrate climate change measures into national policies, strategies and planning.
- SDG Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels:
  - 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- SDG Goal 17 on building partnerships for the goals.

Overall, the UNEP/HYPREP Project is highly relevant to global, regional and sub-regional environmental priorities, the achievement of the 2030 Agenda for Sustainable Development by contributing to most of the 17 Sustainable Development Goals with its complexity of environmental remediation and oil contamination clean-up, and parallel restoration of livelihoods, health, water and sanitation, food and energy security, and it is rated as **HIGHLY SATISFACTORY (HS).**

5.1.4 Complementarity with relevant existing interventions/Coherence

159. UNEP has acquired considerable experience working with environmental degradation caused by oil industry in fragile and vulnerable countries. From the historical perspective, from 2003-2007, UNEP's Disaster and Conflict Branch (DCB), provided technical backstopping to the UN Compensation Commission regarding the massive environmental damages caused in the oil sector in Kuwait following the Second Gulf War. Since then, UNEP has been called upon in a number of countries, including Nigeria, Liberia, Sudan and Crimea, to assist national governments in dealing with environmental degradation resulting from oil industry activities. The branch has senior-level staff members with first-hand experience in the oil industry. In addition, it has established a network of experts with experience working with the oil industry over the years.

160. In the past, UNEP has established a partnership with the Oil for Development Programme (OfD), a Norway programme which cooperates in thirteen countries. Through this partnership, UNEP enhanced national capacities for improved environmental management in the oil and gas sectors in the thirteen countries supported by Norway. The Partnership undertook Capacity Needs Assessments in the countries and developed a series of capacity-building and training programmes on international environmental management best practices.

161. UNEP was assisting the Iraqi government in responding to environmental challenges caused by the conflict, notably in ISIL-liberated areas. This included reconnaissance work in Al-Qayarrah, an oil field which caused contamination for several months due to continued oil fires and oil spill.

162. Through the Joint OCHA/UNEP Environment Unit (JEU), UNEP has also supported oil spill responses in Bangladesh, Lebanon and Syria, the Republic of Korea, Morocco, Pakistan, Philippines, Ukraine, Kenya and Colombia. Established in 1994, the JEU provides environmental expertise to the UN humanitarian response network and engages in environmental emergency preparedness and response. It mobilizes and coordinates response to environmental impacts of disasters including technological/industrial accidents. Engaging in over 25 different networks and partnerships, the JEU's partners include the Centre of Documentation, Research and Experimentation on Accidental Water Pollution (CEDRE), the International Maritime Organization, the European Maritime Safety Agency, and the Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea (REMPEC). The JEU has developed a number of emergency preparedness and response policies, tools, and guidelines, which are disseminated through the Environmental Emergencies Centre (www.eecentre.org) and have delivered emergency preparedness and response training in ten regions.

163. UNEP was invited by the Government of Nigeria in 2006 to provide assessment of the environmental contamination in Ogoniland. The assessment, one of the most comprehensive assessments undertaken by UNEP in the field, was completed in 2011. This work remains the foundation of UNEP's almost twenty years involvement in Ogoniland. Other experiences from the clean-up of oil contamination after the Gulf War and those in the Kerch Strait are also particularly relevant to the Ogoniland project.

164. As the nexus theme of UNEP/HYPREP is very complex, there are a number of important ongoing global and regional initiatives and actions that are making important headway in the thematic area of environmental remediation and restoration and security of livelihoods between vulnerable populations. This UNEP/HYPREP project was designed in a manner to benefit from the complementary actions like the Climate Security Mechanism (CSM) at the global level. The CSM was stablished in 2018 as a joint initiative between the UN Department of Political and Peacebuilding Affairs (DPPA), the UN Development Programme (UNDP) and the UN Environment Programme (UNEP), then joined by the UN Department of Peace Operations (DPO), the CSM seeks to help the UN system address climate-related security risks more systematically. To this end, the CSM supports field missions, UN Resident Coordinators and regional organizations to conduct climate security risk assessments and develop risk management strategies. The CSM has also established a UN Community of Practice on Climate Security as an informal forum for information exchange and knowledge co-creation. The group – which convenes colleagues from now 30+ UN entities – meets every few weeks and is open to all UN staff interested in this topic.[17]

165. Synergies and coherence can be built in the future between the HYPREP Project and the United Nations Office for West Africa and the Sahel (UNOWAS) UN Regional Working Group on climate change, environment, security, and development in West

[17] https://www.unep.org/topics/fresh-water/disasters-and-climate-change/climate-security-mechanism-csm

Africa.[18] This working group was a result of a partnership with the West and Central Africa Office of the International Organization for Migration (IOM), the Regional Collaboration Centre of the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Environment Programme (UNEP). It is a part of UNOWAS's initiatives following the Security Council's request to undertake risk assessments in the sub region to examine the "adverse implications of climate change" and to assist governments and the UN system to address these challenges. The objective of the UN Regional Working Group is to combine knowledge and expertise of its members to promote an integrated and harmonized approach to climate change-related risks in coordination with the Economic Community of West African States (ECOWAS), linking regional policy development with local and national action.

166. Other coherence initiatives of UNEP/HYPREP were:

- ❖ Attending the UN Country Team Meetings (remotely and in person) to keep the UN Resident Coordinator, and other agencies fully abreast of developments and upcoming events, and potential challenges, within the HYPREP project.

- ❖ UNEP used UNDP's procurement services to procure the project equipment, including the project vehicle.

- ❖ Building upon UNEP's 2011 recommendation for a comprehensive health assessment to be undertaken throughout Ogoniland, UNEP engaged with WHO's International Agency for Research on Cancer (IARC) and assisted them in submitting a costed proposal for undertaking this study. At the time of writing, HYPREP's Governing Council (GC) are still considered IARC's proposal along with others.

- ❖ UNEP has brokered meetings between the Honourable Minister of Environment, HYPREP's Project Coordinator (PC) and senior management from UNOPS, to determine if they can provide technical assistance to the project once UNEP has departed. This culminated in a joint mission to Port Harcourt and Abuja between senior management from UNEP and UNOPS in Q1, 2023.

167. At the general level, UN Member States have signaled a strong commitment to sustainable development with the adoption of the Paris Agreement and the Sustainable Development Goals (SDGs). The UNEP/HYPREP project was part of almost every SDG.

168. The project made strong effort throughout the implementation to align and create synergies with other interventions to increase efficiency, effectiveness and sustainability of results, especially in the collaboration within the trainings of trainers with UNITAR[19], building sustainable lives and livelihoods with people on the frontlines of poverty and degraded environment in Ogoniland.

169. The project document clearly does outline concrete project linkages to similar projects that have already been implemented, and at the moment of project design similar and relevant projects like UNEP/HYPREP worldwide implemented by UNEP was the

[18] https://unowas.unmissions.org/partnership-iom-unfccc-and-unep-unowas-launches-un-regional-working-group-climate-change-environment
[19] https://unitar.org/about/news-stories/news/capacity-building-training-agribusiness-and-entrepreneurship-empowers-400-ogoni-women-nigeria

Project for the clean-up of oil contamination after the Gulf War and those in the Kerch Strait.

The complementarity with other relevant existing interventions is rated as **SATISFACTORY (S)**, as there were no similar initiatives from the complexity of the project, territory and number of people affected by the environmental hydrocarbon pollution and the destroyed livelihoods of the Ogoni people like UNEP/HYPREP project.

The UNEP/HYPREP Project has contributed to building and strengthening capacities and knowledge on hydrocarbon pollution and environmental remediation, clean-up of oil contamination together with completed mangrove ecosystem restoration, accompanied by building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, health, water and sanitation, food and energy security. This is in line with global sustainable development agendas and local and national priorities, as articulated in 1) the SDGs, Paris Agreement, and other MEAS, 2) local and national sustainable strategic development policies and objectives of the Nigerian Federal Government, and 4) UNEP's mandate. Overall Project Relevance is rated as **HIGHLY SATISFACTORY (HS).**

5.2 Quality of Project Design

170. The assessment of project design assesses the project's adequateness to thematically focused development objectives set by the Nigerian Government and UNEP, the attainment of which can be determined by a set of verifiable indicators. The project was prepared in a participatory manner, with the contributions of national stakeholders and target beneficiaries. The design followed the requirement to formulate the project based on a logical framework approach.

171. The Project document was prepared based on the results of various research and studies, and diverse stakeholders were actively involved in the project design. The project was very innovative and there are no other similar initiatives or projects globally that tackle strengthening hydrocarbon pollution remediation and clean-up from oil contamination. At the same time, this project embodied the complex nexus of environmental remediation and restoration of livelihoods, health, water and sanitation, food, and energy security for the Ogoniland population.

172. The UNEP approach to Chemicals and Pollution Action and Climate Change and Adaptation projects focuses not only on technical improvement and implementation of demonstration projects or tools but also on improvement in policy, management, investment strategy, operations, and financing. The overall project design is relevant, with strong participation of various stakeholders in project identification. At project identification and initial project design phase, the risks were assessed as a Technical Assistance (TA)/capacity building project. Potential indirect, negative, unintended effects of HYPREP if the TA is not well functioning were not considered at project design phase. This is the risk that the press picked up on and assert did happen.

173. The LogFrame, with its outcomes and outputs, and target indicators were developed adequately and measured with SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators, and allowed for proper adaptive management and monitoring of project results.

174. An assessment of the project design and associated evaluation was performed with an overall rating of the project design is **4.72,** i.e., **"satisfactory"**[20]. The main strengths and weaknesses of the project design are summarized in **Table 8** below.

175. Overall, the project design is based on a solid and comprehensive presentation of the baseline situation, root causes, and barriers. The problem analysis is substantiated by thorough data analysis on all aspects of HYPREP for initiating clean-up from oil contamination. Furthermore, the gender dimension, women and vulnerable populations were also given solid attention in the original project document and its revisions.

176. More specifically, here are the main elements for the overall rating for the quality of Project Design (ProDoc and Revision 3) as 'Satisfactory':

- The project intervention logic is sound, with a formalized theory of change, including assumptions and drivers in the original project document.

Table 8 - Rating for Quality of Project Design at the terminal evaluation[21]

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	6	0.4	2.4
B	Project Preparation	5	1.2	6
C	Strategic Relevance	6	0.8	4.8
D	Intended Results and Causality	5	1.6	8
E	Logical Framework and Monitoring	5	0.8	4
F	Governance and Supervision Arrangements	5	0.4	2
G	Partnerships	6	0.8	4.8
H	Learning, Communication and Outreach	6	0.4	2.4
I	Financial Planning / Budgeting	6	0.4	2.4
J	Efficiency	5	0.8	4
K	Risk identification and Social Safeguards	5	0.8	4
L	Sustainability / Replication and Catalytic Effects	5	1.2	6
M	Identified Project Design Weaknesses/Gaps	6	0.4	2.4
			TOTAL SCORE:	4.72 *(Sum Totals divided by 10)*

1 (Highly Unsatisfactory)	< 1.83	Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	Satisfactory)	> 5.16

- Another substantial aspect of the project design was to build existing scientific oil pollution remediation methods, technical competence and managerial abilities to implement the clean-up operations to ensure social stability and environmental improvement.
- The logical sequencing of outputs, outcomes and higher-level results was convincingly articulated.
- The project design focused mainly on the purpose of UNEP's involvement by offering HYPREP the technical competencies and management ability to

[20] Satisfactory rating of quality at project design is the rating >4.33 <=5.16 according to UNEP IEO Document: "Quality of Project Design Assessment from 31.08.2022."
[21] Assessing the project document (2018) and including Revision 3 (2021) and the original Theory of Change in the assessment of the "Intended Results and Causality" and "Logical Framework and Monitoring" factors.

implement the clean-up operations in areas contaminated by oil exploration in Ogoniland. This is evident in the outcome with associated sets of outputs.

- The analysis of the project design shows six main weaknesses:
    I. The initial planned project implementation duration of one year for all the planned project activities, outputs, and outcome was not realistic since the project design phase.
    II. The activities that would have contributed to achieving the desired milestones at the output levels should have been mentioned right at or under the various output sections in the project document for easy reference.
    III. The sets of "drivers" mentioned in the project document differ from those mentioned in the TOC.
    IV. The project document (2018) mentioned only three assumptions, whereas the original TOC, which was also created in 2018 but was not included in the project document, mentioned four.
    V. The original Theory of Change contained three impact statements, making choosing the official impact statement confusing. Therefore, efforts were made in the reconstructed TOC at evaluation to combine all three impact statements into a single concise statement.
    VI. Four risks were identified at project design, including a risk on 'Security and non-safety of staff'. Options or activities were not put forward to mitigate the identified risks during the risk analysis stage of the project design. As elaborated in detail in **Annex 7** (Safeguards Assessment of UNEP/HYPREP), at initial project design stage, no environmental safeguard measures under SS 3 (Pollution Prevention and Resource Efficiency) were deemed necessary. However, as implementation began in 2021, the UNEP Project Team developed a comprehensive environmental assessment plan to protect against potential contamination. No risks on potential reputational risk for UNEP were identified. Given the complexity and nature of the project, and mandate of UNEP, this type of risk should have been considered at design. Furthermore, the Environmental Social and Economic (ESE) Review Note included in the approved Project Document identified UNEP/HYPREP as a low-risk project. Given the nature of the project and context of implementation, the ESE screening decision does not seem to have identified the appropriate risk level to the project.

5.2.1 Project Logical Framework (LogFrame)

177. According to the UNEP's project management cycle and principles and quality criteria for programme and project design including equity, participation and empowerment, the LogFrame shows details of the Project's objectives, intervention logic, the objectively verifiable indicators, results achieved, sources of verification and assumptions/risks for each of the project activities, for the project outcomes and overall project impact.

178. Generally, there was a solid consistency between the description of the project and what was included in the project LogFrame at project design which displayed a full understanding between outputs and outcomes. This was demonstrated even more so in the updated and revised project logical framework that resulted from project revision 3 from May 2021.

The project design is rated as **SATISFACTORY (S)** with 4.72 because the overall project design is based on a solid and comprehensive presentation of the baseline situation, root causes and barriers. The problem analysis is substantiated by thorough data analysis on all aspects of UNEP/HYPREP project. The problem analysis is substantiated by thorough data analysis on all aspects of the Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination. Furthermore, the gender dimension, women, and vulnerable populations were also given solid attention in the original project document and its revisions. The Project was identified and prepared through cooperation with diverse stakeholders. The Project Results Framework with its outcomes and outputs, as well as target indicators were developed adequately (with measurable elements of the SMART indicator) and allowed for proper adaptive management and monitoring of project results. There was a Theory of Change (TOC) developed for this project.

5.3 Nature of External Context

179. The project was supposed to end in November 2019[22].The first official project revision from 30 January 2020 extended the project until 30 June 2020 (an extension of 7 months). The initial planned project implementation duration of one year for all the planned project activities, outputs, and outcome was not realistic since the project design phase. During this time, the project experienced the major event of the COVID-19 pandemic, which took place in the middle of the extension. This had major implications on project implementation of having to extend the project for three and a half years.

180. Therefore, the project financing was extended with an additional amount of USD 2,100,000 during the major project revision 3 in May 2021. Hereto, two project outputs[23] were added to the project:

- Output 5: The longer-term and strategic importance of livelihoods and ecosystem restoration are reflected in HYPREP's planning; and

- Output 6: UNOPS provides on-the-ground support to HYPREP.

181. Lastly, project revision 5 from 28 December 2022 extended the project end date to 31 December 2023. The Nigerian Federal Government added an additional USD 1,569,632 for implementation of the additional activities (especially the new Output 5) to the UNEP/HYPREP project, bringing the planned total budget to USD 5,805,332.

[22] Original Project Document for the UNEP/HYPREP Project from 15 November 2018.
[23] Outputs 5 and 6 were added changes were made to the Results Framework during project implementation, including the addition of two new outputs under project Revision 3 in May 2021.

182. Due to the COVID-19 pandemic, unrealistic implementation planning of a complex project since the beginning, and extensive political and environmental pressure, the project was extended by forty-nine months with an official end date of 31 December 2023.

183. Changes in political leadership within the Federal Ministry of Environment and the HYPREP Project Coordinator in Nigeria also had a negative impact on the project.

184. Most notably, HYPREP, and indirectly the UNEP/HYPREP project, in some instances, suffered from negative publicity in the international press.

Nature of External Context is rated as **MODERATELY UNFAVOURABLE (MU)** due to COVID-19 pandemic interruptions that seriously affected project implementation, along with the changes in political leadership within the Federal Ministry of Environment and the HYPREP Project Coordinator in Nigeria, and negative publicity in some instances.

5.4 Effectiveness

185. Project effectiveness assesses to what extent the project outputs have been delivered, outcomes achieved and the likelihood of higher project results being reached.

186. This section focuses on the Project's effectiveness through the full course of project implementation, which means the extent to which the Project has achieved its end results in terms of stated outputs, short- to medium-term outcomes, and the likelihood of continued progress toward longer-term impact, including global environmental benefits and replication effects. Furthermore, this chapter contains the targets, overall results achieved by the end of the Project and global environment objectives contributed to by the UNEP/HYPREP Project. Other elements that contribute to the effectiveness of projects, including the implementation approach and the Project's risk management strategy are included in later sections on Factors Affecting Performance under Environmental, Social and Economic Safeguards.

5.4.1 Availability of Outputs

187. The project managed to deliver all its five outputs with good quality. The foundational knowledge for UNEP/HYPREP, both in capacity within partners and through the publication of various high-quality products and performing of numerous trainings for the HYPREP Coordination Office in Port Harcourt, were very useful for the project implementation country Nigeria. Even broader, the learnings from UNEP/HYPREP project on hydrocarbon pollution and environmental remediation were strengthened, and the clean-up of oil contamination was initiated together with completed mangrove ecosystem restoration, together with building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, health, water and sanitation, food and energy security, can also be replicated for all the countries affected by hydrocarbon pollution and oil spills worldwide.

188. Generally, the UNEP Project has achieved the expected outputs (with the exception of Output 6[24]) and the outcome stated in the original Project Document and Project

[24] Output 6 was first introduced in Project Revision 3 in May 2021. However, it was not part of the assessment for this terminal evaluation, as it was decided to exclude it from the reconstructed Theory of Change prepared for this terminal evaluation. The reason is that UNOPS decided to discontinue its efforts to provide on-ground support to HYPREP.

Revision 3. Details on the achievements of UNEP/HYPREP's Project Outcomes and Outputs can be found in **Annex 12** of this terminal evaluation report.

The main achievements at the output level are discussed in detail below. The Availability of Project Outputs is rated as **HIGHLY SATISFACTORY (HS).**

Output 1: HYPREP staff and Governing Council have a greater understanding of management and technical aspects of implementing environmental remediation in Ogoniland.

189. UNEP/HYPREP project has continued to provide high-level guidance and advisory services to HYPREP staff and has regularly engaged with GC members by training 175 HYPREP staff.

190. The four targets from **Output 1** Indicators were achieved:

- **Output 1 - Indicator 1**: "Number of HYPREP staff able to do one or more of the following related to environmental remediation: conduct contaminated site assessments / risk assessments, write reports for decision-makers or technical experts, manage technical teams, train other experts or team members." The baseline for this indicator was 0, and the original target was 150 trained staff. By project closure, this was overachieved, with UNEP/HYPREP having trained 175 staff. The evaluation team reviewed the lists of all the thematic training sessions (management, technical capacity building training sessions etc.) organized by UNEP/HYPREP and its participants.

- **Output 1- Indicator 2**: "Percentage of HYPREP Governing Council members aware of the current state of hydrocarbon pollution and can access and contextualize information on immediate remediation needs in all clean-up sites (100, including 69 existing contaminated sites and approximately 31 newly contaminated sites)." The baseline for this indicator was 0, and the project end target, which was reached was having 100% of the Governing Council members aware of the current state of hydrocarbon pollution. The HYPREP management has made available the protocols of the Governing Council and Board of Trustees meetings. These protocols confirmed the details regarding the work of the HYPREP governing bodies.

- **Output 1 - Indicator 3**: "Percentage of newly inaugurated Governing Council members aware of the current state of hydrocarbon pollution in Ogoniland and measures required to ensure the success of the environmental remediation of Ogoniland." The baseline for this indicator was 0, and the original target, that was achieved, was having 100% of the Governing Council members aware of the current state of hydrocarbon pollution in Ogoniland by the end of the project. The evaluation team interviewed six Governing Council members, all of them were very involved with actions and very knowledgeable about the HYPREP project.

- **Output 1- Indicator 4**: "Percentage of HYPREP staff receiving one or more training course on a topic relevant to their current role with HYPREP." The baseline was unknown, and the target of 80% was overachieved, reaching 81.5% of HYPREP staff receiving the relevant training for their job position. Lists of training sessions including participants were analysed by the evaluation team, and compared to the present orgnaizational structure of HYPREP.

191. The priority operation to initiate clean-up operations consisted of undertaking scoping assessments in the field. HYPREP initial fieldwork focused on scoping and assessment activities in two separate sets of sites, as seen in **Figure 6**.

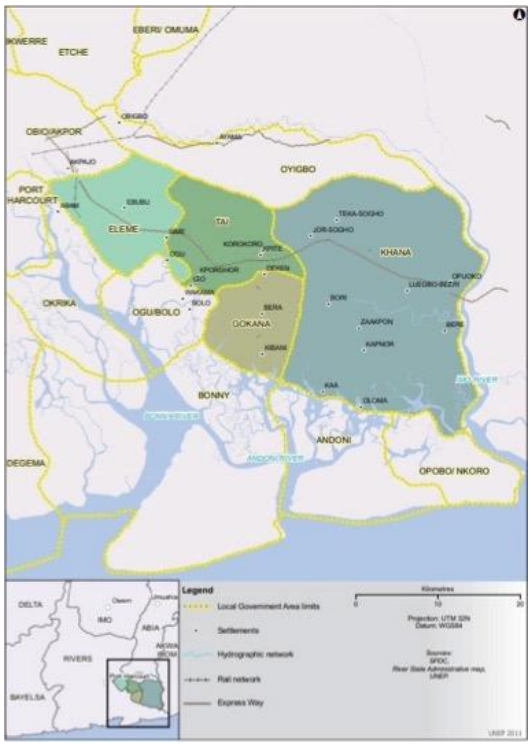
192. Scoping at sites assessed by UNEP in 2009-2010 and classified as needing clean-up operations (69 contaminated sites); and Assessment at locations that have been newly impacted since the complement of UNEP's fieldwork in 2010 or were not covered by the Environment Assessment of Ogoniland.

193. The UNEP/HYPREP Project has created an interactive web application showing the HYPREP remediation sites: https://uneplive.maps.arcgis.com/apps/webappviewer/index.html?id=113ecbcfe76144309907e6f53600668e . Some of the remediated sites listed in **Annex 8** (Remediation Site Visit to 1 Simple Size Site-Cluster (5-8 remediation lots per site) - Lots 1-8. UNEP_Investigation_Sites_2011: AJEOKPORI-AKPAJO, CEER and general hospital in Bori etc.) were visited during the evaluation field mission (field mission itinerary in given in **Annex 11)**, and the remediation has been confirmed through direct observation. The sites visited during the evaluation field mission were selected to encompass the following criteria:

- Simple and medium-complex remediated sites by HYPREP identified as the sites with the highest priority by UNEP/HYPREP.
- Equal geographical representation in the four Local Government Areas (LGAs) in Ogonland: Eleme, Gokana, Khana, and Tai.
- Visiting projects from each of the UNEP/HYPREP interventions and HYPREP pillars:
    a. Environmental remediation:
        i. Land Remediation,
        ii. Shoreline Remediation, and
        iii. Mangrove Restoration
    b. Potable water and sustainable energy projects;
    c. Livelihood projects; and
    d. Public health (visits of general and public hospitals);
    e. Centre of Excellence for Environmental Restoration (CEER)

Figure 6 - Map of Ogoniland where HYPREP is implementing clean-up and socio-economic development activities[25]

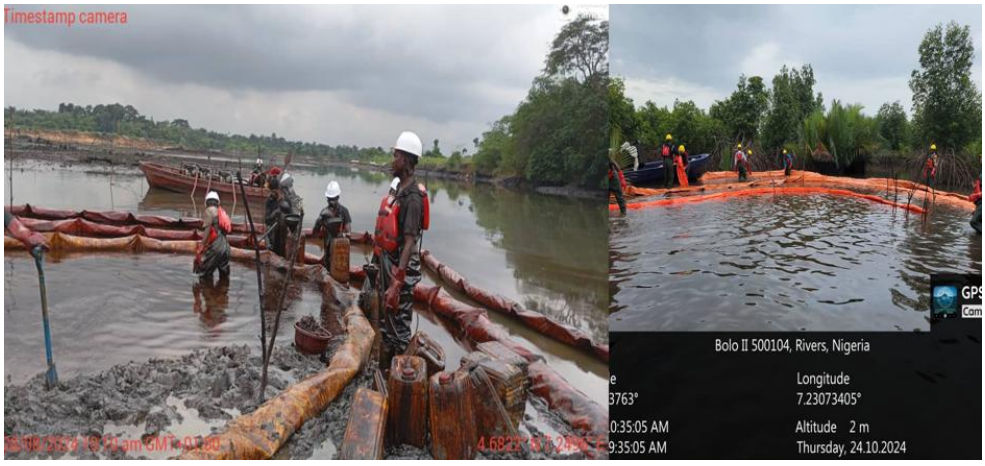
[25] Photo credit@Operational Project Closure Report for UNEP/HYPREP Project: "Strengthening HYPREP for Initiating Clean-Up from Oil Contamination in Ogoniland, UNEP, November 2023



Output 2: Prioritization, implementation and monitoring of clean-up activities in Ogoniland by HYPREP staff is supported by the use of GIS data.

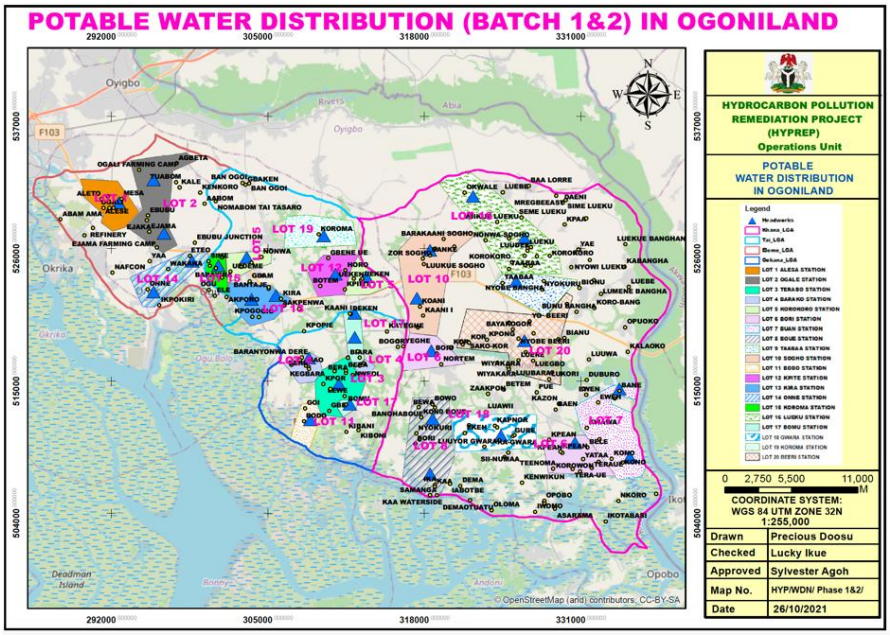
The UNEP/HYPREP Project trained the HYPREP staff to use GIS data for most of their activities, like the Shoreline remediation project – sediment flushing at Bomu site in Ogoniland presented in **Figure 7**. The HYPREP staff were questioned during the key informant interviews on using GIS data in their daily work, and they confirmed it. This was verified by using special GIS programmes when photographing sites that can be seen on all photos. A potable water project map of Ogoniland was provided to the evaluation team by the Head of HYPREP's Potable Water Unit shown in **Figure 8**.

Figure 7 - Shoreline remediation – sediment flushing at Bomu site in Ogoniland[26]



[26] Photo Credit @HYPREP

Figure 8 - GIS mapping of Potable water projects for the Batches 1 and 2 in Ogoniland[27]



194. The five indicators from Output 2 Indicators were achieved:

- **Output 2 - Indicator 1**: "Number of GIS database platforms established and functional for HYPREP staff to collect, analyse and store data for clean-up activities." The baseline for this indicator was 0, and the original target was 1 trained staff. By project closure, this was overachieved, with 3 GIS database platforms established and functional for HYPREP staff to collect, analyse and store data for clean-up activities with the support of UNEP/HYPREP project. The GIS platforms were presented to the evaluation team by the HYPREP Head of GIS.

- **Output 2 - Indicator 2**: "Number of prioritization exercises that have been undertaken using the GIS database established." The baseline for this indicator was 0, and the project end target, which was accomplished, was having one prioritization exercise using the GIS database established. The HYPREP project team presented the evaluation team with how they are using GIS to prioritize remediation sites, like the project site in Ajeokpori-Akpajo.

- **Output 2 - Indicator 3**: "Number of HYPREP staff collecting and analyzing geospatial data for ongoing clean-up prioritization and monitoring." The baseline for this indicator was 0, and the original target, that was achieved, was having 100 HYPREP staff collecting and analysing geospatial data for ongoing clean-up prioritization and monitoring by the end of the project. All HYPREP staff are collecting and analyzing geospatial data for all their project roles as their daily job. They use GIS data for clean-up prioritization and monitoring, as shown in Figure 8 above.

- **Output 2 - Indicator 4**: "Number of HYPREP staff aware of the potential application

[27] Provided to the evaluation team leader by the HYPREP's Head of GIS and Head of Potable Water Project in HYPREP, Port Harcourt

of modern technologies such as drones, Artificial Intelligence (AI) and big-data analyses to HYPREP's work." The baseline indicator was 0, and the target of having 44 HYPREP staff aware of the potential application of modern technologies such as drones, artificial intelligence and big-data analyses to HYPREP's work was overachieved, by building awareness to 66 HYPREP staff. The evaluation team reviewed the lists of the thematic training sessions on big-data analyses, AI and drones organized by UNEP/HYPREP and its participants.

- **Output 2 - Indicator 5**: "Number of HYPREP strategic documents into which GIS/geospatial data and or/ information management is integrated." The baseline was unknown, and the target of at least five was overachieved, reaching by having at least six HYPREP strategic documents into which GIS/geospatial data and or/ information management is integrated. As mentioned before, GIS data was used in most of the HYPRPEP publications of their magazine and Government and Governing Bodies presentations

Output 3: Stakeholders recognize Public Health Assessment Plan to support HYPREP and other actors to provide further healthcare assistance to communities.

195. UNEP/HYPREP has supported the HYPREP provide further healthcare assistance to communities with the following activities:

- Strengthened four healthcare facilities in Ogoniland as seen in **Figure 9**.
- Constructing a 100-bed Specialist Hospital in Kpite Tai LGA,
- Constructing a Cottage hospital Buan Khana LGA.
- Carrying out Drosophila research with the University of Ibadan.

196. Contracting the World Health Organization (WHO)'s International Agency for Research on Cancer (IARC/WHO) to carry out human biomonitoring of Ogoni people. HYPREP has prepared for a comprehensive health study underway. Its Governing Council (GC) has approved the International Agency for Research on Cancer -World Health Organization (IARC/WHO) to conduct Public Health Studies in Ogoniland, and the contract is expected to be awarded in the first quarter of 2025.

197. The four indicators of Output 3 were achieved:

- **Output 3 - Indicator 1**: "HYPREP's Governing Council endorses the Public Health Assessment Plan developed." HYPREP's Governing Council has endorsed the Public Health Assessment Plan in Q4, 2024. At present, there are ongoing negotiations with WHO and IARC to start the Public Health Assessment by Q2, 2025.

Figure 9 - Solar panels and special equipment in Bori General Hospital provided by HYPREP[28]

[28] HYPREP Presentation of its achievements, Photo Credit @JesseObojor



- **Output 3 - Indicator 2**: "Number of dissemination events or meetings where key stakeholders acknowledge the recommendations of the Public Health Assessment Plan and/or commit to take action based on the recommendations." The baseline for this indicator was 0, and the project end target, which was accomplished, was having one prioritization exercise using the GIS database established.

- **Output 3 - Indicator 3**: "Number of project agreements between WHO- IARC and the Federal Government of Nigeria for undertaking the Public Health Assessment of Ogoniland." The target for this indicator was not Achieved. HYPREP Governing council decided to award public health assessment study to national institutions first. However, later on the GC changed its decision to contract the World Health Organization (WHO) and the International Agency for Research on Cancer (IARC/WHO) to carry out human biomonitoring of Ogoni people, which should happen in the first quarter of 2025. HYPREP is looking into modalities to award the contract, and the UN Resident Coordinator's office in Nigeria will mediate with WHO.

- **Output 3 - Indicator 4**: "Number of key recommendations provided by the United Nations for improving the public health system in Ogoniland and learning lessons from the COVID-19 pandemic." The baseline indicator was 0, and the target was providing at least five recommendations, which was over exceeded by providing 25 recommendations by UNEP/HYPREP.

Output 4: International community and key stakeholders are aware of HYPREP activities and the need to support and strengthen HYPREP for environmental remediation in Ogoniland.

198. UNEP/HYPREP, which supported HYPREP in the development of the policy and strategy documents for communications, stakeholder engagement and conflict management, the HYPREP Communications Unit has been regularly communicating on project activities to its targeted stakeholders. This has been most notably done in the HYPREP monthly newsletters and technical reports, which are publicly available on

HYPREP's website: https://hyprep.gov.ng. More on communication and knowledge sharing is stated in the section Communication.

199. Through its newsletters, technical reports, brochures, etc., HYPREP has been targeting specific and general audiences. It continues to implement the Stakeholder and Community Engagement Policy and Strategy, finalized in March 2022, by targeting additional organizations to the ones listed in the guiding document, including the National Upstream Petroleum Regulatory Commission, the Nigerian Pipeline and Storage Company, the Stakeholder Democracy Network, the Centre for Environment, Human Rights and Development, and project consultants and contractors.

200. All four targets for Output 4 were overachieved:

- **Output 4 - Indicator 1**: "Number of communication materials developed by HYPREP staff." HYPREP's staff developed 84 or more communication materials by the end of UNEP/HYPREP project (the target was 25).

- **Output 4 - Indicator 2**: "Number of positive media citations of HYPREP's environmental remediation work." HYPREP's achievements were cited in 65 media quotes (target was 10). Unfortunately, the media citations on HYPREP's work were predominantly in negative connotation. HYPREP need to work on creating good publicity for its strong environmental remediation work in Ogoniland.

- **Output 4 - Indicator 3**: "Percentage of HYPREP Communications Unit staff able to produce audio/visual/ or audio- visual virtual communication products." The target was 60%, and 80% were achieved by the end of the project.

- **Output 4 - Indicator 4**: "Number of stakeholder groups targeted by HYPREP communications." Three stakeholder groups were supposed to be targeted by HYPREP's communication, and forty were actually targeted by the end of the project.

Output 5: HYPREP has an increased awareness and understanding of the importance of including livelihoods and ecosystem restoration in its planning.

201. The two targets for Output 5 were achieved:

- **Output 5 - Indicator 1**: "Creation of a conservation plan – informed by national and international experts – for mangrove ecosystems in Ogoniland." HYPREP has created one conservation plan for mangrove ecosystems in Ogoniland, that was informed by national and international experts.
  Output 5 - Indicator 2: "Number of follow-up actions identified by HYPREP and other stakeholders for upskilling Ogoni youth and women". The target of at least three follow-up actions identified by HYPREP and other stakeholders for upskilling Ogoni youth and women was overachieved by identified six follow-up actions. Follow-up actions will be micro financing of the small businesses for which the 2,000 Ogoni people were trained. The training by the International Maritime Organization on Oil Pollution Preparedness, Response and Co-operation (OPRC) is still provided to Ogoni youth. Additionally to this, there are different kinds of scholarships that HYPREP is securing for Ogoni youth, like the last one of 300 beneficiaries of the HYPREP Postgraduate scholarship grant have received N200,000,000 worth of grants, as part of a strategic approach of the Project to

improve human capacity development in Ogoniland; https://www.facebook.com/story.php?story_fbid=939369498381971&id=100069267877336&rdid=AYGQYeX9nWLOB7dN# . The basis for the follow-up actions for upskilling Ogoni youth and women were the UNITAR training sessions delivered for the livelihoods training programme of Ogoni women and youth. UNITAR delivered beyond their responsibilities in the ToR.

202. For the ecosystem restoration, in addition to the "Ogoniland and the Niger Delta: Mangrove Restoration and Conservation Strategy", UNEP has also submitted the "Mangroves in the Niger Delta: Restoration Manual" on 9 February 2023. This manual is intended to be used as a handbook for mangrove rehabilitation in the Niger Delta, describing the strategies and methods for mangrove rehabilitation with a focus on areas where oil contamination has caused destruction to the mangroves and areas invaded by nipa palm.

203. The skill areas include argon welding and metal fabrication, offshore/onshore skill set, aviation, crane operation, solar panel & CCTV installation, web design & digital marketing, data analytics, catering, fashion design, poultry & fish farming, industrial firefighting, etc.

In light of the project's overperformance in delivering all five outputs, especially taking into consideration the moderately unfavourable nature of external project context and the extremely difficult working and security conditions of working in Ogoniland, the Availability of Outputs is rated as **HIGHLY SATISFACTORY (HS).**

5.4.2 Achievement of Project outcomes

204. The achievement of project outcomes was assessed based on the reconstructed TOC's causal pathways between outputs and outcomes shown in **Figure 5**, and the key evaluation questions as they can be found in the evaluation matrix (**Annex 4)**.

205. The project had only one Outcome: "HYPREP shows increased mobilization towards environmental remediation in Ogoniland". It was measured by six indicators:

- **Outcome Indicator 1)** 'Number of procurement actions taken by HYPREP for remediation equipment and materials'. The baseline for this indicator was 0, and the original target was to have five procurement actions. This was achieved and described in detail below.

206. Under the guidance of UNEP/HYPREP project, HYPREP has, over the reporting period, awarded contracts for five additional project activities, specifically:

- A contract for the construction of the Centre of Excellence for Environmental Restoration (CEER) that commenced on August 17, 2023, and should be completed in two years, as seen in **Figure 10.**

Figure 10 - Aerial view of the CEER completed to October 2024 (Overall progress as of October 2024 = 68%)[29]

[29] Photo Credit @IvaBernhardt; HYPREP Presentation of its achievements





- A contract for the construction of a specialist hospital, as seen in **Figure 11;**

Figure 11 - Aerial view of the Ogoni Special Hospital at Thai LGA[30]



- A contract for the provision of electrical power to selected communities as seen in **Figure 12.** Sceneries from the power transmission project through the swamps of Ogoniland can be seen in **Figure 13**. The power transmission lines cut across twenty-four Communities within the four Local Government Areas in Ogoni. The transmission lines are not expected to pass through the entire Ogoni communities, however, in the distribution phase (Phase 2), which involves the step-down process stage, the entire Ogoni communities will be connected.

Figure 12 - Aerial view of HYPREP's Power Project[31]

[30] Photo Credit @JesseOjobor; HYPREP
[31] Photo Credit @HYPREP



Figure 13 - Evaluation activity along Power Transmission lines across Nweol Swamp Forest (Gokana LGA)[32]



- Thirty-seven (37) contracts for the remediation of Medium Risk Sites, as seen in **Figure 14**; and

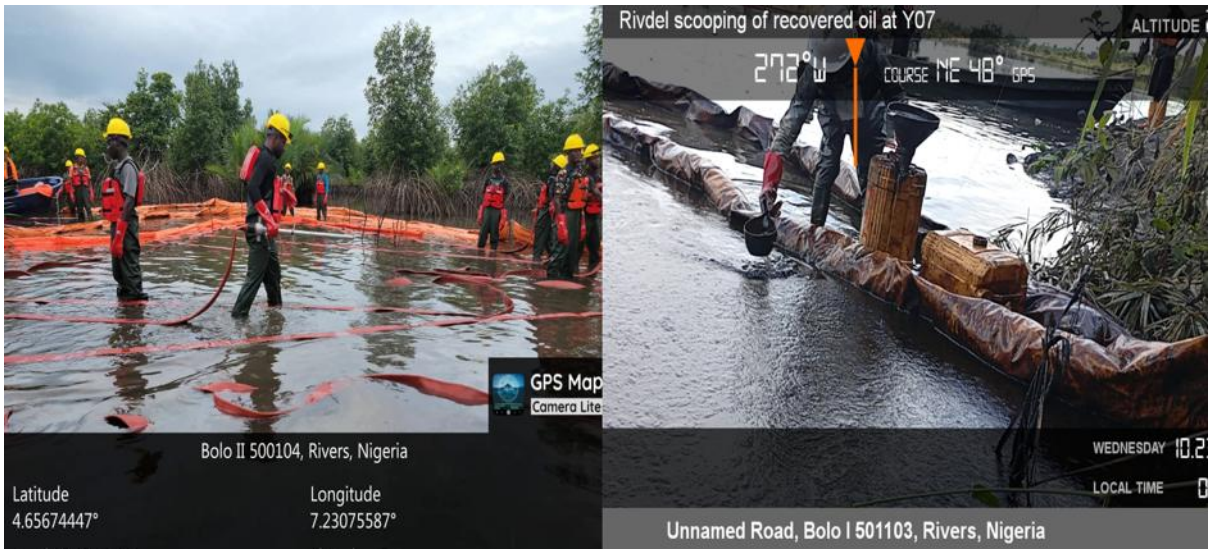
Figure 14 - Land remediation in few medium-risk sites in Ogoniland[33]

[32] Photo Credit @HYPREP
[33] Photo Credit @HYPREP



- An example of the thirty-two (32) contracts for Shoreline Remediation can be seen in **Figure 15**.

Figure 15 - Shoreline environmental remediation – sediment flushing at K-Dere site in Ogoniland[34]



207. These additional project activities demonstrate HYPREP's advancement in environmental remediation, specifically in management and technical aspects.

- **Outcome Indicator 2)** 'Number of site implementation plans agreed'. The baseline for this indicator was 0, and the original target was to have ten. By the end of the

[34] Photo Credit @HYPREP

project, there were twenty site implementation plans agreed upon with HYPREP.[35]

- **Outcome Indicator 3)** 'Percentage of clean-up operations initiated by HYPREP in sites identified as highest priority'. The baseline for this indicator was 0, and the original target was to have 30% of clean-up operations initiated by HYPREP in sites identified as the highest priority. At project closure, clean-up operations have started for 75% of sites identified as the highest priority for clean-up operations by HYPREP.[36] **Annex 8** contains a list of simple and medium-complex remediated sites by HYPREP that were identified as highest priories sites by UNEP/HYPREP.

- **Outcome Indicator 4)** 'Number of Complex Category A sites for which contracting is initiated'. The baseline for this indicator was 0, and the original target was to have two Complex Category A sites for which HYPREP has initiated the contracting. At the end of UNEP/HYPREP project, there were 13 Complex Category A sites for which HYPREP initiated the contracting. A list of seventeen complex remediated sites by HYPREP that were identified as highest priories sites by UNEP/HYPREP are shown in **Annex 8.**

- **Outcome Indicator 5)** 'Percent of agreed performance framework to new remediation contractors'. The baseline for this indicator was 0, and the original target was to have 80% of the agreed performance framework for new remediation contractors. UNEP/HYPREP submitted its Project Standard on Contract Management to HYPREP and a flowsheet synthesizing its application; however, HYPREP has yet to fully implement these tools.

- **Outcome Indicator 6)** 'Percentage of HYPREP units assessed by UNEP to evaluate capacity (as of 2021)'. The baseline for this indicator was 0, and the original target was that 80% of HYPREP units were assessed by UNEP to evaluate their capacity as of year 2021. At project closure in December 2023, 80% of HYPREP units were assessed by UNEP to evaluate capacity. UNEP/HYPREP prepared various reports for the institutional strengthening and the units of HYPREP, repository of which can be found under: https://ogonilandcleanup.org/resources/ . UNEP/HYPREP prepared two main reports for the Institutional Capacity Building of HYPREP: Institutional Capacity: "Assessment of the Hydrocarbon Pollution Remediation Project (HYPREP) Operations Unit Report" from 2019, and "Second Institutional Capacity Assessment Report of HYPREP" from July 2021.

208. Details on achievements of project outcome and outputs, containing the quantified and time-bound indicators and targets can be found in **Annex 12** of this terminal evaluation report.

The Achievement of Project Outcomes is rated as **SATISFACTORY (S),** as UNEP/HYPREP submitted its Project Standard on Contract Management to HYPREP and a flowsheet synthetizing its application. However, HYPREP has yet to fully implement these tools. UNEP/HYPREP project has successfully fulfilled its outcome to support HYPREP in showing increased mobilization towards environmental remediation in Ogoniland by

[35] Operational Project Closure Report for UNEP/HYPREP Project: "Strengthening HYPREP for Initiating Clean-Up from Oil Contamination in Ogoniland, UNEP, November 2023, p.11
[36] Operational Project Closure Report for UNEP/HYPREP Project: "Strengthening HYPREP for Initiating Clean-Up from Oil Contamination in Ogoniland, UNEP, November 2023, p.11

initiating numerous procurement actions for remediation equipment and materials (twenty site implementation plans and 75% of sites identified as the highest priority for clean-up operations by HYPREP, as well as 13 Complex Category A sites for which HYPREP initiated the contracting). Moreover, globally, the UNEP/HYPREP project has contributed to strengthening the hydrocarbon pollution and environmental remediation and commencing the cleaning up of oil contamination together with the ongoing mangrove ecosystem restoration project. Alongside the remediation activities, social cohesion and peacebuilding between vulnerable populations in Ogoniland were built by restoring livelihoods, health, water and sanitation, food and energy security, which can also be replicated for all the countries affected by hydrocarbon pollution and oil spills worldwide.

5.4.3 Likelihood of impact

209. The **Impact** identified in the TOC at evaluation is: "Environmental degradation linked to oil pollution is reduced, community health is improved, and livelihoods in agriculture and fisheries in Ogoniland are created."

210. The UNEP/HYPREP Project could reach its intended impact if it achieves its **Intermediate States**, demonstrating its capacity to undertake complex environmental remediation following oil pollution, and HYPREP overseeing the implementation of environmental remediation and clean-up activities of contaminated ecosystems in Ogoniland. The Intermediate States identified in the reconstructed TOC are likely to be achieved, as UNEP/HYPREP project has capacitated the HYPREP project with the existing scientific oil pollution remediation methods, technical competence and managerial abilities to implement the clean-up operations to ensure social stability and environmental improvement. UNEP has executed its role to offer the HYPREP project the technical competencies and management ability to implement the clean-up operations in areas contaminated by oil exploration in Ogoniland.

211. **Drivers** like the 'technical quality of UNEP's assistance is in line with its reputation' were present at the time of project implementation. The international community and stakeholders continued to support the project and remediation process. Moreover, the legitimacy of environmental remediation efforts is reinforced among communities, and concerns were addressed. Finally, HYPREP has improved its data availability, access, and understanding that lead to better prioritization, monitoring, and implementation of the project.

212. **Assumptions** were fully supported at the time of the evaluation, with the Nigerian political will for remediation activities and support for HYPREP remaining strong. Throughout project implementation and to date, HYPREP is seen as a prestigious employer and does not experience high turnover. To date, the overall security in Niger Delta remains safe for HYPREP to continue with project implementation. Most of the time, contamination sources are halted through decommissioning, halting illegal refining, and regulatory frameworks are enforced. Illegal oil refining, oil sabotage, and theft cease in Ogoniland, as well as full decommissioning of abandoned oil facilities are topics that HYPREP should yet work on in order to reach the intended impact[37]. Strong enforcement

[37] There is no official monitoring system established to report illegal refining. The information are sporadically reported to HYPREP, most of the time by the Ogoni people, or the contractors performing the environmental remediation. The information sources were the interviews and the focus-group discussions during the field evaluation mission.

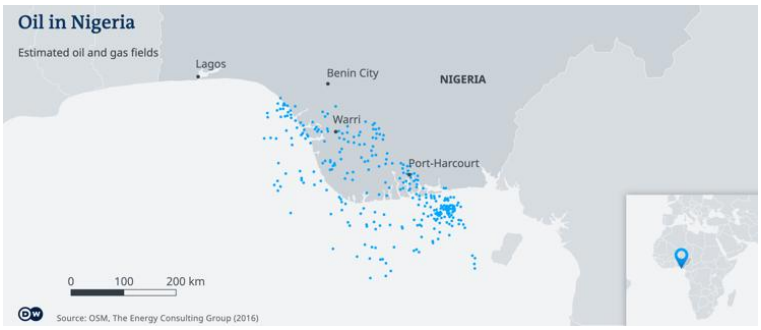
of an adequate regulatory framework is yet to be established for the prevention of and response to oil pollution. Finally, HYPREP and the Nigerian Federal Government should secure sustainably funded work plan, allowing it to implement the acquired information in its activities, as discussed in the section Financial Sustainability.

213. As discussed under the 'achievement of project outcomes', UNEP/HYPREP project successfully achieved its targets to support HYPREP in showing increased mobilization towards environmental remediation in Ogoniland by initiating numerous procurement actions for remediation equipment and materials, twenty site implementation plans and 75% of sites identified as the highest priority for clean-up operations by HYPREP, as well as 13 Complex Category A sites for which HYPREP initiated the contracting. Moreover, globally, the UNEP/HYPREP project has contributed to strengthening the hydrocarbon pollution and environmental remediation and commencing the cleaning up of oil contamination together with the ongoing mangrove ecosystem restoration project. Alongside the remediation activities, social cohesion and peacebuilding between vulnerable populations in Ogoniland were built by restoring livelihoods, health, water and sanitation, food and energy security, which can also be replicated for all the countries affected by hydrocarbon pollution and oil spills worldwide.

214. Based on the articulation of long-lasting effects in the reconstructed TOC **(Figure 5)**, the Terminal Evaluation assessed that there is a reasonable likelihood of actualizing the intended positive impacts.

215. The Terminal Evaluation did not find that the project resulted in any social and/or environmental unintended negative effects — for example, vulnerable groups, including those living with disabilities and/or women and children, were not disproportionally affected by the project. In contrast, by strengthening HYPREP, the UNEP/HYPREP project supported these vulnerable groups by enabling them to improve their livelihoods, receive access to start small businesses, as well as contributed to building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, health, potable water and sanitation, food and energy security, that can also be replicated in the broader Niger Delta region as seen in **Figure 16** and in all the countries affected by hydrocarbon pollution and oil spills worldwide.

Figure 16 - Map of oil and gas fields in the Niger Delta region of Nigeria (including Ogoniland)[38]



216. The project has played a catalytic role and promoted scaling up of building strong environmental remediation from hydrocarbon pollution, mangroves ecosystems

[38] https://www.dw.com/en/nigeria-needs-12-billion-to-clean-up-oil-spills/a-65677138

restoration, and contributed to building resilient livelihoods in Ogoniland, dispute resolution and social cohesion, and peacebuilding between vulnerable populations as a condition for long-lasting impact of Sustainable Development and fulfilling the UN 2030 Agenda.

217. Ultimately, the UNEP/HYPREP project and HYPREP in Nigeria aimed to bring about benefits to the environment and human well-being. It is difficult for this project to have likely impact statements that reflect such long-lasting or broad-based changes. However, the terminal evaluation assessed the project's likelihood to make a substantive contribution to the long-lasting changes represented by the SDGs and/or the intermediate-level results reflected in UNEP's Expected Accomplishments, and the strategic priorities of funding partner(s), and its contribution are considered moderately likely, assuming that there will be sufficient financial resources to finish the environmental clean-up of Ogoniland.

The Likelihood of Impact is rated as **MODERATELY LIKELY (ML).** UNEP/HYPREP project has capacitated HYPREP with the existing scientific oil pollution remediation methods, technical competence and managerial abilities to implement the clean-up operations to ensure social stability and environmental improvement. UNEP has executed its role to offer the HYPREP project the technical competencies and management ability to implement the clean-up operations in areas contaminated by oil exploration in Ogoniland. The UNEP/HYPREP project has supported vulnerable groups by enabling them to improve their livelihoods, receive access to start small businesses, as well as contributed to building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, health, potable water, and sanitation, food, and energy security. Furthermore, it is likely for the project to make a substantive contribution to the long-lasting changes represented by the SDGs, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of UNEP's funding partner Nigeria, as the project has played a catalytic role and promoted scaling up of building strong environmental remediation from hydrocarbon pollution, mangroves ecosystems restoration, and contributed to building resilient livelihoods in Ogoniland, dispute resolution and social cohesion, and peacebuilding between vulnerable populations as a condition long-lasting impact of Sustainable Development and fulfilling the UN 2030 Agenda. However, the project impact is conditional and depends on the sustainable financing of the hydrocarbon pollution remediation, and the replenishment of the HYPREP Trust Fund.

5.5 Financial Management

218. The UNEP/HYPREP project's financial management was assessed in terms of three dimensions:

i. Adherence to UNEP's policies and procedures;
ii. Completeness of financial information; and
iii. Quality of communication between financial and project management staff.

219. The Evaluation team carried out this assessment with the support of the assessment template shown in **Table 9** below.

Table 9 - Summary Assessment of UNEP/HYPREP Project's Financial Management

Financial Management Components		Rating	Evidence / Comments
1. Adherence to UNEP's policies and procedures:		**HS**	For UNEP/HYPREP project, sustainable financial reporting systems, processes, and relationships were set between project's financial & project management sides.
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		**No**	UNEP/HYPREP Project was consistent with UN Financial and Administrative Framework and conditions for the donor's financial reporting. There is evidence of timely approval and disbursement, regular analysis of expenditure vs. budget/workplan at project level. Total expenditure at 31.12.2024 was USD 5740394.61vs. the planned budget from the Nigerian Government (USD 5,805,332).
2. Completeness of project financial information[39]		**S**	Some of the applicable items were complete and made available to the terminal evaluation. UNEP/HYPREP project budget was fully secured by the extrabudgetary funding from the Nigerian Government; annual reporting fulfilled met standards for completeness. All financial standards and reporting met by FMO and PM to the project's financial management.
Provision of key documents to the evaluator (based on the responses to A-H below)			
A.	Co-financing and Project Cost tables at design (by budget line)	**Yes**	Co-financing percentage of staff was shown in the project document, actual staff costs are calculated to extract activity co-financing with other projects, then consolidated.
B.	Revisions to the budget	**Yes**	FMO provided clear explanation concerning change in project budget from USD 2,135,700 secured at beginning of project up to USD 4,235,700 (with project revision 3 from May 2021, an additional amount of USD 2,100,000 were added to UNEP/HYPREP project). The final project budget was defined with the project revision 5 from December 2022, where the Nigerian Government added an additional USD 1,569,632, constructing a total project budget for UNEP/HYPREP project of USD 5,805,332 as presented in Table 10 in the Efficiency chapter of this terminal evaluation report.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	**Yes**	Relevant SSFAs, budgets, expenditure reports, and final reports of contracted entities were provided for the TE.
D.	Proof of fund transfers	**Yes**	Proof of cash advances and payment requests were provided for review.
E.	Proof of co-financing (cash and in-kind)	**Yes**	Basic documentation was provided concerning in-kind contributions.
F.	A summary report on project's expenditures during project's life	**Yes**	Annual Expenditure reports were provided for the terminal evaluation. Final certified financial report is available.

[39] See also document "Criterion Rating Description" for reference

Financial Management Components		Rating	Evidence / Comments
	(by budget lines, project components or annual)		
G.	Copies of completed audits / management responses	**N/A**	
H.	Any other financial information that was required for this project	**N/A**	
3. Communication between finance and project management staff		**S**	There was a solid collaboration between UNEP/HYPREP financial and project management counterparts.
PM's level of awareness of the project's financial status		**S**	PM understood regular analysis of actual expenditure against budget/workplan.
FMO's knowledge of project progress/status when disbursements are done		**HS**	Regular expenditure reports produced by FMO for PM's review of planned budget, commitments, disbursements, remaining balance.
Level of addressing/resolving financial management issues between FMO and PM		**N/A**	
FMO and PM communication and contact during preparation of financial / progress reports		**S**	There were exchanges between FMO and PM regarding financial and progress reports.
PM, FMO, and Task Manager responsiveness to financial requests during evaluation		**S**	FMO and PM have provided financial information during the evaluation.
Overall rating		**HS**	Highly Satisfactory

5.5.1 Adherence to UNEP's policies and procedures

220. Contracts and agreements with service providers adhered to UNEP policies and procedures. There were no major issues with transferring funds to subcontractors during project implementation. Therefore, 'Adherence to UNEP's policies and procedures' is rated as **HIGHLY SATISFACTORY (HS).**

5.5.2 Completeness of project financial information

221. Project financial information is complete, and the evaluation team received all the annual financial expenditure reports. Co-financing information was complete, with an in-kind contribution percentage from UNEP for personnel costs. 'Completeness of project

Financial information' is rated as **SATISFACTORY (S)**, as Project financial information was complete in most instances.

5.5.3 Communication between finance and project management staff

222. There was good communication between the project management team and the financial management officer. No problems were flagged. FMO and PM were responsive and helpful in providing financial information during the evaluation. 'Communication between finance and project management staff' is rated as **SATISFACTORY (S)** as the communication with the evaluation team was good.

Financial Management is rated as **HIGHLY SATISFACTORY (HS).** There were no delays in the transfer of funds to subcontractors. UNEP/HYPREP project budget was fully secured by the financing of the Nigerian Federal Government; annual reporting fulfilled met standards for completeness. All financial standards and reporting met by FMO and PM to the project's financial management. Applicable items were complete and made available for the terminal evaluation, especially the annual project expenditures reports and the final certified financial report.

5.6 Efficiency

223. This subchapter gives an overview of the extent to which the project has produced the results (outputs and outcomes) within the expected time frame and funding envelope. Moreover, the efficiency assessment answers whether the project was implemented cost-effectively and presents the lowest-cost option. It considers whether the project was delayed and whether the delay affected cost-effectiveness. Efficiency also considers the adequacy of government contributions and the national executing partners' contributions to project implementation.

224. The project's progress was assessed against the approved LogFrame and corresponding targets and indicators. The submitted quarterly and annual progress reports indicated progress against the planned timeline of targets. The project was extended by forty-nine months beyond the planned implementation period due to unrealistic short project implementation duration at project design and COVID-19 pandemic interruptions during project implementation. Additionally, the changing political leadership in the Federal Ministry of Environment and the HYPREP Project Coordinator in Nigeria, has caused activities to become behind schedule. The stakeholders interviewed did not raise any serious issues regarding the timing of their delivery and the timing of project completion.

5.6.1 Lowest cost option for the demonstration project solution

225. The cost-effectiveness of the project has been assessed through the perception of the stakeholders interviewed and is assessed as being good. There were no similar complex projects of this kind implemented up until now to enable a comparison.

226. UNITAR delivered beyond the responsibilities in the ToR for the livelihoods training programme of Ogoni women and youth.

5.6.2 No-cost project extensions due to the COVID-19 Pandemic and other issues

227. UNEP/HYPREP project went through five project revisions, as can be seen in **Table 3**. In two of the project revisions, additional funding (USD 3,669,632) was added by the Nigerian Government, as presented in **Table 10** below. The project was extended by forty-nine months due to unrealistic short project implementation duration at project design, COVID-19 pandemic interruptions during project implementation, and changing political leadership in the Federal Ministry of Environment and the HYPREP Project Coordinator in Nigeria.

Table 10 - UNEP/HYPREP total project budget added by the project revisions

Project Document / Project Revision Date	**Document**	**Project Budget funding by the Nigerian Federal Government for UNEP/HYPREP project (USD)**
15.11.2018	Approved Project Document	USD 2,135,700
31.05.2021	Project Revision 3	USD 2,100,000
28.12.2022	Project Revision 5	USD 1,569,632
	Total Project Budget for UNEP/HYPREP (USD)	**USD 5,805,332**

228. The project experienced several challenges throughout its implementation and developments that changed the course of its implementation and future. In addition, project documents frequently mentioned that UNEP was continuously reviewing risks to the project, reputational ones, as well as those related to security in Ogoniland and Port Harcourt. There was, in some cases, negative publicity on HYPREP, and indirectly on the UNEP/HYPREP project, in the international press.

229. National elections, the COVID-19 pandemic, and internal management issues affected project implementation. The 2019 national elections delayed some of HYPREP's work due to security issues. The recruitment of a full contingent of HYPREP staff was delayed as the Minister of Environment seat was vacant for several months. The COVID-19 crisis altered project interactions and delivery. UNEP staff could not travel to Nigeria to provide support as planned and had to modify their support delivery model. The inability to facilitate in-person interactions delayed HYPREP's assessments of newly contaminated sites and visits to health centres as part of efforts to update the public health system.

230. COVID-19 also affected the Governing Council's ability to meet to discuss strategic issues and approve key documents and proposals, such as UNEP's 2021 Institutional Capacity Assessment and a joint public health proposal between UNEP, WHO, and other international organizations. Internal management issues also affected UNEP's delivery in terms of contractor performance evaluation, logistics planning, budget preparation, clean-up standards, and restoration, among other issues. It is to be noted that the project demonstrated strong adaptability by (i) its swift and effective shift to providing timely technical assistance through intensive remote support and (ii) its critical advisory role in managing pandemic-related waste during the COVID-19 pandemic.

231. At a meeting with UNEP's Executive Director in February 2021, Nigeria's Minister of the Environment expressed the government's desire for increased project management support from UNEP. This request was deemed incompatible with UNEP's on-the-ground delivery capacity and its role as a science-policy organization. It was, therefore, discussed and agreed that UNOPS was better equipped to provide HYPREP and the federal government the hands-on, field-based support required to achieve what was expected to be the largest terrestrial clean-up ever undertaken. After this meeting, UNEP modified the project work plan to include activities for the potential transition of the project implementation to UNOPS. This with the understanding that UNOPS would need to undertake its own risk assessment of the project and subject to agreement with FGN on the requirements and terms of engagement.

232. However, as of February 2024, UNOPS management notified UNEP that, having completed a risk-evaluation exercise, the agency would not be supporting the HYPREP project under the Federal Ministry of Environment. This leaves the Nigerian government without an international project partner and may prompt further requests for UNEP to stay engaged. However, UNEP has already reached a mutual agreement with the Federal Government of Nigeria (FGN) to end its direct cooperation agreement, and it is time for FGN to assume full national ownership of the HYPREP project. At the same time, to help support the transition and as per the request of FGN, UNEP agreed to provide remote technical advisory support to HYPREP for an additional six months from January to June 2024.

233. Considering that the project ended up having five revisions, of which two were costed extensions, the project duration was extended from one to five years. It is to be noted that management or project support costs cannot be increased in cases of no-cost extensions. Therefore, such extensions represent an increase in unstated costs.

234. An additional factor that extended the project duration was that no pool of experienced companies for environmental remediation was available in the initial phases of UNEP/HYPREP project implementation. UNEP/HYPREP submitted its Project Standard on Contract Management and a flowsheet synthesizing its application to HYPREP. However, HYPREP has yet to fully implement these tools, which has slowed down the implementation of UNEP/HYPREP.

The UNEP/HYPREP project ensured cost-effectiveness (Efficiency of results delivered) during project implementation. The project was generally perceived as cost-effective. Project partners have delivered more than in their Terms of Reference. However, the project lived through five project revisions with two additional funding lots from the Federal Government of Nigeria, and project extensions of an additional forty-nine months due to the COVID-19 pandemic and nature of external context; this has significantly affected project efficiency. Taking into consideration the unrealistic short project implementation duration at project design and the challenging conditions of project implementation, Efficiency is rated as **MODERATELY SATISFACTORY (MS)**.

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

235. The project had a monitoring design and plan. It is to be noted that the project monitoring plan and budget in the original project document from 2018 were only for

outputs 1, 2, 3 and 4. There was no monitoring design and plan made for Output 5 after the third project revision. The indicators were not all SMART; some indicators are not well defined and, therefore, not measurable. The indicators were geared more towards the output level, as there were five outputs and one outcome in the project. The same was focused more on participation numbers and tools rather than any demonstrated level of capacity or behavior change. The budget in the monitoring plan for this project is stated as staff time.

'Monitoring design and budgeting' is rated as **MODERATELY SATISFACTORY (MS)**, as the budget for the monitoring plan for this project was stated as staff time, and the project monitoring plan and budget were done only for four project outputs.

5.7.2 Monitoring of project implementation

236. The project's management approach was reflexive and adaptive, taking into consideration the changing circumstances based on its monitoring framework. Reporting was also used for results-based management. The quality of monitoring is further evidenced by the comprehensive and detailed monthly and bi-annual reporting of project activities in PIMS and IPMR. These provided a clear system for close project monitoring, which was systematically undertaken.

237. The project benefited from UNEP co-financed staff time, as the project manager for its first three years was a UNEP regular staff member, with salary costs covered by the Environment Fund. Additionally, due to the project's high stakes, it remained under close oversight by UNEP Senior Management, including the Ecosystems Deputy Director and the Executive Office. As a result, additional core UNEP staff time was used to oversee the project, including participation in field missions to Nigeria to maintain oversight of project progress.

238. The key objective of the project was to assist HYPREP in initiating clean-up activities following petroleum contamination in Ogoniland, in the Niger Delta region, by providing technical assistance and increasing the capacity of the secretariat and the Governing bodies. Documenting the evidence from the field interventions in Ogoniland was necessary to effectively inform and influence national-level policy and decision-making processes, and development programming, as well as upscaling good practices in the whole Niger Delta region and worldwide where there is hydrocarbon pollution from the project. UNEP/HYPREP project documented well the evidence from the field interventions in Ogoniland: https://ogonilandcleanup.org/resources/. HYPREP continued documenting this evidence by issuing a regular newsletter, various publications from the pilot projects, and regularly updated HYPREP web site and social media profiles.

239. The M&E framework has captured project implementation progress. In sum, successful/effective (and not-so-effective) interventions were assessed against their contribution towards hydrocarbon pollution remediation practices to initiate clean-up activities following oil contamination in Ogoniland, mangroves ecosystems and livelihoods restoration.

'Monitoring of Project Implementation' is rated as **SATISFACTORY (S)**, as the quality of monitoring was further evidenced by the comprehensive and detailed monthly and bi-annual reporting in PIMS and IPMR. These provided a clear system for close project

monitoring, which was systematically undertaken by UNEP's co-financed staff time of its project manager.

5.7.3 Project reporting

240. All main reports were completed with satisfactory quality, including the annual reports and quarterly reports. The reporting was detailed, always with current results updated against the LogFrame. It also included an overview of the challenges faced during implementation, and management actions taken to overcome them. There were two lessons learned reports produced during project implementation by UNEP/s HYPREP. They were used for adaptive management and project execution, achievement of outcomes and ensuring sustainability.

241. The project gathered relevant and good quality baselines data that is accurately and appropriately documented. However, data reported were not disaggregated by vulnerable / marginalized groups, including gender, especially not into project activities. The only instance where there was gender-disaggregated data gathered was in the training within the livelihoods' component.

'Project reporting' is rated as **SATISFACTORY (S)**, as the main reports were completed, and the reporting was very detailed. However, data reported were not disaggregated by vulnerable / marginalized groups, including gender.

Monitoring and Reporting is rated as **SATISFACTORY (S),** as the main reports were completed containing details. UNEP/HYPREP documented well the evidence from the field interventions in Ogoniland and built the capacity of HYPREP to continue doing so. The budget for the monitoring plan was quantified only with staff time and no evidence to suggest how co-financing as in-kind contribution was used in project monitoring. Additionally, data reported were not disaggregated by vulnerable / marginalized groups, including gender.

5.8 Sustainability

242. The most evident proof of the HYPREP's sustainability is that the project is firmly embedded with its Coordination Office in Port Harcourt, Rivers State, as a project under the Federal Ministry of Environment in Nigeria. This demonstrates the project's institutional and socio-political sustainability. The UNEP/HYPREP project has contributed immensely to institutionalizing and making the project functional in terms of management and thematic technical assistance.

243. This ensures the sustainability of project impact and global environmental benefits. The UNEP/HYPREP project will likely have significant positive and sustainable impacts on HYPREP practices, and there are great levels of economical/financial, environmental, and sociopolitical benefits to be expected out of it, especially better livelihoods and sustainable living after the oil contamination has been cleaned up.

244. The UNEP/HYPREP project supported the Federal Republic of Nigeria to strengthen hydrocarbon pollution remediation and clean-up from oil contamination. At the same time, this project was the utmost complex nexus of environmental remediation and restoration of livelihoods, health, water and sanitation, food, and energy security for the

Ogoniland population. and therewith with the supportive legislation to fulfil the UN's Sustainable Development Agenda 2030 and leave no one behind.

5.8.1 Socio-political sustainability

245. UNEP/HYPREP project has built capacity for strengthening hydrocarbon pollution remediation and clean-up from oil contamination.

246. The Nigerian country ownership in terms of championship (resulting from this increased capacity) sits mostly within the Federal Ministry of Environment and the HYPREP office in Port Harcourt. It is likely that socio-political sustainability will be secured in the future, as it is an obligation and priority of the Nigerian Government to clean up the oil contamination from Ogoniland and the whole Niger Delta region. The HYPREP entity has helped Nigeria to reduce conflict risks from the shocks and stresses associated with the Ogoni people's vulnerabilities and loss of livelihoods from the hydrocarbon pollution at national and local levels.

247. The built capacity, technical competencies, and management ability to implement the clean-up operations in areas contaminated by oil exploration in Ogoniland by UNEP through the UNEP/HYPREP project is likely to be sustained.

248. The Nigerian government has the political will to perform the oil clean-up in Ogoniland and the Niger Delta region. The Ogoni people are very satisfied with the environmental remediation and the improvement of their livelihoods, and they have requested the local, state, and federal governments to continue at the same pace.

Given the reasons above, socio-political sustainability is rated as **LIKELY (L)**.

5.8.2 Financial sustainability

249. The Nigerian Government's financing enabled UNEP/HYPREP project to achieve many outputs. However, it must be noted that the nature of the project was of technical assistance and capacity-building, and it ended in December 2023.

250. The UNEP/HYPREP project has significantly contributed to and built the capacities of the HYRPEP project through knowledge and technology transfer, as well as management expertise, to effectively clean up Ogoniland from oil contamination.

251. To ensure financial sustainability of the UNEP/HYPREP project, securing the resources necessary for the continuation of HYPREP and its activities for complete environmental remediation of Ogoniland is essential. HYPREP is institutionalized under the Federal Minister of Environment of Nigeria. It is an extremely complex project for the complete environmental remediation and restoration of Ogoniland, including securing livelihoods for its people, and providing them with safe potable water, food and energy security, and health services needed after more than thirty years of exposure to petroleum pollution.

252. According to UNEP's Environmental Assessment of Ogoniland from 2011, the financing in the form of a Trust Fund for Clean-up of Ogoniland was planned to be 1 billion USD for the first five years of initial oil clean-up. To date, there are about 350 million USD

left in the Trust Fund, and still some medium-risk polluted complex sites and all high-risk complex sites to be cleaned.

253. More precisely: "The (UNEP Environmental Assessment of Ogoniland) report provided a series of clear operational recommendations for addressing the widespread hydrocarbon contamination across Ogoniland. It is estimated that the sustainable environmental restoration of Ogoniland will take up to 30 years to achieve and require coordinated efforts from government agencies at all levels. Preliminary costs for the first five years of environmental restoration operations were evaluated to 1 billion of USD."[40]

254. To date, seven years have passed since the beginning of the oil clean-up in Ogoniland. Consequently, the 1 billion USD Trust Fund for clean-up in Ogoniland needs to be replenished. After the new final assessment of the high-risk complex sites, a more precise calculation of the amount and time needed for the complete environmental restoration of Ogoniland can be done.

255. Hence, there is a moderate financial risk associated with the sustainability of the fundraising mechanisms for HYPREP's Trust Fund replenishment. To this end, the Nigerian Government has to start the process for the replenishment of the HYPREP Trust Fund so that there will be no stalling in the clean-up of the petroleum contamination of Ogoniland.

With the above said, there are moderate risks that affect the financial dimension of sustainability, which leads to a rating of **MODERATELY LIKELY (ML)** for financial sustainability, if the Nigerian Government is not able to replenish the HYPREP Trust Fund in order to enable the continuous process of clean-up of the petroleum contamination of Ogoniland and its complete sustainable environmental and mangroves ecosystem restoration. The same should be done parallel to the training and securing livelihoods for the Ogoni people and providing them with safe potable water, food, energy security, and health services needed after more than thirty years of exposure to petroleum pollution.

5.8.3 Institutional sustainability

256. The Project was a best practice example of how UNEP has contributed to strengthening a fully managerially functioning institution in the form of a Hydrocarbon Pollution Remediation Project (HYPREP) as a project (entity) for cleaning up Ogoniland from oil contamination, institutionalized under the Federal Minister of Environment of Nigeria. This is an example of the strong partnership and collaboration between UNEP and the Nigerian Government that started with the Environmental Assessment of Ogoniland in 2011.

257. The institutional framework of HYPREP is very strong as it is the obligation of the Nigerian Government to abide by the UN 2030 Agenda and the Sustainable Development Goals (SDGs). As mentioned before under the section Effectiveness, all the SDGs are contained in the HYPREP project.

258. The institutional achievements, such as building a strong governance structure of two bodies - the Governing Council (GC) and the Board of Trustees (BoT) - that meet each once a month and are robust enough to deliver the benefits associated with the project

[40] UNEP/HYPREP Original Project Document from 23 July 2018, page 8

outcome after the project completion. These governing mechanisms have established processes that enable bringing consensual and good decisions for the HYPREP smooth, effective and efficient project implementation.

259. Hence, there are no governance risks to the HYPREP entity (project) because of the strong ownership showed by the Nigerian Federal Government.

There are no risks affecting institutional framework and governance sustainability as all institutional frameworks for the HYPREP project are put in place under the Federal Ministry of Environment of Nigeria, which causes institutional sustainability to be rated as **LIKELY (L).**

Overall, the sustainability is rated as **MODERATELY LIKELY (ML)**. This rating is given taking into consideration the moderate risks to financial sustainability and the uncertainty of having the financial means to finish the environmental remediation, mangrove ecosystems restoration and oil clean-up in Ogoniland, and parallelly working on sustaining the livelihoods component by training and securing livelihoods for the Ogoni people and providing them with safe potable water, food, energy security, and health services needed after more than thirty years of exposure to petroleum pollution.

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and readiness

260. The Project clearly outlined the baseline situation and articulated the problem statement. It demonstrated a good understanding of the gaps it intended to address. At the project start in December 2018, the project was well prepared and ready to be implemented. The financial resources amounting to USD 2,135,700 from the Nigerian Government, as per the original project document, were in place at the start of the project. UNEP/HYPREP project management office in Nigeria was functional six months after the project implementation started. Once it was functioning, the office was working efficiently.

Primarily because the project was well prepared and ready to implement at the start of the project in December 2018, financial resources were in place, and project management was not fully in place, the Preparation and Readiness for Implementation is rated as **SATISFACTORY (S).**

5.9.2 Quality of project management and supervision

UNEP/Implementing Agency (IA)

261. UNEP's Disaster and Conflicts Branch (DCB) (Ecosystems Division) was the Implementing Agency (IA) and had the overall lead of the project, which was implemented in partnership with the Chemicals and Pollution Action Unit of the UNEP Industry and Economy Division. The UNEP/HYPREP project team consisted of a Project Manager based in Geneva, a Project Coordinator (Chief Technical Advisor-CTA) based in Port Harcourt, Nigeria, and thematic experts that were hired upon need on management, livelihoods, mangroves ecosystems restoration, laboratories and investigation expert, GIS and data management expert reporting, monitoring, and evaluation experts. The Project

Manager was not exclusively dedicated to this project implementation. However, the CTA was completely dedicated to this project as a very complicated and pioneering project of this kind for UNEP. All project team members had a solid overview of the project and understood its importance. The DCB supported the project and gave it guidance when needed, but also gave the project room to flow. Particularly, the DCB supported the project in terms of adaptive management and project reporting.

Project supervision and management by the IA is rated as **HIGHLY SATISFACTORY (HS)**, as the project management of UNEP was effective.

Executing Agency (EA) and Partners

262. UNEP was also an Executing Agency (EA) for this project. UNEP/HYPREP project was managed by the Project Manager (PM) from the UNEP Disasters and Conflict Branch. The project was very well managed through the PM, who, together with UNEP/HYPREP Project Coordinator / CTA in Port Harcourt, was a strong facilitator with the funder, the Nigerian Government, and they both had solid collaboration with the UNEP Chemicals and Pollutions Unit.

263. The project did very well to move results forward despite the COVID-19 crisis and the challenges it faced through the changes in leading functions at the Nigerian Federal Ministry of Environment and the HYPREP Coordination Office, especially political, institutional and logistical ones that arose from it. There was a Project Steering Committee for this project that met regularly. The collaboration between the EA and the implementing partners (like UNITAR for the training in livelihoods in Ogoniland) was smooth at most times.

264. Overall, during project implementation the project management was effective and efficient. UNEP had clear roles and responsibilities for the Geneva Office, the Port Harcourt Office, the PMT and the donors, organizers, counterparts, and the subcontractors were adequately resourced for their project management. With this management structure, they have started to fulfil their goals in line with those set out in the project's logical framework, although they experienced some delays at the beginning of the COVID-19 pandemic. Subcontracts, and especially thematic experts with Individual Service Agreements (ISAs) (mostly through the UNOPS ISA contracting mechanism) have been used for the implementation of project outputs conducting project activities as needed.

Overall, owing to good management, adaptive project management and strong partnerships, the rating for the executing agency and partners is **SATISFACTORY (S),** allowing for the Rating for Project management and supervision to be **HIGHLY SATISFACTORY (HS).**

5.9.3 Stakeholders' participation and cooperation

265. The project was exemplary in its partnerships, as already noted in the sections above. There have been numerous planned partnerships since the beginning of this project, like with UNITAR for the training sessions in livelihoods skills in Ogoniland. The unique mechanism to support the actual HYPREP Office under the Nigerian Federal Ministry of Environment was an exemplary one in the UNEP project implementation cycles.

266. UNEP/HYPREP's task was to build existing scientific oil pollution remediation methods, technical competence and managerial abilities to implement the clean-up operations to ensure social stability and environmental improvement. The role of UNEP in the HYPREP project was to offer HYPREP the technical competencies and management ability to implement the clean-up operations in areas contaminated by oil exploration in Ogoniland. UNEP has contributed to the effectiveness communication and consultation with stakeholders from the HYPREP entity and their project activities executing partners throughout the project life, UNEP supported HYPREP in the preparation of the technical Terms of References for procurement actions for the clean-up activities. UNEP has shared plans, pooling resources and exchanging learning and expertise with the HYPREP project (entity) in order to enable solid collaboration and coherence between various stakeholders.

Partnerships and cooperation are rated as **HIGHLY SATISFACTORY (HS)**, as exemplary partnership was made during this project with the Nigerian Government and the HYPREP Office under the Federal Ministry of Environment.

5.9.4 Responsiveness to Human Rights and Gender Equality

267. Gender mainstreaming has been assessed through interviews and desk evaluation of reporting of the gender balance in beneficiaries and the perception of gender balance, as well as the extent to which gender was considered during the design and implementation of the project.

268. The petroleum clean-up of the Ogoniland project has major benefits for women. Once the environmental quality in Ogoniland improves, its women and youth will be able to fully get back to their traditional livelihoods and will get better returns from the investment in farming. As seen in **Figure 17**, farming activities have resumed on remediated site (right of way) at Barakpor Botem 009-006 completed circa 2020. Eighteen of the twenty remediated sites in the phase 1 soil remediation works (excluding the 2 re-classified sites) has successfully recovered 210,122 square meters (21.0122 hectares) of arable land.

269. Also, improved environmental quality in the region will positively help women to have better health and, hence, healthier children. In Ogoniland, women are typically the primary caregivers and responsible for health matters in the household. Women are already benefitting from the health care camps being done in the community where specialist doctors are looking into gynaecological support for women.

270. The livelihood training project was undertaken concurrently with UNEP/HYPREP project to provide 1,200 women in the community with training in new livelihoods. These include farming, agro-processing, aquaculture, and fish processing. More on the livelihood training is found in the Effectiveness section of this report. This project was subcontracted to the UN Institute for Training and Research (UNITAR). The Governing Council of HYPREP has endorsed the project, and UNITAR has implemented it in various training locations.

Figure 17 - Woman involved in farming activities have resumed on remediated site (right of way) at Barakpor Botem 009-006 completed circa 2020[41]



271. UNEP developed a Gender Mainstreaming Approach for the Project as part of the Inception Phase in order to:

i. Fully reflect gender considerations in the UNEP/HYPREP project;

ii. Leverage the positive contributions both genders can make in building resilience against the lost livelihoods with the oil spill, and

iii. Benefit men and women in appropriate ways.

272. Efforts were made to ensure that project capacity-building activities achieve a gender balance, including amongst meeting participants and trainers. The training curricula included information on gender aspects. Gender perspectives were also incorporated into project knowledge and data products when applicable.

273. For the livelihoods training component, the Gender Mainstreaming Approach for the UNEP/HYPREP project included the following elements:

[41] Photo Credit@JesseOjobor

- Gender analysis informed all planning and intervention design under this project, and that gender considerations are fully reflected in the project's monitoring frameworks.
- All data used in intervention planning, baselining and project monitoring was disaggregated by sex.
- Preliminary stakeholder consultations provided an initial understanding of the roles, priorities, and concerns of men and women in relation to the project's objectives in the selected intervention areas.
- Guidance and recommendations on supporting the empowerment of women were provided through the various interventions under this project, by, inter alia, ensuring women's voices were heard in stakeholder consultations (if necessary by consulting men and women separately); where possible, targeting women and women's groups as specific beneficiaries of capacity-building or extension services, while considering women's workload; promoting women's participation in local resource governance mechanisms, as appropriate, etc..

274. Women were empowered in diverse manners throughout the implementation of the project, like through being trainees in training fishing, agro-processing, hairdressing, embroidery, sewing, and cutting. They also benefitted from the whole environmental remediation, clean-up of oil spills and mangrove ecosystems restoration including fish, crustacean and birds that can be consumed came back to Ogoniland performed by the HYPREP project (seen in **Figure 18**). Considering the human rights dimension, women's rights and human rights were considered during the diverse Training of Trainers (ToTs) delivered in order to showcase possibility for employment diversification and resilience building in the frames of the project.

275. However, despite the efforts to reach gender equity and youth inclusion, the project should have paid greater attention to creating equal working opportunities and conditions for women, men, and youth (see **Annex 7**). To a certain extent, the project contributed to creating economic imbalances, manifested in reduced business opportunities for women contractors and the exclusion of young men from green enterprise initiatives. These oversights limited the project's socio-economic impact and potentially contributed to environmental security risks through the marginalization of vulnerable groups and persons with interests.

276. Overall, the UNEP HYPREP project is an homage to the human right to a clean environment, decent livelihood, potable water, and energy access, and fulfilling almost all the Sustainable Development Goals of the UN 2030 Agenda to leave no one behind.

Human rights and gender equality were considered from the project design, and throughout project implementation, although greater attention should have been paid to creating equal working opportunities and conditions for women, men, and youth. The petroleum clean-up of the Ogoniland project has major benefits for women. Once the environmental quality in Ogoniland improves, its women and youth will be able to fully get back to their traditional field of fishing and will get better returns from the investment in farming. Overall, the UNEP HYPREP project is an homage to the human right to a clean environment, decent livelihood, potable water, and energy access, and fulfilling almost all the Sustainable Development Goals of the UN 2030 Agenda to leave no one behind. At Terminal Evaluation, this criterion is rated as **SATISFACTORY (S).**

Figure 18 - Women empowerment in the frames of the UNEP/HYPREP livelihood training project in Ogoniland, Rivers State, Nigeria[42]



5.9.5 Environmental, social and economic safeguards

277. There was sufficient planning for environmental and social safeguards standards and other associated risks at project design. The UNEP HYPREP project aimed to safeguard the environment and society directly through its work on environmental leadership by being a pioneering project bringing up the topic of strengthening hydrocarbon pollution remediation and clean-up from oil contamination. At the same time, this project was operating at the complex nexus of environmental remediation and restoration of livelihoods, health, water and sanitation, food, and energy security for the Ogoniland population on the world development Agenda for the first time. UNEP HYPREP was able to show that if a country is able to start performing environmental remediation and parallelly work on strengthening resilience through new livelihood training and enabling its population access to clean water, energy, and good health services, there is a dispute resolution and social cohesion and peacebuilding between vulnerable populations, and great levels of economical/financial, environmental, and sociopolitical benefits can be expected out of it. The project did well in bringing this issue to the forefront in Ogoniland, Rivers State, and into the agenda for sustainable development in the Niger Delta region, and in Nigeria as a whole.

278. The Niger Delta region was recognized as a highly volatile area, a consequence of years of neglect that had led to severe environmental pollution and the loss of farmland and livelihoods. This situation frequently ignited armed conflicts and violent confrontations against workers who were contracted by government authorities for clean-up and remediation activities. There had been documented incidents of violent agitations and confrontations involving clean-up and remediation teams, both prior to and during the UNEP HYPREP project. Therefore, the risk of violent clashes and potential kidnappings of

[42] Photo Credit@HYPREP

the UNEP HYPREP intervention team or clean-up contractors was identified as a significant concern that needed to be mitigated during the implementation phase.

279. It was deemed imperative to proactively identify potential safety and security risks during the implementation phase and engage security personnel to support project activities. This strategy was considered crucial to ensuring the protection of project personnel, guaranteeing the successful execution of planned activities, and meeting established project milestones.

280. During project implementation, the project management exemplified best-practice risk mitigation through its swift and decisive implementation of comprehensive security protocols, transforming a high-threat environment into a secure operational zone. This strategic approach, responding to documented incidents of violence and kidnapping risks, ensured zero security incidents throughout the project lifecycle and enabled uninterrupted execution of clean-up and restoration activities. The successful integration of security personnel is a model for effective risk management in challenging environments, demonstrating how robust security measures can simultaneously protect personnel and advance project objectives (see **Annex 7**).

The UNEP/HYPREP project aimed to safeguard environment and society directly through its work on strengthening hydrocarbon pollution remediation and clean-up from oil contamination. At the same time, the project was utmost complex nexus of environmental remediation, and restoration of livelihoods, health, water and sanitation, food and energy security for the Ogoniland population on the world development Agenda for the first time. The project was able to show that if a country is able to start performing environmental remediation and parallelly work on strengthening resilience through new livelihood training and enabling its population access to clean water, energy, and good health services, there is a dispute resolution and social cohesion and peacebuilding between vulnerable populations, and great levels of economical/financial, environmental, and sociopolitical benefits can be expected out of it. During project implementation, the project management exemplified best-practice risk mitigation through its swift and decisive implementation of comprehensive security protocols, transforming a high-threat environment into a secure operational zone. Environmental and social safeguards is rated as **HIGHLY SATISFACTORY** (HS).

5.9.6 Country ownership and driveness

281. As already stated in previous sections of this report, the Government of the Federal Republic of Nigeria had strong government ownership of the HYPREP project. This said, UNEP/HYPREP project has built the key capacities strengthening hydrocarbon pollution remediation for initiating clean-up from oil contamination in Ogoniland in Nigeria, that can be replicated later on worldwide.

Country ownership and drive-ness are rated as **HIGHLY SATISFACTORY (HS)**, and key capacities on strengthening hydrocarbon pollution remediation for initiating clean-up from oil contamination in Ogoniland in Nigeria have been built.

5.9.7 Communication and public awareness

282. Communication and Visibility Strategy and knowledge management strategy were part of the original project document based on the UNEP Communication Guidelines.

Consequently, there was a lot of excellent communication work done and quite a lot of effort in sharing results and findings by many different project partners on their websites, and at conferences and events, including press releases, conferences, public events, statements and high-level visits; audiovisual production and information campaign on UNEP/HYPREP project. UNEP reported on milestones and achievements in the project progress reports.

283. Communication is an integral part of the success of the overall cleanup of Ogoniland. The communication efforts of this project have contributed to the overall project success and visibility, which is led by the HYPREP team. The UNEP/HYPREP project communication had three major levels and groups that were reached out to regularly and systematically by media, visual, print, social and direct means by communicating:

- With the Ogoni community, keeping them up-to-date about the project progress and success. This was done through all possible media, including by organizing town hall meetings.

- With people from other parts of Nigeria as well as NGOs that have a huge interest in both the progress and success of the HYPREP project.

- Internationally, to the large community outside Nigeria that has an interest in the topic of the oil clean-up project in Ogoniland.

284. UNEP/HYPREP project developed a communication strategy at the international level for HYPREP's initial clean-up activities. The Theory of Change highlighted the role of communication for creating partnerships with international organizations, and the need for a comprehensive communication strategy with local communities, given that Ogoni people are the first impacted by oil contamination in Ogoniland and are the first beneficiaries of the project's long-term impacts. UNEP did not design a local communication strategy but has built capacities within HYPREP's Communication team to reach out to Ogoni people.

285. UNEP's work was of significant interest internationally for large-scale oil decontamination and environmental remediation.

286. UNEP's communication strategy in Ogoniland helped to achieve HYPREP overall communication goals, by:

- Facilitating the collaboration with potential partners for assistance to clean-up implementation and ecosystem recovery;

- Demonstrating the success of UNEP assistance to HYPREP, to share lessons learns from a large-scale oil decontamination process in a fragile setting;

- Supporting HYPREP in ensuring Ogoni people understand the clean-up process, its steps and approaches retained; and

- Supporting HYPREP in changing behaviours amongst stakeholders involved, such as Ogoni people involved in artisanal oil refining or oil operators using inadequate environmental management practices for dismantlement and clean-up activities.

287. The HYPREP project website (https://hyprep.gov.ng/) and Facebook page: (https://www.facebook.com/HYPREPNigeria/) were established. A webpage within UNEP's Disaster and Conflicts website was established to provide up-to-date information (https://www.unep.org/topics/disasters-and-conflicts/country-presence/nigeria), including a calendar of training and other events. The project activities and results were channelled through social media channels managed through UNEP offices in Geneva and Port Harcourt. HYPREP itself and the Nigerian Federal Ministry of Environment were also an important channel.

288. UNEP has over two decades of experience in undertaking field assessments in fragile settings, including over 18 years of experience in Ogoniland. UNEP/HYPREP project leveraged the knowledge management and expertise residing at the DCB on oil industry-related environmental management. The regional office has provided a political steer to the project on an as-needed basis.

289. During the Environmental Assessment of the Ogoniland project, massive data regarding the environmental quality in Ogoniland were collected. Though these data were handed over to the Government of Nigeria it was never translated by them to an operable database. UNEP gathered the data produced during the previous assessment and during the UNEP/HYPREP project implementation, as well as the new data being generated, to make a single comprehensive database which has formed the foundation of the knowledge management efforts in over seventy various publications listed in **Annex 3.** The database was handed over to the HYRPEP office.

290. The UNEP/HYPREP Project started publishing the HYPREP Newsletter, which was then continued to be published by the HYPREP office, as can be seen in **Figure 19.**

Figure 19 - Samples of UNEP's HYRPEP project and HYPREP's Newsletters[43]





'Communication and public awareness' is rated as **HIGHLY SATISFACTORY (HS)** because of the global exposure of this project and bringing the topic of strengthening hydrocarbon

[43] Photo Credit@IvaBernhardt

pollution remediation for initiating clean-up from oil contamination in Ogoniland in Nigeria in the efforts of fulfilling the Sustainable Development Goals (SDGs) and 2030 Agenda.

6 Conclusions and Recommendations

6.1 Conclusions

291. UNEP/HYPREP, one of UNEP's most complex environmental remediation efforts, operated in politically and security-challenged settings. The project was well managed and established an excellent partnership with HYPREP, the Federal Ministry of Environment, and the Nigerian Government. It demonstrated efficiency in project management and financial oversight despite the initial unrealistic short duration envisaged at project design, the challenging conditions faced during implementation (e.g., COVID-19) which led to five project revisions, which extended the project implementation by four years.

292. The project aimed to build HYPREP's capacity to restore the environment, including land, mangrove forests, and groundwater. Following the recommendations from the UNEP's 2011 Environmental Assessment of Ogoniland Report, HYPREP is now establishing a Centre for Environmental Excellence in Restoration (CEER) for practical training in petroleum pollution remediation, engaging thousands of Ogonis in alternative livelihoods across 20 disciplines (around 5,000 individuals). CEER will also serve as a hub for training in oil spill response and restoration, enhancing South-South cooperation. Located in Ogoniland, the CEER will provide hands-on experience in oil clean-up, environmental remediation, and mangrove restoration for its students.

293. UNEP/HYPREP's long-term impacts depend on sustainable financing for hydrocarbon pollution remediation and the replenishment of the HYPREP Trust Fund. The Nigerian Government needs to work towards securing lasting funding for the ongoing implementation of HYPREP, which might include revisiting the Polluter Pays principle. UNEP's 2011 Environmental Assessment of Ogoniland indicated that the 1 billion USD allocated to the HYPREP Trust Fund was intended for five years of environmental remediation and hydrocarbon cleanup activities, including a livelihood component. The same report estimates that complete environmental remediation, restoration, and the provision of alternative livelihoods, health services, water, food, and energy security for the Ogoni people could take as long as thirty years.

294. UNEP/HYPREP's likelihood of impact is rated as 'Moderately Likely' to significantly contribute to the enduring changes associated with the Sustainable Development Goals (SDGs) and to the UNEP's Expected Accomplishments (PoW Outcomes), as well as to the strategic priorities of Nigeria. The project served as a catalyst, promoting the scaling up of effective environmental remediation of hydrocarbon pollution throughout the Niger Delta region, restoring mangrove ecosystems, and enhancing resilient livelihoods in Ogoniland.

295. The project was ambitious, and UNEP, benefiting from partnering with UNITAR, would have benefited more from hands-on support from other UN agencies such as WHO, FAO, and UNICEF during implementation. The complex political environment, national elections, and frequent changes in Federal Environmental Ministers and HYPREP Project Coordinators made increased engagement from the UN Country Office in Nigeria essential. Despite numerous challenges, including political issues, negative publicity on

HYPREP and indirectly on UNEP/HYPREP in some instances, and security concerns, UNEP developed a robust, pragmatic model that can be applied in countries facing similar environmental and public health issues from the oil and gas sector.

296. UNEP/HYPREP submitted its Contract Management Standard to HYPREP, along with a flowsheet for application, though full implementation is pending. It supported HYPREP in increasing mobilization for environmental remediation in Ogoniland, initiating multiple procurement actions for necessary equipment and materials – i.e., twenty site plans were launched, identifying 75% of sites as top cleanup priorities. HYPREP also began contracting for 18 Complex Category A sites. HYPREP has a budgeted plan for undertaking the comprehensive characterization of the Complex sites in 2025, which need to be contracted to established expert consultant firms. The complex sites are eighteen (18) including: a). The remaining sixteen (16) from the sixty-five (65) sites in the collection of available UNEP Specific Sites Facts Sheets which served as HYPREP's baseline catalogue; and b) Two (2) recategorized/reclassified sites from the initially worked simple sites.

297. The project thoughtfully integrated human rights to a clean environment, a decent livelihood, and gender equality from its design through to implementation. Gender perspectives were embedded, guaranteeing equal participation of both women and men in every aspect of the project. With the breadth of its activities, UNEP/HYPREP had significant opportunities to promote human rights, gender equality, and advocate for the rights and involvement of indigenous peoples, youth, and marginalized communities.

298. UNEP/HYPREP improved hydrocarbon pollution remediation and initiated oil cleanup operations as part of one of the largest mangrove restoration projects worldwide. To date, 1.2 million mangroves have been planted, with a plan of planting 10 million mangroves along restored shorelines in Ogoniland.

299. The overall performance rating of the UNEP/HYPREP project, as assessed in this Terminal Evaluation, is **Satisfactory**. This rating results from the project being able to equip HYPREP with existing scientific oil pollution remediation methods, technical competence, and managerial skills to implement cleanup operations that ensure social stability and environmental improvement in Ogoniland. UNEP/HYPREP supported vulnerable groups, including women, children, youth, and people living with disabilities by enabling them to enhance their livelihoods, receive training, and access finance to launch small businesses. Additionally, the project contributed to building social cohesion and peace among vulnerable populations in Ogoniland through the restoration of livelihoods, health, clean water, sanitation, food, and energy security. As shown in **Table 11** below, UNEP/HYPREP performed well on evaluation criteria related to i) Strategic relevance, ii) Effectiveness, particularly the availability of outputs, iii) Financial management, iv) Monitoring and reporting, and v) Factors affecting performance and cross-cutting issues. However, the UNEP/HYPREP project scored lower on criteria related to i) Likelihood of impact, ii) Efficiency, and iii) Financial sustainability.

300. In addition to the evaluation criteria discussed in this report, the evaluation has also addressed the following key strategic questions of interest to UNEP and to which the project is believed to have made a substantive contribution:

I. **Question a)** In what ways and to what extent have the needs and interests of differentiated groups been considered in the implementation and monitoring of the project?

The needs and interests of differentiated groups were considered in the project implementation and monitoring in diverse ways, the most important being that the livelihoods were improved for the vulnerable groups of Ogoni people: women, children, youth, and persons living with disabilities by enabling them to receive training for livelihood diversification, and, sometimes access to start small businesses. HYPREP has embarked on various sustainable livelihood programs in compliance with UNEP recommendations. To date, HYPREP has:

- Trained 400 women in Agro-based businesses, further clustered into 20 Cooperatives;.
- Trained 15 Ogoni youths on metal fabrication and cassava processing;
- Trained 200 Ogoni Entrepreneurs in Business Strategy and Procurement Processes;
- Trained 5000 Ogoni people in 21 skills areas;
- Trained and certified Twenty-nine (29) Ogoni youths in the Aviation Industry as Cabin crew members and also licensed by the Nigerian Civil Aviation Authority (NCAA), out of which 5 have been gainfully employed by Dana Air and Bellagio Air respectively through a job fair sponsored by HYPREP;
- Trained 90 Ogoni people on mangrove nursery set-up with One Hundred Thousand Naira (#100,000) each as take-off grants; and
- Trained and enrolled 40 Ogoni Graduates at the CEER for an internship to acquire practical skills to enable them to work elsewhere.

Furthermore, HYPREP was involved in the following activities:

- Organized a procurement and business strategy workshop for 250 Ogoni Youths
- Organized Career Enhancement and Employability Workshop for Ogoni undergraduates and fresh graduates;
- Provided educational support funds of Two Hundred Thousand Naira (#200,000) each to two hundred (200) Ogoni final-year students in various tertiary institutions, Fifty (50) persons per Local Government Area;
- Financial Support for Sixty (60) Ogoni-based small and medium enterprises (SMEs) with Three Hundred Thousand (N300,000.00) each;
- Awarded contract for the Ogoni socio-economic study to produce a post-clean-up blueprint for the Socioeconomic development of Ogoni;
- Launched postgraduate scholarship scheme (100 PhD, 200 Masters);
- Trained Ogoni youth in procurement and business strategy;
- Trained undergrad and young graduates on how to write winning grant proposals;
- One thousand, eight hundred and three (1,803) Community Workers were trained on Shoreline Clean-up and certified with International Maritime Organization (IMO) Levels 1 & 2 Competencies and Swimming Certifications in the current shoreline activities host communities;
- Sixty-eight (68) community Workers were trained as Shoreline Clean-up Assessment Technique (SCAT) Representatives in the current shoreline activities host communities; and
- A total of two thousand, two hundred and nine (2,209) Community Workers have been trained and certified in the land remediation works. These include nine hundred and ninety (990) in Phase 1 (Batch 1 & 2) Simple sites (soil only) remediation and one thousand, two hundred and nineteen (1,219) in the current Phase 2 Medium Risks Sites (Soil & Groundwater)

Remediation works respectively.

This has contributed to building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, provision of health services, potable water and sanitation, food and energy security.

II. **Question b**) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

UNEP/HYPREP used the COVID-19 crisis to create a co-ordinated approach together with HYPREP's public health team, Shell Petroleum Development Company (SPDC), and local health departments to provide recommendations for improving the public health system in Ogoniland, taking into consideration the lessons learned from the actual COVID-19 crisis. UNEP/HYPREP issued a few publications concerning the COVID-19 pandemic: UNEP COVID-19 Communication Strategy for HYPREP, COVID-19 Return to Workplace Plan, and COVID-19 Return to Fieldwork Guidelines.

III. **Question c)** What issues and challenges should be considered in the design, approval, and preparation of any future project phase by potential UN agencies or other partners?

The roles and authorities of all project stakeholders should already be defined at project design to enable good-quality project implementation. All project stakeholders should be involved in the kick-off meeting and the project inception phase to avoid false expectations or authority over the work.

IV. **Question d)** Moving forward, how should UNEP balance reputational risks to the organization with member states' requests for assistance with serious environmental problems?

The UNEP/HYPREP project presented an evidence-based learning experience for UNEP on mitigating risks and handling projects implemented in fragile countries involving environmental disasters and conflicts. UNEP should meticulously evaluate political and economic risks in a target country before initiating a large-scale, complex project or interventions of extended duration. A thorough country and situation analysis, along with a comprehensive political assessment, must be conducted prior to committing to such a project. To mitigate reputational risks and avoid adverse publicity, UNEP should carefully review, analyze and manage press releases throughout project implementation, taking pre-emptive measures to counteract negative media coverage when necessary. Lastly, it must be acknowledged that countries in the global South may not possess laboratory standards, equipment, and certification levels comparable to those in the global North. Therefore, the quality standards of the recipient or project implementation country should be upheld and, if feasible, elevated to Northern quality standards during the course of the project.

301. **Table 11** below provides a summary of the evaluation criteria ratings.

Table 11 - Summary of the evaluation criteria ratings

Evaluation Criterion[44]	Summary Assessment	Rating
A. Strategic Relevance		**HS**
1. Alignment to MTS and POW	Strong alignment to UNEP's mandate, MTS 2018-2021 and 2022-2025, PoW 2018-2019, 2020-2021 and 2022-2023, and strategic priorities.	**HS**
2. Alignment to Donor/Partner strategic priorities	Highly relevant to Nigerian Government's strategic and national development priorities.	**HS**
3. Relevance to regional, sub-regional and national environmental priorities	Highly relevant with the UN SDGs, Paris Agreement, and other MEAS.	**HS**
4. Complementarity with existing interventions	No similar initiatives from the complexity of the project, territory and number of people affected by the environmental hydrocarbon pollution and the destroyed livelihoods of the Ogoni people on global scale.	**S**
B. Quality of Project Design	TOC in the ProDoc, LogFrame with SMART Indicators	**S**
C. Nature of External Context	The rating for the Nature of the external context was MODERATELY UNFAVOURABLE (MU) due to COVID-19 pandemic interruptions that seriously affected project implementation.	**MU**
D. Effectiveness		**S**
1. Availability of outputs	Availability - extent, usefulness and quality of outputs good. Overperforming of the project in its delivery of all five outputs.	**HS**
2. Achievement of project outcomes	UNEP/HYPREP project submitted its Project Standard on Contract Management to HYPREP and a flowsheet synthetizing its application, however HYPREP has yet to fully implement these tools. UNEP/HYPREP project has successfully fulfilled its outcome to support HYPREP in showing increased mobilization towards environmental remediation in Ogoniland by initiating numerous procurement actions for remediation equipment and materials, twenty site implementation plans and 75% of sites identified	**S**

[44] The criterion rating and the overall project rating is based on the automatic calculations based on the Weighting of Ratings table in the UNEP Evaluation Guidance package.

Evaluation Criterion[44]	Summary Assessment	Rating
	as the highest priority for clean-up operations by HYPREP, as well as 13 Complex Category A sites for which HYPREP initiated the contracting. Moreover, globally, the UNEP/HYPREP project has contributed to strengthening the hydrocarbon pollution and environmental remediation and commencing the cleaning up of oil contamination together with the ongoing mangrove ecosystem restoration project. Alongside the remediation activities, social cohesion and peacebuilding between vulnerable populations in Ogoniland were built by restoring livelihoods, health, water and sanitation, food and energy security, which can also be replicated for all the countries affected by hydrocarbon pollution and oil spills worldwide.	
3. Likelihood of impact	UNEP/HYPREP project has capacitated HYPREP with the existing scientific oil pollution remediation methods, technical competence and managerial abilities to implement the clean-up operations to ensure social stability and environmental improvement. UNEP has executed its role to offer HYPREP the technical competencies and management ability to implement the clean-up operations in areas contaminated by oil exploration in Ogoniland. UNEP/HYPREP project has supported these vulnerable groups by enabling them to improve their livelihoods, receive access to start small businesses, as well as contributed to building social cohesion and peacebuilding between vulnerable populations in Ogoniland by restoration of livelihoods, health, potable water, and sanitation, food, and energy security. Furthermore, it is likely for the project to make a substantive contribution to the long-lasting changes represented by the SDGs, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of UNEP's funding partner Nigeria, as the project has played a catalytic role and promoted scaling up of building strong environmental remediation from hydrocarbon pollution, mangroves ecosystems restoration, and contributed to building resilient livelihoods in Ogoniland, dispute resolution and social cohesion, and peacebuilding between vulnerable populations as a condition long-lasting impact of Sustainable Development and fulfilling the UN Agenda 2030. However, the project impact is conditional and depends on the sustainable financing of the hydrocarbon pollution remediation, and the replenishment of the HYPREP Trust Fund.	**ML**
E. Financial Management		**HS**

Evaluation Criterion[44]	Summary Assessment	Rating
1. Adherence to UNEP's policies and procedures	Adherence to UNEP policies good with no delays.	**HS**
2.Completeness of project financial information	Applicable items were complete and made available for the terminal evaluation, especially the annual project expenditures reports and the final certified financial report.	**S**
3.Communication between finance and project management staff	Communication was good overall. Financial reports were made available for the terminal evaluation, especially the annual project expenditures reports and the final certified financial report.	**S**
F. Efficiency	The project ensured to produce cost-effectiveness (Efficiency of results delivered) during project implementation The Project was financed by Nigerian Government through a grant agreement with USD 5,805,332. Project partners have delivered more than in their Terms of Reference. The project lived through five project revisions with two additional funding lots from the Federal Government of Nigeria and through project extensions of an additional forty-nine months due to the COVID-19 pandemic this has significantly affected project efficiency. The final results from project management and financial management at the time of the terminal evaluation, taking into consideration the unrealistic short project implementation duration at project design, the extremely challenging conditions of project implementation, and the moderately unfavorable nature of external context suggest that project efficiency is moderately satisfactory.	**MS**
G. Monitoring and Reporting		**S**
1. Monitoring design and budgeting	Budgeting for monitoring only stated as staff time, and the project monitoring plan and budget were done only for four project outputs.	**MS**
2. Monitoring of project implementation	The quality of the monitoring is further evidenced by the comprehensive and detailed monthly and bi-annual reporting in PIMS and IPMR. These provided a clear system for close project monitoring, which was systematically undertaken by UNEP's co-financed staff time of its project manager.	**S**
3.Project reporting	Reporting was very detailed, however, data were not disaggregated by vulnerable / marginalized groups, including gender.	**S**

Evaluation Criterion[44]	Summary Assessment	Rating
H. Sustainability		**ML**
1. Socio-political sustainability	The Nigerian government has the political will to perform the oil clean-up in Ogoniland and the Niger Delta region. The Ogoni people are very satisfied with the environmental remediation and the improvement of their livelihoods, and they request the local, state, and federal governments to continue at the same pace.	**L**
2. Financial sustainability	Moderate risks that affect the financial dimension of sustainability, if the Nigerian Government is not able to replenish the HYPREP Trust Fund in order to enable the continuous process of clean-up of the petroleum contamination of Ogoniland and its complete sustainable environmental and mangroves ecosystem restoration. The same should be done parallel to the training and securing livelihoods for the Ogoni people and providing them with safe potable water, food, energy security, and health services needed after more than thirty years of exposure to petroleum pollution.	**ML**
3. Institutional sustainability	No risks affecting institutional framework and governance sustainability as all institutional frameworks for the HYPREP entity are put in place under the Federal Ministry of Environment of Nigeria.	**L**
I. Factors Affecting Performance and Cross-Cutting Issues		**HS**
1. Preparation and readiness	Project was well prepared and ready to implement at the start of the project in December 2018, financial resources were in place, and project management was not fully in place.	**S**
2. Quality of project management and supervision	Excellent management and adaptive management of project and strong partnerships.	**HS**
UNEP/Implementing Agency	Project management of UNEP was excellent.	**HS**
Partners/Executing Agency	Excellent management and adaptive management of project and strong partnerships.	**S**
3. Stakeholder participation and cooperation	Exemplary partnership was made during this project with the Nigerian Government and the HYPREP Office under the Federal Ministry of Environment.	**HS**
4. Responsiveness to human rights and gender equity	Human rights and gender equality were considered from the project design, and throughout project implementation, although greater attention should have been paid to creating equal working opportunities and conditions for women, men, and youth. The petroleum clean-up of the Ogoniland project has major benefits for women. Once	**S**

Evaluation Criterion[44]	Summary Assessment	Rating
	the environmental quality in Ogoniland improves, its women and youth will be able to fully get back to their traditional field of fishing and will get better returns from the investment in farming. Overall, the UNEP HYREP project is an homage to the human right to a clean environment, decent livelihood, potable water, and energy access, and fulfilling almost all the Sustainable Development Goals of the UN 2030 Agenda to leave no one behind.	
5. Environmental and social safeguards	The UNEP/HYPREP project aimed to safeguard environment and society directly through its work on strengthening hydrocarbon pollution remediation and clean-up from oil contamination. At the same time, the project was utmost complex nexus of environmental remediation, and restoration of livelihoods, health, water and sanitation, food and energy security for the Ogoniland population on the world development Agenda for the first time. The project was able to show that if a country is able to start performing environmental remediation and parallelly work on strengthening resilience through new livelihood training and enabling its population access to clean water, energy, and good health services, there is a dispute resolution and social cohesion and peacebuilding between vulnerable populations, and great levels of economical/financial, environmental, and sociopolitical benefits can be expected out of it. During project implementation, the project management exemplified best-practice risk mitigation through its swift and decisive implementation of comprehensive security protocols, transforming a high-threat environment into a secure operational zone.	**HS**
6. Country ownership and driven-ness	Key capacities on strengthening hydrocarbon pollution remediation for initiating clean-up from oil contamination in Ogoniland in Nigeria have been built.	**HS**
7. Communication and public awareness	The global exposure of this project and bringing the topic of strengthening hydrocarbon pollution remediation for initiating clean-up from oil contamination in Ogoniland in Nigeria in the efforts of fulfilling the Sustainable Development Goals (SDGs) and 2030 Agenda of the UN.	**HS**
Overall Project Performance:		**S**

6.2 Lessons learned

302. Lessons learned are used to bring together any insights gained during the project that can be usefully applied in future projects. In the case that HYPREP continues its implementation, lessons learned can be used for its smoother and smarter further implementation. Capturing lessons learned from the project implementation is extremely important, as it may result in more effective and efficient future rollout of project activities and organizational learning. Seizing lessons learned and turning that hindsight into best practices will achieve far greater long-term project success, which can be captured and possibly replicated within UNEP and broader. The following lessons were learned from the implementation of the UNEP/HYPREP project:

Lesson Learned #1:	**It is important to define roles and responsibilities for project implementation during the project inception phase by involving all stakeholders in the process to avoid false expectations or authority of works.**
Context/comment:	Roles and authorities of all project stakeholders should be defined already during the project design phase to enable good quality project implementing.

Lesson Learned #2:	**It is important to weigh political and economic risks in a given country - and design mitigation strategies - well in advance before engaging in a large-scale complex project of long duration.**
Context/comment:	Country, situation analysis and political assessment should be done before deciding to engage in a long, complex project implementation.

Lesson Learned #3:	**It is crucial to award contracts to companies who have the human, technical and financial capacity to undertake a challenging job, especially in complex fields like environmental remediation and restoration from hydrocarbon pollution.**
Context/comment:	To ensure sustainability, award contracts to companies who have the human, technical and financial capacity to undertake environmental remediation and restoration from hydrocarbon pollution.

6.3 Recommendations

303. The evaluators identified several recommendations based on the findings of this report. As UNEP's intervention in supporting HYPREP has ceased in December 2023, all the recommendations are directed to HYPREP as part of the Nigerian Federal Ministry of Environment.

Recommendation #1	**HYPREP should organise its workplan into six programmes in a very coordinated manner:** **1) Environmental remediation: 1.1 Mangrove ecosystem restoration, 1.2. Shoreline clean-up, and 1.3. Soil and groundwater remediation;**

	2) Livelihoods and Sustainable Development Project, by building alternative livelihoods through vocational training and supporting Ogoni people in the formation of start-up businesses; **3) Potable Water Project;** **4) Power Projects, including the use of renewable energies like solar, wind, and biogas;** **5) Building and equipping Health Centres, including performing Public Health Assessments; and** **6) Building and promoting the Centre of Excellence for Environmental Restoration (CEER).**
Challenge/problem to be addressed by the recommendation:	HYPREP is a very complex project with many diverse thematic programmes. In order to be able to concentrate on each of them and source for additional funding, HYPREP should be categorised into the themes that they are presenting.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP (UNEP Project Manager to pass the recommendation to HYPREP)
Proposed implementation timeframe:	3 months

Recommendation #2	**HYPREP should continue the environmental restoration of medium-risk and high-risk complex sites in the order it usually does: Soil and groundwater remediation, Shoreline clean-up and Mangrove restoration.** **HYPREP should apply the agreed-upon UNEP Performance Framework to identify and hire new remediation contractors for medium and high-risk complex sites.** **For the hydrocarbon pollution remediation of the high-risk sites, HYPREP should choose qualified contractors and the best-in-class technology, especially where the population is living above the lots, in order not to endanger them. All other HYPREP Projects (Livelihoods and Sustainable Development Project; Potable Water Project; Power Projects, including the use of renewable energies like solar, wind, and biogas; Building and equipping Health Centres, including performing Public Health Assessments; and Building and promoting the Centre of Excellence for Environmental Restoration (CEER)) should run parallelly to the environmental remediation projects in order to fulfil the UN 2030 Agenda for Sustainable Development, and to enable and sustain the well-being of the Ogoni people on their land.**
Challenge/problem to be addressed by the recommendation:	HYPREP should choose qualified contractors and the best-in-class technology for the hydrocarbon pollution remediation of the high-risk sites.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP

Proposed implementation timeframe:	3 months

Recommendation #3	**The Nigerian Government should try to maintain a stable leadership at the Federal Ministry of Environment and HYPREP (i.e., Project Coordinator) to enable the sustainable performance of the complex HYPREP workplan and retain knowledge and consistency of implementation activities.**
Challenge/problem to be addressed by the recommendation:	Maintain sustainable and stable leader at the Federal Ministry of Environment and the HYPREP project office.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	Nigerian Federal Government and HYPREP
Proposed implementation timeframe:	12 months

Recommendation #4	**Building upon UNEP's 2011 recommendation for a comprehensive health assessment to be undertaken throughout Ogoniland, HYPREP should engage with the World Health Organization (WHO) and the International Agency for Research on Cancer (IARC) and submit a common costed proposal for undertaking the Public Health Assessment of Ogoniland.**
Challenge/problem to be addressed by the recommendation:	No Public Health Assessment for Ogoniland exist.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP
Proposed implementation timeframe:	6 months

Recommendation #5	**HYPREP should perform a renewed assessment of the high-risk complex remediation sites.**
Challenge/problem to be addressed by the recommendation:	Hydrocarbon pollution has protruded deeper into the ground and into the groundwater, therefore, a renewed assessment of the remediation sites needs to be performed.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP
Proposed implementation timeframe:	6 months

Recommendation #6	**HYPREP should initiate and work on good project publicity using the results of all the good projects and the sustainable development community in Ogoniland, through local and international media outlets and leading newspapers.**
Challenge/problem to be addressed by the recommendation:	Create good publicity for the HYPREP project.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP
Proposed implementation timeframe:	3 months

Recommendation #7	**The successful pilot projects that have been implemented in all HYPREP pillars should be scaled-up and replicated by sourcing funding from international donors.**
Challenge/problem to be addressed by the recommendation:	The HYRPEP pilot projects in the following thematic areas: vocational training and microfinancing for livelihoods rehabilitation and building resilience; potable water and sanitation projects; power and renewable energy projects; health projects; and enabling food security projects should be replicated. Once the funding has been provided, HYPRER should co-implement, scale-up, and replicate some of the HYPREP pilot projects, also collaborating with thematic UN Agencies under a coordinated action of the UN Country Team in Nigeria. Replicate and scale-up various HYPREP projects together with International Organizations, including diverse UN Agencies.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP
Proposed implementation timeframe:	6 months

Recommendation #8	**HYRPEP should work on strengthening the human rights and gender dimensions by preparing a Gender Strategy and Human Rights Strategy.**
Challenge/problem to be addressed by the recommendation:	HYRPEP should prepare a Gender Strategy for inclusion and improvement of livelihoods of women through training and job creation. It should also prepare Human Rights Strategy including livelihoods improvement strategy for all vulnerable population and persons living with disabilities.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	HYPREP

Proposed implementation timeframe:	6 months

Recommendation #9	**After performing the renewed assessment of the high-risk complex sites, and having assessed the costs for their remediation, the Nigerian Federal Government and HYPREP should seek additional funding for the replenishment of the HYPREP Trust Fund, whose first funding was 1 billion USD.**
Challenge/problem to be addressed by the recommendation:	According to UNEP's Environmental Assessment, the 1 billion USD was initial funding for approximately five years of project implementation. Provide sustainable financing and replenishment for the HYPREP's Trust Fund and sustainable continuous implementation of HYPREP's activities.
Priority Level:	Critical
Type of Recommendation:	Partners
Responsibility:	Nigerian Federal Government and HYPREP
Proposed implementation timeframe:	12 months

Recommendation #10	**UNEP should review its Risk Log templates to prompt for an assessment of reputational risk and ensure that the appropriate level of safeguards risk is identified at project design.**
Challenge/problem to be addressed by the recommendation:	No risks on potential reputational risk for UNEP were identified. Given the complexity and nature of the project, and mandate of UNEP, this type of risk should have been considered at design. Furthermore, the Environmental Social and Economic (ESE) Review Note included in the approved Project Document identified UNEP/HYPREP as a low-risk project. Given the nature of the project and context of implementation, the ESE screening decision does not seem to have identified the appropriate risk level to the project.
Priority Level:	Critical
Type of Recommendation:	UNEP-wide
Responsibility:	UNEP Policy and Programme Division
Proposed implementation timeframe:	6 months

Annexes

Annex 1. UNEP/HYPREP project budget[45]

Budget Template _PROJECT REVISION 5

Project Title: Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland (Project Revision 5)

Budget Summary

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Year 1 (2018)	Year 2 (2019)	Year 3 (2020)	Year 4 (2021)	Year 5 (2022)	Year 6 (2023)	Total
CASH	Environment Fund activity budget								
	Regular Budget activity budget								
	TOTAL EF/RB BUDGET								
	Extrabudgetary Funding (posts + non-post+PMC)	Secured (FGN 1)	-	1,369,095	482,728	38,177	-		**1,890,000**
		Secured (FGN 2)	-	-	-	790,019	1,052,086		**1,842,105**
		PSC FGN 1 (13%)	-	177,982	62,755	4,963	-		**245,700**
		PSC FGN 2 (13%)	-	-	-	102,702	136,771		**239,474**
		Coordination Levy (1%)	-	-	-	7,900	10,521		**18,421**
		Unsecured XB funding	-	-	-	-	-	1,569,632	**1,569,632**
	TOTAL XB BUDGET		**-**						**5,805,332**
IN-KIND	Environment Fund post costs								**-**
	Regular Budget post costs								
	Other (include name of donor)								
	TOTAL IN-KIND BUDGET								**-**
	Funding secured								100%

Reviewed and Certified by: **Date:** 10/11/2022
Paul Obonyo
Fund Management Officer
UNEP Disasters and Conflicts Branch

[45] Master UNEP/HYPREP Budget Project Revision 5, 10.11.2022

Annex 2. Certified Financial Statement for the UNEP/HYPREP project[46]

1000/32CPL - TF Ctrpart Ctrs Supp Envrmt Activities

S1-32CPL-000352 -Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland

Donor: 1300001624 - FEDERAL MINISTRY OF ENVIRONMENT-NIGERIA REPLACED BY 13000024

Interim Certified Financial Statements for the period ended 31 December 2024

(Expressed in US dollars)

Income	
Contributions received	5,786,911.00
Total Income	**5,786,911.00**
Expenditures	
Staff and other personnel cost	3,487,009.72
Supplies, Commodities and Materials	5,103.45
Equipment, Vehicles and Furniture	98,912.84
Contractual Services	153,020.21
Travel	655,483.91
Transfers and Grants	463,321.64
General Operating and Other Direct Costs	217,143.16
Total direct expenditures	**5,079,994.93**
Indirect Support Costs (United Nations)	660,399.68
Total indirect support costs	**660,399.68**
Total expenditures	**5,740,394.61**
Net excess/(shortfall) income over expenditure	**46,516.39**
Exchange rate (loss)/gain	12,126.52
Available Balance	**58,642.91**

Certified by: _____ Date: 21.01.2025

Paul Obonyo
Fund Management Officer
United Nations Environment Programme

Cleared by: _____ Date: 21 Jan 2025

Maryanne Kagoro
Chief, Accounts Section, BFMS
UNON

United Nations Office at Nairobi
ACCOUNTS SECTION
Budget and Financial
Management Service

Approved by: _____ Date: 22.01.2025

Onesmus Thiong'O
Chief, Financial Management Section
United Nations Environment Programme

[46] Final Certified Financial Statement from 22.01.2025

Annex 3. List of documents consulted during the terminal evaluation

1. Terms of Reference for the Terminal Evaluation of the UNEP Project: "Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland - HYPREP", PIMS 2030
2. Project Document for the project: "Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland" PIMS 2030 from 15 November 2018
3. Five project revisions of the HYPREP Project document from 16 December 2020, 30 January 2020, 31 May 2021, 5 May 2022, and 28 December 2022
4. HYPREP Original Work plan
5. 3 Revisions of the HYPREP Work plan
6. S1-32CPL-000352:-Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland Donor: Federal Ministry of Environment FMENV - Nigeria; Quarterly Financial Statements for the period 01 January 2019 to 30 June 2023
7. Technical Services Funding Agreement on $2,135,700.00, UNEP/DA/PPD/PCDMB/2018/002 between UNEP and the Federal Ministry of Environment of the Federal Government of Nigeria
8. UNEP Evaluation Tools/Guidelines
9. UNEP MTS 2018-2021 / 2022-2025
10. Inception Report for the Project: "HYPREP" September 2017
11. UNEP Scope of Work, HYPREP Phase I
12. UNEP Scope of Work, HYPREP Phase II
13. Port Harcourt Mission Report from 27012019 to 01022019, Team Inception Mission Project implementation reports
14. Inception Report, UN Environment Support to HYPREP Project, 1 December 2018 - 31 January 2019, Ogoniland, Nigeria
15. Project implementation reports
16. Project Budgets and Expenditures Documents
17. UNEP missions reports from Nigeria
18. Review for Operation Managers (ROM) report commissioned from the EU from 18 January 2019
19. UNEP's Toolboxes, Monitoring & Evaluation Note and Guidance Note on Addressing Climate Fragility Risks
20. Diverse Social Media channels and communities of practice on the topic of UNEP/HYPREP
21. Terms of Reference for the Terminal Evaluation of the UNEP Project: "Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland - HYPREP", PIMS 2030
22. Project Performance Highlights from December 2018 to December 2022 for UNEP/HYPREP Project – PIMS 2030 - Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland, UNEP 2023
23. Operational Project Closure Report from December 2018 to December 2023 for UNEP/HYPREP Project – PIMS 2030 - Strengthening HYPREP for initiating clean-up from oil contamination in Ogoniland, UNEP, 18 October 2024
24. Report on Learning Lessons from Phase I Implementation; UNEP HYPREP Support Project,

Ogoniland, Nigeria December 2018 to January 2021, March 2021

25. UNEP HYPREP-Support Project Lesson Learned Technical Report, UNEP, December 2023
26. Evaluation of HYPREP Website
27. Institutional Capacity Assessment of HYPREP
28. Assessment of HYPREP Communications Capacity and Training Needs
29. Assessment of HYPREP GIS Capacity and Training Needs
30. Assessment of HYPREP Technical Capacity and Training Needs
31. HYPREP Management Workshop Report
32. Review Note for Proposed Integrated Contaminated Soil Management Centre
33. Ogoniland Remediation Criteria Review
34. Report from the International Study Tour to the United Kingdom for HYPREP Governing Council Members
35. UN Environment Support to HYPREP Project Inception Report
36. UN Environment Support to HYPREP Project First Progress Report: December 2018 to May 2019
37. UNEP Technical Training for HYPREP in Switzerland
38. UNEP Public Health Team Mission Report
39. UNEP Site Reconnaissance Plan
40. UNEP-HYPREP Site Assessment Form
41. Review Note on Centre of Excellence for Environmental Restoration in Ogoniland
42. UNEP Advisory Note on Integrated Contaminated Soil Management Centre
43. UNEP Advanced GIS Training Report
44. UNEP Mobile Communications Training Report
45. Preliminary Assessment Report of HYPREP-Approved Laboratories
46. UNEP-HYPREP Geneva December 2019 Budget Planning Meeting Report
47. UNEP-HYPREP Geneva 29 November 2019 Strategic Meeting Report
48. UNEP-HYPREP Geneva November 2019 Technical Meetings Report
49. UNEP Support to HYPREP Project Second Progress Report: June to December 2019
50. UNEP COVID19 Communication Strategy for HYPREP
51. Terms of Reference for Public Health Assessment
52. Institutional Profiles for Public Health Assessment in Ogoniland
53. COVID19 Return to Workplace Plan
54. COVID19 Return to Fieldwork Guidelines
55. Assessment of Healthcare Facilities in Ogoniland
56. Strategy for the Inspection of New Spill Sites
57. UN Environment Support to HYPREP Project Third Progress Report: January to June 2020 Procurement Recommendations Report
58. Online Training Report, Public Health Workshop Report, 26 November 2020
59. Advanced Technical Report Writing and Risk Assessment Training Report

60. Report on Results from UNEP Training Survey for HYPREP Staff
61. Scoping Reports from Newly Contaminated Sites (Post-2010) - Package
62. UN Environment Support to HYPREP Project Fourth Progress Report: July to December 2020
63. Report on Learning Lessons from Phase I Implementation
64. Report from the International Expert Meeting on Mangrove Restoration: Lessons Learned for the Ogoniland Clean-up
65. Comprehensive Review of HYPREP's Office and Field Equipment
66. Conceptual Design for the Centre of Excellence in Environmental Restoration Resubmission
67. Report from the Web-based Training on Field and Office Operations under COVID-19
68. Report from the International Webinar on Modern Digital Technologies for the Ogoniland Clean-up
69. Report from the Stakeholder Mapping for HYPREP's Strategic Communications Training Workshop
70. Report from the Stakeholder Engagement Workshop for CRAC
71. Report from the COVID-19 Strategy Workshop for HYPREP Senior Management
72. Reconnaissance of New (Undocumented) Oil Spill Sites in Ogoniland
73. Second Institutional Capacity Assessment of HYPREP
74. UNEP Support to HYPREP Project Fifth Progress Report: January to June 2021
75. Report from the August 2021 HYPREP & UNEP Team Retreat
76. Report from the UNEP September 2021 Writeshops
77. UNEP Team Profiles
78. UNEP & HYPREP Staff Chart
79. Updated COVID-19 Return to Workplace Plan
80. Updated COVID-19 Return to Fieldwork Guidelines
81. Modern Digital Technologies Report for the Ogoniland Clean-up
82. Scope of Work for International Laboratory
83. Scope of Work for Air Quality Monitoring
84. HYPREP Performance Self-Assessment Report Q3 2021
85. Public Health Joint Proposal from UNEP, WHO/IARC and Swiss TPH
86. UNEP Support to HYPREP Project Sixth Progress Report: July to December 2021
87. Greening HYPREP
88. HYPREP Q4 2021 Performance Review
89. HYPREP GC, BoT and CRAC Retreat Report
90. Future Employment and Up-skilling Needs Assessment Survey of Ogoni Youth and Women Report
91. HYPREP Q1 2022 Performance Review
92. UNEP Support to HYPREP Project Seventh Progress Report: January to June2022

93. HYPREP Q2 2022 Performance Review
94. Follow-up Assessment of HYPREP Approved Laboratories
95. Review and Recommendations of Rapid Measurement Techniques
96. Report from the Second International Study Tour on Complex Remediation Sites in the UK Public Health System
97. Recommendations for Improving the Public Health System in Ogoniland
98. Ogoniland and the Niger Delta: Mangrove Restoration and Conservation Strategy
99. UNEP Support to HYPREP Project Eighth Progress Report: July to December 2023
100. Mangroves in the Niger Delta - Restoration Manual
101. Implementation Status of UNEP's Operational Recommendations to HYPREP (May 2021 to December 2022)

Annex 4. Evaluation Matrix

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
	A. Strategic Relevance			
Key questions for Strategic Relevance: To what extent were the Project objectives and expected outcomes relevant to global, national and local development environmental strategies and priorities for clean-up of petroleum pollution? How well are the project objective and expected outcomes and outputs suited to the priorities, policies and strategies of the implementing agencies, donors and target groups?				
i.	Alignment to the UNEP Medium term strategy (MTS), programme of Work (POW), and other strategic priorities	- Was the HYPREP Project in line with UNEP's mandate and how? - Is the Project responding to UNEP strategies and programme of work, and how (qualitative and quantitative contributions)?	- Degree of alignment with UNEP MTS and POW - Degree of alignment with UNEP Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC)	- UNEP publications (MTS, PoW) - ProDoc - PIR reports/progress reports - Interviews with Project Coordinator (PC) - UNEP publications
ii.	Alignment to Donor Strategic Priorities (Federal Ministry of Environment (FME) of the Federal Republic of Nigeria (FGN))	- Was the Project responding to Nigerian Strategic environmental priorities, and how (qualitative and quantitative contributions?)	- Degree of alignment with other FME of FGN strategic and environmental petroleum contamination policies	- ProDoc - Project reports/progress reports - Interviews with PC - Interview with the Nigerian Federal Minister of Environment as a Chairman of the Board of Trustees at the HYPREP Project Steering Committee (PSC) - FGN publications - FME publications and reports
iii.	Relevance to Regional, Sub-Regional and national Environmental Priorities	- Was the Project responding to the stated environmental concerns and needs of the countries/sub- regions/regions?	- Degree of alignment with: National and (sub) regional plans, strategies, policies and agreements	- ProDoc - Project reports/progress reports - Regional strategies and agreements - Interviews with PC and Project Steering Committee (PSC) - Interview with Nigerian Federal Minister of Environment as a Chairman of the Board of Trustees at the HYPREP PSC - Interviews with Project partners - Interviews/surveys with other stakeholders

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
				- Interviews/surveys with government representatives
iv.	Complementarity with existing interventions	- To what extent did the Project, at design and/or mobilization phase, take account of ongoing and/or planned initiatives? - To what extent did the Project team make efforts to ensure that the Project was complementary to other UNEP and UN interventions, and optimize any synergies?	- Degree of potential synergies identified - Absence of duplication of efforts - Potential duplications identified at design stage - Degree of identified complementarities with other projects	- Pro Doc - Project reports/progress reports - Interviews with PC and PSC - Interviews with HYPREP PC in HYPREP office in PH and representatives of other national stakeholders - Interviews/surveys with government representatives - Interviews with Project Coordinators from - related projects
	B. Quality of Project Design			
Key question: How adequate was the Project design to achieve the Project Outputs, Outcomes and Objectives?				
	Relevance and logic of Project Objectives, activities, Outputs and Outcomes according Project Quality Design template.	The Quality of Project Design is assessed using the template provided by the UNEP Independent Evaluation Office (IEO).	- Result of Overall Project Design Quality rating	- ProDoc (original and revised), including project review sheets - Interviews with PC and PSC
	C. Nature of External Context			
Key question: To what extent does the project consider external factors which might have an effect on project implementation?				
	Aspects related to external operating context (considering the prevalence of conflict, natural disasters, and political upheaval).	- Has the Project faced an unusually challenging operational environment that negatively affected project performance, such as: * Conflicts or security issues? * Government instability? * Risks of natural disasters? * Covid-19 pandemics (separate key evaluation question)?	- Number of Project delays / extensions, ProDoc / log frame revisions and budget revisions	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with FME and Federal Government Representatives in Nigeria
	D. Effectiveness			

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
Key question: To what extent did the projects achieve the expected results at various levels, including Outcomes and Outputs?				
i.	Availability of Outputs	- Were Outputs and milestones delivered on time and as planned? If not, what were the reasons of delay/changes? - What is the quality of these Outputs? - To what extent do the Outputs contribute to their planned Outcomes? - How useful, relevant and appropriate did beneficiaries find the Outputs produced by the Project? - Which factors contributed to the achievement of Outputs (and/or what were the reasons Outputs were not produced)?	- Concrete examples of Outputs being used by end users - Approved Project extensions / budget revisions - Involvement of stakeholders in the production of Outputs	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with Nigerian government representatives
ii.	Achievement of direct Outcomes	- What direct Outcomes (as per the combined reconstructed Theory of Change (TOC)) have been achieved? - Are these Outcomes a result of Project intervention? - Would these have been achieved without the direct involvement of UNEP? Why?	- Number of federal governments assessing environmental policies, plans or programmes developed by the project for adoption to respond to clean-up of oil pollution and using Nature-based solutions (NbS) for restoring of environmental degradation - Number of communities where resilience to environmental degradation stresses from the petroleum pollution has been improved, measured against resilience scorecard - Number national federal mechanisms for conducting degraded environment restoration and clean-up of oil pollution - Amount of new funds secured from the international donor community through project outreach and advocacy, and the provision of technical expertise at country levels to replicate and upscale interventions for implementing oil decontamination and environmental restoration activities - Level of dissemination among other project parties of the Project's lessons learned	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
iii.	Likelihood of Impact	- What is the likelihood of expected positive impacts to be realized? - To what extent have any possible negative effects been identified in the Project as risks? - How successful was the Project in playing a catalytic role and/or promoting the scaling up or replication of Project results? - Is the Project likely to contribute to the long-	- Number of Institutional arrangements in place to address oil decontamination and environmental restoration in national adaptation plans - Number of countries and international community that have capacity to analyze and respond to climate security risks	- Likelihood of Environmental Impact Assessment - Reconstructed TOC at Design and at Evaluation - ProDoc - Project progress reports - Financial reports

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
		lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's MTS, POW and national strategic priorities of participating countries?		- Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
	E. Financial Management			
Key question: How conducive was the financial management for the achievement of project Outputs and Outcomes?				
i	Adherence to UNEP's financial policies and procedures	- Was the Project implemented in compliance with UN financial management standards and procedures?	- Approval of contracting documents, Project reports and financial reporting - Alignment of expenditures during Project implementation with approved budget	- Project budget - Financial reports, audit reports - Interview with UNEP Fund Management Officer (FMO) - Interviews with PC and PSC - Interviews with Project partners that received financial support
ii	Completeness of financial information	- Was the Projects' key financial information complete? - What was the actual expenditure across the life of the Project? - To what extent were the projects' expenditures in line with the corresponding approved budget? - What changes, if any, have been made to the projects' budget and why?	- Approval of contracting documents, Project reports and financial reporting - Alignment of expenditures during Project implementation with approved budget	- Project budget - Financial reports, audit reports - Interview with UNEP FMO - Interviews with PC and PSC - Interviews with Project partners that received financial support

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
iii	Communication between financial and Project management staff		- Approval of contracting documents, Project reports and financial reporting - Alignment of expenditures during Project implementation with approved budget	- Project budget - Financial reports, audit reports - Interview with UNEP FMO - Interviews with PC and PSC - Interviews with Project partners that received financial support
	F. Efficiency			
Key questions: To what extent and how were cost-effectiveness and timeliness considered during Project implementation? How did these factors affect Project performance? The extent to which results have been delivered with the least costly resources possible?				
	Cost-effectiveness and timeliness of Project execution	- Were any cost or time-saving measures put in place to maximize results within the secured budget and agreed Project timeframe? - Did the Project make use of / build upon pre-existing institutions, agreements and partnerships, data sources, etc. to increase Project efficiency? How? - What factors have caused delays (if any) and have affected Project execution, costs and effectiveness? How? - Were events leading to completion of activities sequenced efficiently? - What was the role of the Project's - governance structure and management approach on its efficiency?	- Number of Project extensions, budget adjustments, revisions - Number of measures to mitigate delays - Timeliness of report submission	- ProDoc - Project progress reports - Steering Committee meetings - Financial reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives Interviews with Project partners that received financial support
	G. Monitoring and Reporting			
Key question: How were monitoring, evaluation and reporting used to support, adapt and improve Project implementation?				
i.	Monitoring design and budgeting	- To what extent were the monitoring plans designed to track progress against SMART indicators? - To what extent were the allocated funds adequate for monitoring purposes, and for the mid-term and terminal evaluations?	- Quality of monitoring plan - Number and quality of monitoring documents - Existence and quality of mid-term review report	- ProDoc - Mid-term review reports - Project budget - Financial reports - Monitoring reports - Interviews with PC and PSC

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
ii.	Monitoring of Project implementation	- To what extent were the monitoring plans operational? - To what extent did the monitoring system facilitate the timely tracking of results and progress towards Project Objectives? - To what extent was the information, generated by the monitoring system, used to adapt and improve Project execution, achievement of Outcomes and ensure sustainability? - To what extent were the allocated funds for monitoring actually used to support monitoring?	- Number and quality of monitoring documents - Existence and quality of mid-term review	- ProDoc - Mid-term review reports and action plans - Project budget - Project progress reports - Financial reports - Monitoring reports - Interviews with PC and PSC
iii.	Project reporting	- Have the project status reports been delivered in a timely manner? - To what extent have other UNEP and donor reporting requirements been fulfilled?	- Number and quality of reports delivered in line with reporting requirements - Number and quality of approved reports	- ProDoc - Mid-term review - Project budget - Financial reports - Monitoring reports - Interviews with PC and PSC
	H. Sustainability			
Key questions: How do socio-political, financial and institutional factors affect the probability of Project Outcomes being maintained and developed after the Projects end? How likely is that the project will continue to deliver benefits after the HYPREP project has ended?				
i.	Socio-political sustainability	- What is the level of ownership, interest and commitment among governments and among other main stakeholders? - What is the likelihood that the Project achievements will be taken forward at the national level, by the government (including allocation of budgets) and by the main stakeholders? - What is the likelihood that capacity development efforts continue? - Has increased capacity in the country been sustained until today?	- Number of follow-up HYPREP initiatives and planning by governments in Nigeria (including designated budgets)	- ProDoc - Project progress reports - Steering Committee meetings - Financial reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
ii.	Financial sustainability	- To what extent are Project Outcomes dependent on future funding for the benefits they bring to be sustained? - Is there any government funding secured to sustain the HYPREP projects started in the pilot countries? - What efforts are being made to secure funding for future complementary	- Number of follow-up initiatives concerning HYPREP in Nigeria - Amount of funding available	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
		activities?		representatives
iii.	Institutional sustainability	- To what extent were institutional frameworks, policies, and legal and accountability frameworks in place and robust enough to support the sustainability of Project Outcomes?	- Number and quality of policies and legal and accountability frameworks - Number of follow-up activities initiated by governments	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
	I. Factors and Processes Affecting Project Performance			
Key question: How and to what extent did certain factors – preparation and readiness, quality of Project management and supervision, stakeholder participation and cooperation, responsiveness to human rights and gender, and environmental and social safeguards - affect Project performance?				
i.	Preparation and Readiness	- Were appropriate measures taken to either address weaknesses in the Project design or respond to changes that took place between Project approval, securing of the funds and Project mobilization? Which measures? - What was the nature and quality of engagement with stakeholder groups by the Project team during Project preparation? - What process was followed to assess the capacities of implementing partners and develop the partnership agreements? - Were initial staffing and financing arrangements sufficient to drive implementation?	- Number and quality of appropriate measures taken (if necessary) - Quality of partner agreements	- ProDoc - Project progress reports - Final report - Partner agreements - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
ii.	Quality of Project Management and Supervision	- Was Project management by UNEP pro-active and responding timelya nd adequality to any issues encountered within the Project? - What was the nature of communication and collaboration with stakeholders? - What was the nature of communication and collaboration with UNEP staff and the Practical Action Nepal and Sudan project staff?mmHow were risks managed? Did this require use of problem-solving and/or Project adaptation? How?	- Number of issues complicating HYPREP Project implementation solved timely (as opposed to unsolved issues) - (Amount of) evidence of adaptive management being applied	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
iii.	Stakeholder Participation and Cooperation	- Were all important Project stakeholders properly identified at Project design and duly involved in Project implementation? - What consultation and communication	- Number of stakeholders identified and actively involved in Project implementation - Number of stakeholders satisfied with the stakeholder participation	- ProDoc - Project progress reports - Final report

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
		mechanisms were put in place to ensure an active stakeholder engagement and ownership? Were these effective? - What was the level of support provided to maximize collaboration and coherence between stakeholders? - What measures were taken to ensure inclusion and participation of all differentiated groups, including gender and vulnerable groups?		- Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives
iv.	Responsiveness to Human Rights and Gender Equity	- To what extent did the Project intervention adhere to UNEPs policy and strategy for gender and human rights? - To what extent did Project implementation and monitoring take into consideration: * Possible inequalities (especially gender-related) * Specific vulnerabilities of women, youth, children) to environmental degradation or Disasters and vulnerability to HYPREP * The role of disadvantaged groups (especially gender-related) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation	- Number of gender and human rights stakeholders identified and actively involved in Project implementation - Number of stakeholders satisfied with the stakeholder participation realized - Evidence that sensitivity in gender has been observed in Project design, implementation and monitoring and evaluation activities, including gender distribution in participation in Project activities and events	- UN policies and strategies on gender and human rights: * UN Common Understanding on the Human Rights Based Approach (HRBA) * UN Declaration on the Rights of Indigenous People * UNEP's Policy and Strategy for Gender Equality and the Environment - ProDoc - Project progress reports - Project Steering Group (PSC) meeting minutes and/or Workshop reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with government representatives Interviews with other project stakeholders and beneficiaries
v	Environmental and Social Safeguards	- To what extent were UNEP's requirements, with respect to environmental and social safeguards, met (through the process of environmental and social screening at Project approval stage, risk assessment and management) of potential environmental and social risks and impacts associated with Project and programme activities? - To what extent were the following activities carried out: * Review of risk ratings on a regular basis * Monitoring of Project Implementation	- Frequency of review of risk ratings - Number of monitoring reports that include monitoring of safeguard issues - Evidence of adequate responses to safeguard issues	- ProDoc - Project progress reports - Final report - Interviews with PC and PSC - Interviews representatives of other Stakeholders - Interviews with government representatives - Awareness raising materials developed within the Project

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
		for possible safeguard issues * Providing responses to safeguard issues; - To what extent did the Project management minimize UNEP's environmental footprint? What measures, if any, where taken?		
vi.	Country Ownership and Driven-ness	- To what extent was the government / public sector qualitatively involved with the Project? (in respect to the need to embed the Outputs and Outcomes of Project work in their respective institutions) - How did this contribute to embed changes in their respective institutions and offices? - To what extent do these representatives/agencies consider the needs or interest of all gendered and marginalized groups?	- Number of Project Outputs and Outcomes entrenched in government / public sector institutions - Degree to which Project results have been adopted and championed nationally - Degree to which countries have willingly resourced the Project and its Outcomes and indicated on-going budgetary funding and capacity for HYPREP issue, oil decontamination and environmental restoration?	- ProDoc - Project progress reports - Final report - Interviews with HYPREP PC and PSC - Interviews with other project local community representatives and stakeholders and beneficiaries in Ogoniland - Interviews with government representatives - Interviews with the Governing Council, Board of Trustees where Chairman is the Federal Minister of Environment of the FGN - Interviews with Technical Experts from the HYPREP Office in Port Harcourt: For Livelihoods, Health, Centre for Environmental Excellence.
vii.	Communication and Public Awareness	- How were learning and experience sharing communicated between Project partners and interested groups? - Which public awareness activities were undertaken during Project implementation? - To what extent did they influence attitudes or shape behavior among wider communities and civil society at large? How? - To what extent were existing communication channels and networks used effectively, including meeting the differentiated needs of gendered or marginalized groups?	- Operative communication platforms - Discussion boards - Degree on awareness of stakeholders on HYPREP issues	- ProDoc - 5 Project Revisions - HYPREP Progress Reports
J. Key strategic evaluation questions for this terminal evaluation of HYPREP				
		- In what ways and to what extent have the needs and interests of differentiated groups been considered in the	- Number of stakeholders identified and actively involved in Project implementation - Number of stakeholders satisfied with the stakeholder participation	- ProDoc - Project progress reports and final report - Interviews with HYPREP PC and PSC

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
		implementation and monitoring of the project?		- Interviews with other project local community representatives and stakeholders and beneficiaries in Ogoniland - Interviews with the Governing Council, Board of Trustees where Chairman is the Federal Minister of Environment of the FGN - Interviews with Technical Experts from the HYPREP Office in Port Harcourt: For Livelihoods, Health, Centre for Environmental Excellence.
		- What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?	- Number of people trained during COVID-19 period - Number of technical assistance requests delivered during COVID-19 period	- ProDoc - HYPREP Project progress reports - Final report - Interviews with PC and PSC - Interviews with other project stakeholders and beneficiaries - Interviews with FME and Federal Government Representatives in Nigeria
		- What issues and challenges should be considered in the design, approval, and preparation of any future project phase by potential UN agencies or other partners?	- Clearly defined roles of project implementation agency and donor - Degree on awareness of stakeholders on HYPREP issues - Defined scope of the project - Defined capacities of implementation of project partners	- ProDoc - Interviews with PC and PSC - Interviews with FME and FGN - Technical Services Funding Agreement between UNEP and the Federal Ministry of Environment of the Federal Government of Nigeria
		- Moving forward, how should UNEP balance reputational risks to the organization with member states' requests for assistance	- Clearly defined strategy of UNEP on environmental disasters and conflicts - Clear communication to the member	- UNEP Strategic Documents - UNEP MTS and PoWs - UNEP's UNA documents

No	Evaluation Criteria	Evaluation Questions	Indicators / Means of verification	Data Sources
		with serious environmental problems?	states' on what is possible and feasible for UNEP (UNEP's role) concerning serious environmental problems and issues	

Annex 5. People consulted during the terminal evaluation

Organization / Institution	City, Country	Position	Date of Interview	Role in the UNEP HYPREP project	Gender (m/f)
UNEP and UN					
UNEP, Evaluation Office	Kenya	Evaluation Officer,UNEP, IEO	28.08.2024	Evaluaiton Officer for the Terminal Evaluation of HYPREP	f
UNEP, Evaluation Office	Kenya	Evaluation Officer,UNEP, IEO	18.12.2024	Evaluaiton Officer for the Terminal Evaluation of HYPREP	m
UNEP, Disasters and Conflict Branch	Switzerland	Programme Manager, P4	28.08.2024	UNEP Task Manager	m
UNEP Consultant, UNEP's HYPREP Project Coordinator	UK	Chief Technical Advisor	28.08.2024	HYPREP Project Chief Technical Adviser	m
UNEP	Geneva	Fund Management Officer (P3)	27.11.2024	FMO	m
UNEP	Nairobi	Financial Management Assistant	27.11.2024	Financial Management Assistant	m
UNEP	Washington D.C.	Former Chief of Staff	27.02.2025	Having key strategic information on project importance for UNEP	m
UNEP, Disasters and Conflict Branch	Nairobi	Branch Head	16.12.2024	Provided key guidance on steering the project trajectory	f
UNEP, Ecosystems Division	Nairobi	Division Deputy Director	16.12.2024	Provided key guidance on steering the project trajectory	m
UNEP, West Africa Sub-regional Office	Abidjan	Office Head	10.12.2024	Provided key guidance on steering the project trajectory	m
UNEP, Communications Division	Nairobi	Global Head of News and Media	16.12.2024		f
UN Resident Coordinator Office	Abuja, Nigeria	UN Resident Coordinator in Nigeria	27.11.2024	Provided key guidance on steering the project trajectory	m
UNITAR HQs	Geneva	Programme Officer at UNITAR HQs in Geneva	07.05.2025	Provided key guidance on Livehood training of women and Youth in Ogoniland	f
UNITAR Nigeria	Port Harcourt, Nigeria	Programme Officer in Port Harcourt, Nigeria	07.05.2025	Provided key guidance on Livehood training of women and Youth in Ogoniland	f
Federal Government of Nigeria					
Federal Ministry of Environment (EAD) of the Federal Republic of Nigeria	Abuja, Nigeria	Honourable Minister of Environment	26.11.2024	Custodian of the HYPREP Project	m
GIZ	Abuja, Nigeria	Director GIZ Nigeria	27.11.2024	Potential donor / Environmental Remediation Technology Transfer	m
Norwegian Embassy in Nigeria	Abuja, Nigeria	Head of Economic Cooperation at the Norwegian Embassy in Nigeria	27.11.2024	Potential donor / Environmental Remediation Technology Transfer	f
EU Delegation in Nigeria	Abuja, Nigeria	Head of Sustainable Energy	25.11.2024	Potential donor / Environmental Remediation Technology Transfer	m
National Oil Spill Detection and Response Agency (NOSDRA)	Abuja, Nigeria	National Oil Spill Detection and Response Agency (NOSDRA)	27.11.2024	Responsible for certification of cleaned oil spills	m
National Oil Spill Detection and Response Agency (NOSDRA)	Abuja, Nigeria	National Oil Spill Detection and Response Agency (NOSDRA)	27.11.2024	Responsible for certification of cleaned oil spills	m

Organization / Institution	City, Country	Position	Date of Interview	Role in the UNEP HYPREP project	Gender (m/f)
HYPREP Coordination Office Port Harcourt					
Federal Ministry of Environment (FME) of the Federal Republic of Nigeria - HYPREP Project	Port Harcourt, Nigeria	Project Coordinator of HYPREP	Nov-24	Project Coordinator of the HYPREP Project	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Director of Technical Services	Nov-24	HYPREP Director of Technical Service	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Communicaiton	21.11.2024	HYPREP Head of Communicaiton	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Communicaiton Officer	21.11.2024	HYPREP Communicaiton Officer - HYPREP Newsletter and Website	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Environmental Remediation	22.11.2024	HYPREP Head of Environmental Remediation	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Livelihoods	21.11.2024	HYPREP Head of Livelihoods	f
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Potable Water	21.11.2024	HYPREP Head of Potable Water	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Center of Excellence for Environmental Restoration (CEER)	21.11.2024	HYPREP Head of Center of Excellence for Environmental Restoration (CEER)	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Public Health	21.11.2024	HYPREP Head of Public Health	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Technical Support and Power Projects	22.11.2024	HYPREP Head of M&E	m
FME of Nigeria - HYPREP Project	Port Harcourt	HYPREP Head of Stakeholders Engagement	21.11.2024	HYPREP Head of Stakeholders Engagement	m
National consultant		National CEER Expert	14.11.2024	National consultant and Professor at RSST	m
National consultant		Senior Project Advisor	20.11.2024	National consultant and Professor at RSST	f
HYPREP Governing Council	Port Harcourt	Chairman	26.11.2024	Chairman of the HYPREP Governing Council	m
HYPREP Board of Trustees	Port Harcourt	CHAIRMAN	23.11.2024	Chairman of the Board of Trustees	m
HYPREP Members of the Governing Council - Ogoni representatives	Port Harcourt		22.11.2024		

Organization / Institution	City, Country	Position	Date of Interview	Role in the UNEP HYPREP project	Gender (m/f)
Academia					
University of Rivers State of Science and Technology (RSST)	Port Harcourt, Nigeria	Rivers State University of Science and Technology | RSUST · Department of Animal And Environmental Biology	14.11.2024	Post-UNEP Support Project to HYPREP, Nigeria	m
University of Rivers State of Science and Technology (RSST)	Port Harcourt, Nigeria	Professor of Land Management and Valuation at the Rivers State University of Science and Technology | RSUST	20.11.2024	Post-UNEP Support Project to HYPREP, Nigeria	f
Independent Consultants					
International consultant		Senior Project Advisor	15.11.2024	Part of UNEP Project Coordination Team (PCT)	m
International consultant		Senior Mangrove Ecosystems Expert	29.11.2024	Part of UNEP Project Coordination Team (PCT)	m
International consultant		Senior Laboratories and Investigation Expert		Part of UNEP Project Coordination Team (PCT)	m
International consultant		Senior GIS and Data Management Expert		Part of UNEP Project Coordination Team (PCT)	m
Community					
Stakeholder Democracy Network (SDN)		PROJECT ADVISOR	21.11.2024		m
Central Representative Advisory Committee (CRAC)	Port Harcourt		21.11.2024		
Ogoni Youth Federation	Ogoniland		22.11.2024		
Federation of Ogoni Women's Organizaion	Ogoniland		22.11.2024		
Underrepresented/marginalized groups, including those living with disabilities	Ogoniland		22.11.2024		

Annex 6. Response to stakeholder comments

Response to stakeholder comments received but not (fully) accepted by the evaluators, where appropriate

Page Ref./ Para. n	Stakeholder comment	Evaluator(s) Response
234	The project's efficiency appears to have been assessed unfavourably, primarily due to the revisions. However, these extensions were largely driven by high-level ministerial pressure to continue the project. In fact, UNEP was prepared to conclude the project several years ago but extended it at the government's insistence, facilitating a gradual transition to UNOPS. The COVID-19 pandemic should not be a factor in downgrading the project's evaluation. On the contrary, the project should be recognized for its strong adaptability, demonstrated by: (i) its swift and effective shift to providing timely technical assistance through intensive remote support, and (ii) its critical advisory role in managing pandemic-related waste. Furthermore, the project's efficiency is demonstrated by its overperformance in delivering outputs, which is well recognized in the evaluation. Considering this, I think the efficiency rating should be re-examined.	The project had five revisions which, overall, extended the project duration by forty-nine months. The three no-cost and two costed extensions significantly affected project efficiency. 'Efficiency' is rated as 'Moderately Satisfactory' taken into consideration the UNEP Evaluation Guidelines. Explanations on the strong adaptability during the COVID-19 pandemic has been added in the report. The project's overperformance in delivering its outputs is well recognized in the evaluation with the rating 'Highly Satisfactory' under the Evaluation Criterion 'Effectiveness'.
235	The budget for the project's monitoring plan primarily covers staff time, as this represents the key expense incurred in overseeing activities for a technical assistance and capacity-building initiative. Given the nature of the project, staff expertise and engagement are essential for effective monitoring, ensuring quality control, guidance, and accountability. I don't think there is any other way that this could have otherwise been done. The reason why a monitoring plan was not developed for the last two project outputs, is because the UNEP Project Revision template does not have a 'Monitoring Plan and Budget' form as part of the revision process. However, given that the monitoring	The quantification in USD was missing in the column budget in the Monitoring Plan and Budget (p.24) of the project document (ProDoc). The rating for 'Monitoring Design and Budgeting' remains the same. The overall rating for the Evaluation Criterion for 'Monitoring and Reporting' is 'Satisfactory'.

Page Ref./ Para. n	Stakeholder comment	Evaluator(s) Response
	plan is very closely aligned with the log frame this was virtually similar and the updated log frame effectively served as a monitoring plan. In addition, and importantly, the monthly and bi-annual reporting in PIMS and IPMR provided a clear system for close project monitoring, which was systematically undertaken. For these reasons, I think that the rating of 'monitoring and design budgeting' should be reconsidered.	
8	**Nature of External Context:** 1. The Pandemic did affect the project's implementation – but not necessarily in a negative fashion – it simply changed to adapt to the unique circumstances. 2. The number of remote training courses delivered and maintaining regular communications with HYPREP management and the respective Units – through a combination of meetings and interactive sessions demonstrates, in my opinion, adaptability and flexibility. 3. Although it is true that HYPREP itself was the subject of negative press coverage (for good reason) I am not sure that UNEP itself was ever criticised. 4. In the amin, coverage of UNEP has been positive, and this is very much the case if the local communities, where UNEP is seen as the "gold standard". 5. Therefore, I think the evaluation of "moderately unfavourable" is harsh.	Many aspects of the external context were unfavourable for the UNEP/HYPREP project, which is reflected in the rating of 'Moderately Unfavourable' for the evaluation criterion on 'Nature of External Context'. Due to the negative press coverage of HYPREP, UNEP was indirectly yet in a negative spotlight as a consequence of being present on the ground, even though it was not precisely mentioned by the press.
11	**Efficiency**: 1. I think that there is a misinterpretation of the numerous contract extensions by seeing this factor somehow as a measure of inefficiency. 2. I would argue that the opposite is true – and that this factor endorses the project's efficiency. The FGN and the Governing Council (GC) recognised that the continued role of the UNEP	'Efficiency' is rated as 'Moderately Satisfactory' taken into consideration the UNEP Evaluation Guidelines. The project had five revisions which, overall, extended the project duration by forty-nine months. The three no-cost and two costed extensions significantly affected project efficiency.

Page Ref./ Para. n	Stakeholder comment	Evaluator(s) Response
	team was paramount to ensuring the success of the HYPREP project – which was of unparalleled complexity not just in Nigeria but throughout Africa. Therefore, I think the evaluation of "moderately unsatisfactory" is harsh.	
13	**Sustainability:** 1. Through, in part, the efforts of the UNEP Team, dialogue is ongoing with various parties to try to ensure the financial security of HYPREP. 2. For example, the UNCT are now fully engaged and have undertaken a number of site inspections in Ogoniland and have made public pronouncements about supporting HYPREP. 3. Further, discussions with a number of Governments are ongoing with positive outcomes. For example, the Government of Australia have publicly committed to financial support of ongoing and future livelihood and educational initiatives. 4. Also, a number of international academic institutional have offered technical and financial support to HYPREP's Centre of Environmental Excellence in Remediation (CEER) which is expected to open in Q4, 2025. 5. Most importantly, negotiations are ongoing between FGN and the management of Renaissance (which recently took over SPDC's terrestrial operations throughout the Delta) concerning long-term financial support for HYPREP.	According to the UNEP Evaluation Guidelines on Financial Sustainability, the latter can be rated 'Likely' if there is enough evidence that required future funding requirements have been secured. In the case of HYPREP, there are many initiatives that came out post-UNEP implementation that bring hope of financial sustainability, as mentioned: the presence of the UN Country Team, the Australian Government financing livelihood and education initiatives, academic institutions offering technical and financial support to HYPREP's Centre of Environmental Excellence in Remediation (CEER), and the ongoing negotiations between FGN and the management of Renaissance (which recently took over SPDC's terrestrial operations throughout the Delta) concerning long-term financial support for HYPREP. However, some of these initiatives are not securing the full financial sustainability of the HYPREP project, which needs substantial financing to finish up the Ogoniland Clean-up activities, especially for the high-risk complex sites.

Annex 7. Safeguards Assessment of UNEP/HYPREP

Step 3a: Evidence of mitigative measures by project management[47] for Environmental and Social Risks identified at project design and/or during implementation

Identified Safeguard Standards Risks	Mitigation/avoidance/ management approach	Supporting documentation[48]
SS 4: Community Health, Safety and Security 4.6: engagement of security personnel to support project activities (e.g. protection of property or personnel, patrolling of protected areas)	The Niger Delta region was recognized as a highly volatile area, a consequence of years of neglect that had led to severe environmental pollution and the loss of farmland and livelihoods. This situation frequently ignited armed conflicts and violent confrontations against workers who were contracted by government authorities for clean-up and remediation activities. There had been documented incidents of violent agitations and confrontations involving clean-up and remediation teams, both prior to and during the UNEP HYPREP project. Therefore, the risk of violent clashes and potential kidnappings of the UNEP HYPREP intervention team or clean-up contractors was identified as a significant concern that needed to be mitigated during the implementation phase. It was deemed imperative to proactively identify potential safety and security risks during the implementation phase and engage security personnel to support project activities. This strategy was considered crucial to ensuring the protection of project personnel, guaranteeing the successful execution of planned activities, and meeting established project milestones.	Reports of the kidnapping and hostage-taking of remediation teams were available on the internet. No supporting document on how this management approach was taken was available. The information presented here was based on interviews with the project's key interview informants and focus group discussions with interviewees during the terminal evaluation.

[47] For most low-moderate risk projects, good practice approach may be sufficient. In that case, no separate management plan is necessary. Instead, the project document demonstrates safeguard management approach in the project activities, budget, risks management, stakeholder engagement or/and monitoring segments of the project document to avoid or minimize the identified potential risks without preparing a separate safeguard management plan.

[48] E.g., GEF Project Implementation Report (PIR), Progress Report, Minutes, etc.

Step 3b: Observed Environmental and Social Risks that were overlooked at project design and/or during project implementation

Unidentified Safeguard Standards Risks	Consequence of Risk to the Project	Justification (source of information)
SS 8: Labour and working conditions 8.6: unequal working opportunities and conditions for women and men.	The project inadvertently created economic disparities through two critical oversights in its implementation: 1. Gender-Based Contract Disparities: Women entrepreneurs faced systemic barriers in securing project contracts despite compliance with formal procurement requirements. Focus group discussions revealed that female contractors experienced significant disadvantages compared to their male counterparts in accessing business opportunities, undermining the project's potential for equitable economic impact. This gender gap in contract allocation represents a missed opportunity for promoting women's economic empowerment within the local business ecosystem. 2. Youth Exclusion from Green Enterprise: The project's narrow approach to mangrove restoration training excluded young men from participating in nursery development and associated commercial opportunities. This oversight was particularly significant as some male youths lacked technical qualifications for clean-up activities. Their systematic exclusion from both remediation work and green enterprise initiatives risks pushing them toward destructive alternatives, specifically illegal oil bunkering and infrastructure sabotage, potentially creating a new cycle of environmental degradation in the region. Ensuring gender equality would suggest that women and men should have equal business opportunities and working conditions. Furthermore, gender equality ensures all (project beneficiaries) are reasonably offered the possibility to be included in profitable activities and all share the same level of access to resources within the project. The project's insufficient attention to gender equity and youth inclusion created unintended economic imbalances, manifesting in reduced business opportunities for women contractors and the exclusion of young men from green enterprise initiatives. These oversights limited the project's socio-economic impact and potentially contributed to environmental security risks through the marginalization of vulnerable groups and persons with interests	The information presented here was based on interviews with the project's key interview informants and from focus group discussions with interviewees during the evaluation

Step 4: Overall assessment

Sufficiency in planning for Safeguard Standards and associated risks during project design:
There was sufficient planning for safeguards standards and other associated risks during the project design.

Responsiveness (evidence of mitigative measures by project management) to Environmental and Social Risks identified during project implementation:
The project management exemplified best-practice risk mitigation through its swift and decisive implementation of comprehensive security protocols, transforming a high-threat environment into a secure operational zone. This strategic approach, responding to documented incidents of violence and kidnapping risks, ensured zero security incidents throughout the project lifecycle and enabled uninterrupted execution of clean-up and restoration activities. The successful integration of security personnel is a model for effective risk management in challenging environments, demonstrating how robust security measures can simultaneously protect personnel and advance project objectives.

Negative effects from unidentified Environmental and Social Risks:

Refer to table 3b above

Annex 8. HYPREP's remediated sites

INFORMATION HYPREP PHASE 1 & 2 REMEDIATION

1. INVENTORY OF SITES AND LOCATIONS THAT HAVE BEEN FULLY REMEDIATED, CONFIRMED AND SIGNED OFF BY THE NATIONAL OIL SPILL DETECTION AND RESPONSE AGENCY (NOSDRA) – SIMPLE AND MEDIUM COMPLEX REMEDIATION SITES

S/N	SITE NAME / (UNEP EAO SITE CODE)	SITE REFERENCE GPS COORDINATES (WGS 84, UTM, ZONE 32N)	COMMUNITY	L.G.A	AREA OF IMPACT DELINEATED (m^2)	REGULATORY CONFIRMATION
1	OKENTA / (002-006)	E292201 N527740	ALODE	ELEME	1,728.00	CONFIRMED
2	OBOOLO / (002-003)	E293582 N527577	EBUBU	ELEME	7,004.00	CONFIRMED
3	NKELEOKEN / (002-002)	E291069 N527211	ALODE	ELEME	48, 788.00	CONFIRMED
4	SAANAKO / (019-044)	E 308887 N 514163	MOGHO	GOKANA	7,537.00	CONFIRMED
5	DEBON / (019-020)	E 309025 N513006	BODO / MOGHO	GOKANA	13,642.00	YET TO BE CONFIRMED
6	NWEEKOL ZORBUKE / (019-021)	E 309519 N 515630	K. DERE	GOKANA	10,816.00	CONFIRMED
7	WIIEBORSI / (015-003)	E 330095 N 509149	KPEAN	KHANA	2,674.00	CONFIRMED

S/N	SITE NAME / (UNEP EAO SITE CODE)	SITE REFERENCE GPS COORDINATES (WGS 84, UTM, ZONE 32N)	COMMUNITY	L.G.A	AREA OF IMPACT DELINEATED (m^2)	REGULATORY CONFIRMATION
8	BUEMENE KOROKORO WELL 5 / (008-003)	E 311740 N 524213	KOROKORO	TAI	14,048.00	YET TO BE CONFIRMED (Reclassified as High-Risk Complex Site)
9	BARA AKPOR / (009-006)	E 308689 N 522100	BOTEM	TAI	2,658.00	CONFIRMED
10	BUEMENE KOROKORO WELL 9 / (008-004)	E 311781 N 523678	KOROKORO	TAI	2,190.00	CONFIRMED
11	BUEMENE KOROKORO WELL 8 / (008-010)	E 312327 N 524214	KOROKORO	TAI	10,709.00	CONFIRMED
12	AABUE/UEKEN KOROKORO WELL 6 / (008-002)	E 312841 N 523708	AABUE / UEKEN	TAI	1,879.00	CONFIRMED
13	B. DERE/GIO (010-004)	E 308727 N 514525	B. DERE/GIO	GOKANA	65,433.00	YET TO BE

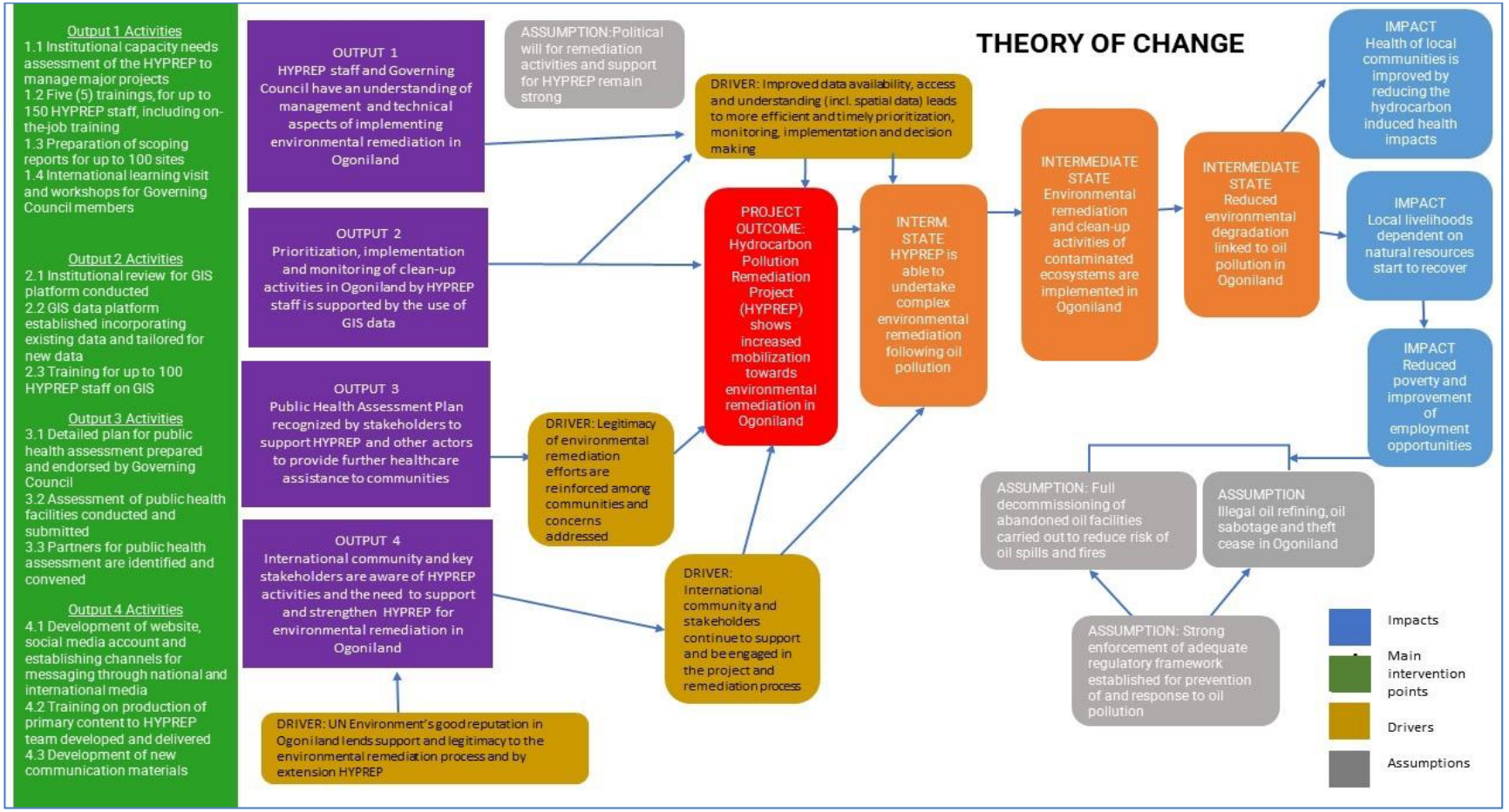
				/TAI		CONFIRMED
14	AABUE KOROKORO FLOWSTATION (008-001)	E 312480 N 524230	KOROKORO	TAI	7,746.00	CONFIRMED
15	BUEMENE KOROKORO WELL 4 (008-009)	E 312339 N 523976	KOROKORO	TAI	1,199.00	CONFIRMED
16	BARA ALUE (013-002)	E 307060 N 523294	BARA ALUE	TAI		CONFIRMED
17	ALETO NGOFA (003-002)	E 289917 N 531575	ALETO	ELEME	6,721.00	CONFIRMED
18	OKULUEBU (005-001)	E 295231 N 534096	OGALE	ELEME	10,603.00	YET TO BE CONFIRMED (Reclassified as Medium-Risk Complex Site)
19	NSIOKEN (003-001)	E 290848 N 535742	AKPAJO	ELEME	3,943.00	CONFIRMED
20	NEW ELELENWO MANIFOLD (003-005)	E 290317 N 536231	AKPAJO	ELEME	5547.00	CONFIRMED
	20 SITES					16 OF 20 SITES CONFIRMED

2. INVENTORY OF SITES CURRENTLY UNDERGOING REMEDIATION, INCLUDING EXPECTED COMPLETION DATES – COMPLEX SITES

S/N	SITE NAME	UNEP SITE CODE	COMMUNITY	LGA	COORDINATES		AREA OF IMPACT DELINEATED (m^2)	EXPECTED COMPLETION DATE
					EASTING	NORTHING		
1	AJEOKPORI	qc_004-001	OGALE	ELEME	294973	532184	470,539.00	
2	OGALE	qc_004-004	OGALE	ELEME	293815	533219	30,800.00	
3	OBAJI OKEN	qc_004-006	OGALE	ELEME	294413	531468	30,750.00	
4	OMUNWANWAN	qc_012-001	SIME	TAI	300875	525140	80,400.00	MARCH
5	MUUBORGBARA	qc_009-004	BIARA	GOKANA	309150	520168	18,100.00	2026
6	BARA YIEMA	qc_009-001	KPITE	TAI	309313	521251	13,105.00	
7	BIARA	qc_009-010	BIARA	GOKANA	309095	519574	33,000.00	
8	BERA-BERA	qc_019-001	BERA	GOKANA	308892	517455	31,855.00	
9	BERA P/L	qc_019-002	BERA	GOKANA	308710	51822	55,500.00	
10	KEGBARA-KPOR	qc_019-035	KPOR	GOKANA	309569	514300	15,200.00	
11	DEBON	qc_019-020	BODO/MOGHO	GOKANA	308896	513037	10,110.00	

12	GIOR	qc_019-010	KPOR/MOGHO/ K. DERE	GOKANA	308845	514497	221,110.00	
13	BARABEEDOM		K. DERE	GOKANA	309018	515567	28,105.00	
14	BOOBANABE PL 1-2	qc_019-012	K. DERE	GOKANA	305861	515309	44,315.00	
15	PEETEEH/BOOBANA BE (PPMC PL 1-3)	qc_019-013	K. DERE	GOKANA	305766	515496	79,425.00	
16	KWAWA FLOWSTATION & FLARE SITE	qc_016-001	KWAWA	KHANA	331632	509504	43,000.00	
17	WIIKAYAAKO (YORLA WELL 10)	qc_015-001	KPEAN	KHANA	330433	508693	43,530.00	

Annex 9. Theory of Change of the UNEP/HYPREP project at project design[49]



[49] Source: Original Project Document from 23 July 2018

Annex 10. Brief CV of the evaluators

Name	Iva Bernhardt
Profession	Independent Principal Evaluator, Team Leader, Multilateralist, Diplomat, Head of International Relations and Evaluation
Nationality	Macedonian, German
Country experience	• Europe: Germany, Austria, North Macedonia, France, Serbia, Bosnia and Hercegovina, Montenegro, Albania, Hungary, Slovenia, Croatia, Slovakia, Czech Republic, Poland, Russia, Romania, Belgium, Spain, Greece, Luxembourg, Sweden, Denmark, Switzerland, Türkiye, Malta, Cyprus • Africa: Nigeria, Tanzania, Kenya, Chad, Sierra Leone, Liberia, Cameroon, Republic of the Congo, Senegal, Gambia, Mauritania, Morocco, Algeria, Tunisia, Ethiopia, Madagascar, Libya, Egypt, Mali, Rwanda, Uganda, Burundi, Sudan, South Sudan, South Africa, Zimbabwe, Mozambique • Americas: USA, Canada, Mexico, Panama, Jamaica, Brazil, Argentina, Uruguay • Asia: Japan, Iran, China, Nepal, India
Education	• Graduated Engineer (Dipl.-Ing.) Technical Environmental Protection • Master of Business and Engineering (MBE) in Information Technologies

Short biography

Ms. Iva Bernhardt is an independent senior evaluation expert, multilateralist, and diplomat with over two decades of international experience in development cooperation. She has managed and led over fifty high-quality evaluations of complex projects, programmes, countries, thematic, strategic, peer-reviews, etc., for the United Nations System, Multilateral Development Banks, European Union, bilateral cooperation agencies, and other international organizations. The evaluations were mainly related to climate change and the environment, sustainable energy and industrial energy and resource efficiency, integrated natural resources management, chemical waste management, as well as youth employment, sustainable, competitive, innovative and responsible enterprise development and decent work.. Moreover, she possesses university experience as a scientific researcher, and held several managerial and internal auditor positions in the steel industry and the private sector. She holds a Master's Degree in Business and Engineering (MBE) in Information Technologies, and a Dipl.-Ing. Engineering Degree in Technical Environmental Protection. She has worked and lived in over seventy countries across the globe (Europe, Africa, the Americas, and Asia) for international corporations, organizations and multilateral development banks and donors, like Arcelor Mittal, UNEP, ILO, UNESCO, WMO, UNIDO, GEF, World Bank, IFC, AfDB, SECO, USAID, GIZ, NORAD, AFD, UKAid, KOICA, Bezos Earth Fund etc.. She is fluent in English, French, German, Macedonian, Serbian, and has a working knowledge of Spanish and Russian.

Key specialties and capabilities cover:

- Climate change and Environment, Peace & Security, Sustainable Energy, Resource Efficiency, Integrated Management of Natural Resources, Biodiversity and protected areas; Early Warning Systems, Disaster Risk Reduction, Youth Entrepreneurship, Sustainable, competitive, innovative and responsible enterprise development, Decent Work. Innovation Management, and Monitoring and Evaluation

Selected assignments and experiences

- UNIDO: Islamic Republic of Iran: Mid-Term Evaluation of the United Nations Industrial Development Organization (UNIDO) – Global Environment Facility (GEF) project: "Industrial Energy Efficiency in Iran"
- African Development Bank (AfDB): Africa-wide: Evaluation Synthesis Report of the "African Natural Resources Centre Strategy 2015-2020" at the African Development Bank (AfDB), Abidjan, Côte d'Ivoire
- UNEP: Terminal Evaluation of Western Balkans (Serbia, North Macedonia, Albania, Montenegro, Bosnia and Herzegovina) project: "Enhancing Environmental Performance and Climate Proofing of Infrastructure Investments in the Western Balkan Region from an EU integration perspective (ClimaProof)", Vienna, Austria
- UNEP: 39 Belt and Road Countries: Terminal Review Report for UNEP – Government of China project: "Sharing Experience and Knowledge for a Sustainable Belt and Road", Geneva, Switzerland
- WMO: Ex-Post Project Evaluation of the World Meteorological Organization (WMO) – UK Aid Project for the four East African Community (EAC) countries: Rwanda, Uganda, Kenya and Tanzania: "HIGH Impact Weather lAke sYstem (HIGHWAY) Project - a proposal framework for the Lake Victoria region - Strengthening of the Regional Meteorological Early Warning System in the Lake Victoria Basin", Geneva, Switzerland
- ILO: Mid-term Evaluation of the International Labour Organization (ILO) – Impact Insurance Facility Partnership - Agence Française de Développement (AFD), France for the following African countries: Rwanda, Kenya, Senegal, and Ghana: "Stimulating Innovation and Impact Insurance in Africa", Geneva, Switzerland
- UNEP: Functional and Mid-Term Review of the United Nations Environment Programme (UNEP) – European Union (EU), Governments of Germany, United States of America, Canada, Australia; Bezos Earth Foundation, Global Methane Hub Programme: "International Methane Emissions Observatory (IMEO)", Paris, France
- UNESCO: Final Evaluation of the regional disaster risks management in tsunamis and early warning system of the UNESCO – EU Commission DG ECHO's regional project in seven North Eastern Atlantic and Mediterranean countries: Türkiye, Cyprus, Greece, Egypt, Malta, Spain and Morocco: "Strengthening the Resilience of Coastal Communities in the Northeast Atlantic, Mediterranean Region to the Impact of Tsunamis and Other Sea Level-Related Coastal Hazards (CoastWAVE)", Paris, France
- UNEP: Terminal Evaluation of the United Nations Environment Programme (UNEP) – European Union (EU) Project: "Climate Change and Security" with pilot projects in Sudan and Nepal, Nairobi, Kenya
- UNESCO: Final Evaluation of the biodiversity and protected areas UNESCO Korea International Cooperation Agency (KOICA) project: "Biodiversity Conservation and Sustainable Natural Resource Management for Integrated Community Development in National Parks of Madagascar - (BIOCOM)" in Antananarivo, Madagascar
- ILO: Final Evaluation of the ILO projects: "Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV" for the countries: Tunisia, Bolivia, Myanmar and Ethiopia; and BMZ / GIZ Support for Crisis Management for 100 SMEs in Tunisia (AGC Project), funded by Swiss State Secretariat for Economic Affairs (SECO), Norwegian Agency for Development Cooperation (NORAD), and the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in Geneva, Switzerland and Tunis, Tunisia

- World Bank – International Finance Corporation (IFC): Final independent regional project evaluation: "Western Balkans Manufacturing Value Chains, South Eastern Europe (SEE) Light Manufacturing", funded by SECO

Name	Jesse Ewoma OJOBOR
Profession	Expert in Natural Resource Management and Environmental Pollution Control
Nationality	Austrian
Country experience	• Europe: Germany, Netherlands, Hungary, Italy, Austria, Greece • Africa: Nigeria, South Africa, Ghana, Kenya, Tunisia, Egypt, Uganda, Niger, Tanzania • Americas: Colombia, Peru • Asia: Timor Leste, China, India
Education	• PhD in Pollution Management and Environmental Impact • M.Sc. in Natural Resources Management and Ecological Engineering • B.Sc. in Geography and Regional Planning

Short biography

As an independent expert, Dr Jesse Ojobor has built an impressive 17-year career in natural resources management, environmental management, and sustainable development. His career spans various international projects, during which he has demonstrated proficiency in pollution management, biodiversity conservation, and water resources management across multiple international organizations including UNIDO, the World Bank, and the African Development Bank.

In industrial sustainability, Jesse pioneered the integration of Industrial Energy Efficiency (IEE) and Resource Efficiency and Cleaner Production (HELPS) methodologies. His initiatives have transformed manufacturing and agro-processing operations across multiple countries by reducing energy consumption, minimizing waste, and optimizing resource utilization.

His pollution management work focuses on assessing and mitigating industrial environmental impacts, while his biodiversity initiatives protect marine ecosystems in the Gulf of Guinea and Niger River Basin. Jesse's thorough scientific evaluations of water pollution and coastal habitats have strengthened environmental protection measures across these critical regions.

In water resources management, Jesse has designed and implemented comprehensive solutions for water supply systems, wastewater treatment, and quality management. His contributions include developing climate-resilient infrastructure plans, conducting environmental safeguards assessments, and creating regional water supply master plans. These efforts have significantly enhanced water management practices across Nigeria and other countries.

His project portfolio spans fifteen countries including Nigeria, Uganda, Tanzania, Tunisia, Morocco, Indonesia, China, South Africa, Columbia, Vietnam, Sudan, Kenya, India, and Timor-Leste. Jesse holds a PhD in Pollution Management and Environmental Impact, an M.Sc. in

Natural Resources Management and Ecological Engineering, and a B.Sc. in Geography and Regional Planning.

Key specialities and capabilities cover:

- Environmental impact assessment and mitigation strategy development for large-scale industrial and infrastructure projects
- Design and implementation of industrial energy efficiency programs and cleaner production methodologies.
- Water resources management, including supply systems optimisation and pollution prevention.

Selected assignments and experiences

- Environmental Sustainability and Industrial Resources Expert – UNIDO
- UNIDO International Expert on Transfer of Environmentally Sound Technologies (TEST)
- Environmental and Biodiversity Expert – UNIDO

Annex 11. Evaluation itinerary

Date	Persons	Activity	Time	Location
Mon, 18 Nov. 2024	Persons	DAY 4: Field Mission to Ogoniland		Location
	Jesse Ojobor (JO) Zabbey Nenibarini (ZN) Damian-Paul Aguiyi (DA)	• Meeting with HYPREP Project Coordinator and Director of Technical Services • Discuss and finalize stakeholders' interview lists • Discuss stakeholder (CRAC) meetings to be held in PHC • Finalize logistical plans for site visits	8:00 - 8:45 a.m	HYPREP Office, Port Harcourt.
	JO, DA	Road travel: PHC to Ogoniland with HYPREP Escort	9:00 a.m. -10:00 a.m.	PHC - OgoniLand
		Remediation Site Visit to *1 Simple Size Site-Cluster* (Nkeleoken, Alode, Eleme)	10:00 a.m -1:00 p.m	Ogoniland
		Remediation Site Visit to *1 Medium Size Site-Cluster* (Ajeokpori, Ogale, Eleme)		
		Visit the Centre for Environment Excellence Restoration (CEER) - Bori.	1:30 - 2:30 p.m	Ogoniland
		Visit to Health Centre I (**Bori General Hospital**)	3:00 - 3:40 p.m	Ogoniland
		Road travel: Ogoniland to PHC with HYPREP Escort	4:00 - 5:00 p.m	Ogoniland - PHC
Tue, 19 Nov. 2024	Persons	DAY 5: Field Mission to Ogoniland		Location
	JO, DA	Road travel: PHC to Ogoniland with HYPREP Escort	9:00 -10:00 a.m	PHC - OgoniLand
		Visit to Mangroves Remediation Site (Bomu)	10:00 a.m -2:00 p.m	OgoniLand
		Visit to Batch 1 Portable Water Project (**Ebubu, Eleme and Kpoghor, Tai**.)	2:00 - 4:00 p.m	Eleme, Tai LGAs
		Road travel: Ogoniland to PHC with HYPREP Escort	4:00 - 5:00 p.m	Ogoniland - PHC
	Iva Bernhardt (IB)	Flight from Zanzibar to PHC		
		Hotel Check-in		

Date	Persons	Activity	Time	Location
Wed. 20 Nov .2014	Persons	DAY 6 - Part I: Field Mission to Ogoniland		Location
	JO, DA (or a designated HYPREP official)	Road travel: PHC to Ogoniland with HYPREP Escort	9:00 a.m -10:00 a.m	Port Harcourt - OgoniLand
		Visit to Batch 2 Portable Water Projects (**Beeri, Khana and Bomu, Gokana**)	10:00 a.m - 12:00 p.m	Khana, Gokana LGAs
		Visit to Health Centre II (Buan Cottage Hospital, Buan, **Khana LGA**)	12: 30 - 2:00 p.m	Khana LGA
		Visit the Ogoni Power Project site - Bodo **(Bodo Substation**)	3:00 - 4:00 p.m	Gokana LGA
		Road travel: Ogoniland to PHC with HYPREP Escort	4:00 - 5:00 p.m	Ogoniland - PHC
	Persons	DAY 7 - Part II: Meetings and Interviews at HYPREP Office		Location
	IB, ZN	Meeting/interview with the Unit Head of Stakeholders Engagement	10:00 - 10:45 a.m	HYPREP Office, Port Harcourt.
	IB	Meeting/interview with the ***Unit Head of Livelihood***	11:00 - 11:45 a.m	
		Meeting/interview with the ***Unit Head of Communication***	12:00 - 12:45 p.m	
		Meetings/interviews with the ***Unit Head of Portable Water***	1:30 - 2:10 p.m	
		Meeting/interview with the ***Unit Head of CEER***	2:20 - 3:00 p.m	
		Meeting/interview with the ***Unit Head of Remediation***	3:00 - 4:00 p.m	
Thur. 21 Nov. 2024	Persons	DAY 8: Meetings and Interviews at HYPREP Office		Location
	IB, JO	Meeting/interview with the Unit Head of Technical Support	9:00 - 9:30 a.m	HYPREP Office, Port Harcourt.
	IB, JO	Meeting/interview with the ***Unit Head of Public Health***	9:30 - 10:00 a.m	
	IB, JO	Meeting/interview with HYPREP Director of Technical Services	10:15 - 11:00 a.m	
	IB, JO, ZN	Meeting/interview with the Project Coordinator of HYPREP	11:00 - 12:00 p.m	
	IB, JO	Meeting with HYPREP Senior Technical Expert - Ferdinand Giadom	1:00 - 1:45 p.m	
	IB, JO	Meeting with HYPREP National CEER Expert - Barineme Beke Fakae	2:00 - 2:45 p.m	

Date	Persons	Activity	Time	Location
	IB, JO	Meeting with HYPREP Senior Project Advisor - Iyenemi Kakulu	3:00 - 3:45 p.m	
Fri. 22 Nov. 2024	Persons	DAY 9: Meetings and Interviews at HYPREP Office		Location
	IB, JO	Meetings with HYPREP with Members of the Governing Council - Ogoni Representative	9:00 - 10:00 a.m	HYPREP Office, Port Harcourt.
		Meetings with Central Representative Advisory Committee (CRAC) Representatives and Zonal Representative Committee (ZRC) from Local Governments	10:00 - 11:00 a.m	
		Focus Group Discussions/Meetings with Designated ***Leaders of Ogoni Youth Federation*** from 4 LGAs	11:15 - 12:15 p.m	
		Focus Group Discussion/Meetings with Designated Leaders of the Ogoni Mothers Association from 4 LGAs	1::00 - 2:00 p.m	
		Focus Group Discussion/Meetings with Underrepresented, marginalized groups, including those living with disabilities from 4 LGAs	2:10: 3:00 p.m	
Sat, 23 Nov. 2024	Persons	DAY 10:		Location
	IB, JO	Meetings with HYPREP Board of Trustees - Dr. Mike (Chairman of the Board of Trustees)	3:00 - 4:00 p.m	Abuja
Tue, 26 Nov. 2024	Persons	DAY 12:		Location
	IB, JO	Meeting with Hon Minister of Environment		Abuja
Wed, 27 Nov. 2024	Persons	DAY 13:		Location
	IB, JO	Meeting with the UN Resident Coordinator - Nigeria		UN House, Abuja
	IB, JO	Meeting with the National Oil Spill Detection and Response Agency (NOSDRA		Abuja

Annex 12. UNEP/HYPREP project - summary of achievement of Outcomes and Outputs[50]

Outcomes	Indicator(s)	Baseline	Target	Actual	Achieved/Not Achieved	Description of immediate gains to target groups (access to project deliverables, participation in receiving services; gains in knowledge etc)
Outcome a) Hydrocarbon Pollution Remediation Project (HYPREP) shows increased mobilization towards environmental remediation in Ogoniland	Indicator 1: Number of procurement actions taken by HYPREP for remediation equipment and materials	**0**	**5**	**5**	**Achieved**	**Gains in knowledge received and access to project deliverables**
	Indicator 2: Number of site implementation plans agreed	**0**	**10**	**21**	**Achieved**	**Gains in knowledge received, participation in receiving services and access to project deliverables**
	Indicator 3: % of clean-up operations initiated by HYPREP in sites identified as highest priority	**Unknown**	**30%**	**75%**	**Achieved**	**Gains in knowledge receiving services, and access to project deliverables**
	Indicator 4: Number of Complex Category A sites for which contracting is initiated	**0**	**2**	**13**	**Achieved**	**Gains in knowledge received and access to project deliverables**
	Indicator 5: % application of agreed Performance Framework to new remediation contractors	**0**	**80%**	UNEP submitted its Project Standard on Contract Management to HYPREP and a flowsheet synthesizing its	**Partially achieved**	**Gains in knowledge received and access to project deliverables**

[50] Operational Project Closure Report for UNEP/HYPREP Project: "Strengthening HYPREP for Initiating Clean-Up from Oil Contamination in Ogoniland, UNEP, November 2023

				application. HYPREP is yet to fully implement these tools.		
	Indicator 6: % of HYPREP units assessed by UNEP to evaluate capacity (as of 2021)	**0**	**80%**	100%	**Achieved**	**Participation in receiving services; gains in knowledge**
Outputs	**Indicator(s)**	**Baseline**	**Target**	**Actual**	**Achieved/Not Achieved**	**Description of immediate gains to target groups (access to project deliverables, participation in receiving services; gains in knowledge etc)**
Output a) Governing Council have an understanding of management and technical aspects of implementing environmental remediation in Ogoniland	**Indicator 1: Number of HYPREP staff able to do one or more of the following related to environmental remediation: conduct contaminated site assessments/ risk assessments, write reports for decision-makers or technical experts, manage technical teams, train other experts or team members**	**Unknown**	**150**	**175**	**Achieved**	**Access to project deliverables, participation in receiving services; gains in knowledge**
	Indicator 2: % of HYPREP Governing Council members aware of the current state of hydrocarbon pollution and are able to access and contextualize information on	**0**	**100%**	**100%**	**Achieved**	**Gains in knowledge**

	immediate remediation needs in all clean-up sites (100, including 69 existing contaminated sites and approx. 31 newly contaminated sites)					
	Indicator 3: % of newly inaugurated Governing Council members aware of the current state of hydrocarbon pollution in Ogoniland and measures required to ensure the success of the environmental remediation of Ogoniland	**0**	**100%**	**100%**	**Achieved**	**Gains in knowledge**
	Indicator 4: % of HYPREP staff receiving one or more training course on a topic relevant to their current role with HYPREP	**0**	**80%**	**81.5%**	**Achieved**	**Participation in receiving services**
Output b) Prioritization, implementation and monitoring of clean-up activities in Ogoniland by HYPREP staff is supported by the use of GIS data	**Indicator 1: Number of GIS database platforms established and functional for HYPREP staff to collect, analyse and store data for clean-up activities**	**0**	**1**	**3**	**Achieved**	**Access to project deliverables, participation in receiving services; gains in knowledge**
	Indicator 2: Number of prioritization exercises that have been undertaken using the GIS database established	**0**	**1**	**1**	**Achieved**	**Access to project deliverables, participation in receiving services; gains in knowledge**

	Indicator 3: Number of HYPREP staff collecting and analysing geospatial data for ongoing clean-up prioritization and monitoring	**0**	**100**	**100**	**Achieved**	**Access to project deliverables, participation in receiving services; gains in knowledge**
	Indicator 4: Number of HYPREP staff aware of potential application of modern technologies such as drones, artificial intelligence and big- data analyses to HYPREP's work	**0**	**44**	**66**	**Achieved**	**Participation in receiving services; gains in knowledge**
	Indicator 5: Number of HYPREP strategic documents into which GIS/geospatial data and or/ information management is integrated	**Unknown**	**At least 5**	**5**		**Participation in receiving services; gains in knowledge**
Output c) Public Health Assessment Plan recognized by stakeholders to support HYPREP and other actors to provide further healthcare assistance to communities	**Indicator 1: HYPREP's Governing Council endorses the Public Health Assessment Plan developed**	**0**	**1**	**1**	**Achieved**	**Access to project deliverables,**
	Indicator 2: Number of dissemination events or meetings where key stakeholders acknowledge the recommendations of the Public Health Assessment Plan	**0**	**3**	**3**	**Achieved**	**Access to project deliverables, participation in receiving services; gains in knowledge**

	and/or commit to take action based on the recommendations					
	Indicator 3: Number of project agreements between WHO-IARC and the Federal Government of Nigeria for undertaking the Public Health Assessment of Ogoniland	**0**	**1**	**0**	**Not Achieved. HYPREP Governing council decided to award public health assessment study to national institutions.**	**Access to international partners**
	Number of key recommendations provided by the United Nations for improving the public health system in Ogoniland and learning lessons from the COVID-19 pandemic	**0**	**At least 5 recommendations**	**25**	**Achieved**	**Access to project deliverables, gains in knowledge**
Output d) International community and key stakeholders are aware of HYPREP activities and the need to support and strengthen HYPREP for environmental remediation in Ogoniland	**Indicator 1: Number of communication materials developed by HYPREP staff**	**0**	**25**	**84**	**Achieved**	**Participation in receiving services; gains in knowledge**
	Indicator 2: Number of positive media citations of HYPREP's environmental remediation work	**0**	**10**	**65**	**Achieved**	**Participation in receiving services; gains in knowledge**
	Indicator 3: % of HYPREP Communications Unit staff able to produce audio/visual/ or audio-visual	**Unknown**	**60%**	**80%**	**80%**	**Participation in receiving services; gains in knowledge**

	communications products					
	Indicator 4: Number of stakeholder rgroups targeted by HYPREP communications	**0**	**3**	**40**	**40**	**Participation in receiving services; gains in knowledge**
Output e) The longer-term and strategic importance of livelihoods and ecosystem restoration are reflected in HYPREP's planning	**Indicator 1: Creation of a conservation plan – informed by national and international experts – for mangrove ecosystems in Ogoniland**	**0**	**1**	**1**	**Achieved**	**Access to project deliverables; gains in knowledge**
	Indicator 2: Number of follow-up actions identified by HYPREP and other stakeholders for upskilling Ogoni youth and women	**0**	**At least 3**	**6**	**Achieved**	**Participation in receiving services; gains in knowledge**
Output f) UNOPS provides on-the-ground support to HYPREP	**Indicator 1: Number of transition and planning meetings convened between UNEP and UNOPS**	**0**	**5**	**8**	**Achieved**	**Access to international partners**
	Indicator 2: Number of project agreements initiated between UNOPS and Federal Government of Nigeria for support to HYPREP	**0**	**1**	**0 (On detailed evaluation of the project feasibility, UNOPS decided not to proceed in engaging int this project.**	**Achieved**	**Access to international partners**

Annex 13. HYPREP's results to date[51]

For the ecosystems restoration, in addition to the "Ogoniland and the Niger Delta: Mangrove Restoration and Conservation Strategy", UNEP also submitted the "Mangroves in the Niger Delta: Restoration Manual" on 9 February 2023. This manual is intended to be used as a handbook for mangrove rehabilitation in the Niger Delta, describing the strategies and methods for mangrove rehabilitation with a focus on areas where oil contamination has caused destruction to the mangroves and areas invaded by nipa palm.

The types and number of mangroves planted in Ogoniland are as follows:

- Red mangroves (852,257),
- Black mangroves (91,139), and
- White mangroves (90,727).

The project attained a 67% hectares completion rate. 1,2 million mangroves were planted to date in Ogoniland, presented in **Figures 1 and 2.** This is the largest mangroves ecosystems restoration worldwide.

The livelihoods component has been integrated as a special feature in the Mangroves ecosystem restoration project of HYPREP. The local population prepared the nurseries for the mangroves to be planted. Once the shoreline remediation and oil clean-up are finished, mangroves are being planted as a proof that the environment has been sustainable restored.

Figure 1 Mangroves planted in Bomu Community, Ogoniland, Rivers State, Nigeria[52]



[51] (UNEP/HYPREP has partially contributed to achievement of these results by building the managerial and technical capacities of HYPREP)
[52] HYPREP Presentation of its achievement, Photo Credit @IvaBernhardt

Figure 2 World's largest Mangrove Ecosystems Restoration project performed by HYPREP in Ogoniland[53]



HYPREP's mandate includes to provide potable water to Ogoni oil-impacted Communities as recommended in the UNEP report. HYPREP has embarked on the construction of twenty potable water schemes across the four LGAs in Ogoniland covering 93 communities. To date, eight water projects have been completed and are functional at Alesa, Ebubu, Korokoro, Barako, Terabor , Kpean, Kporgor and Bomu communities as it can be seen in **Figures 3-6.**

HYPREP conducted a survey and found out that most of the remote non-cluster communities where these water schemes will not be able to be covered by the HYPREP Power project, will require a WINDMILL-powered potable water system.

[53] Photo Credit @HYPREP

Figure 3 Kpoghor Water Scheme potable water project constructed by HYPREP in Ogoniland[54]



Figure 4 Children drinking water from the Batch 1 Potable Water Project - Ebubu, Kpoghor, Tai[55]



[54] Photo Credit @HYPREP
[55] Photo Credit @JesseObojor

Figure 5 Ongoing construction of potable water projects by HYPREP in the Bodo community, Gokana Local Government Area (LGA), Ogoniland[56]



HYPREP's Livelihoods Unit has initiated and continued many workstreams, which UNEP has been supporting during this reporting period – notably through weekly check-ins and most recently, a roundtable including HYPREP's Project Coordinator, Livelihoods Unit staff and UNEP team members. HYPREP's Livelihoods Unit has begun training over 5,000 individuals in 20 professional and vocational skills areas, as seen in **Figure 21**, awareness campaigns on artisanal refining, engaging with high school environmental clubs, etc.

Figure 6 Livelihood vocational skills training provided by HYPREP[57]



[56] Photo Credit @HYPREP
[57] Photo Credit @HYPREP

Annex 14. Evaluation Mission Report

Executive Summary

The HYPREP Field Mission conducted a comprehensive 13-day evaluation in November 2024 to assess the implementation of environmental remediation activities in Ogoniland, Nigeria. The assessment, which included site visits and extensive stakeholder interviews, revealed both achievements and ongoing challenges during UNEP's intervention period. Key milestones included HYPREP staff's acquisition of technical and administrative capacities, the successful training of 5,000 participants in vocational courses, and the launch of mangrove restoration activities at Bomu with 70% female workforce participation.

The mission identified several critical implementation challenges during the project's implementation period, including inconsistent project leadership, limited participation of local businesses in service contracts, and the need for more inclusive decision-making processes. Some stakeholders interviews highlighted concerns about contractor selection processes, with the Board of Trustees acknowledging initial issues but noting significant improvements in subsequent contractor performance were achieved. Community representatives, particularly women's groups and persons with disabilities, emphasized the need for greater inclusion in project activities and decision-making processes.

The evaluation concluded with strategic recommendations from key stakeholders. The Board of Trustees proposed transforming HYPREP into an agency structure to expand its operational capacity beyond Ogoniland, while the Federal Ministry of Environment emphasized the need for continued UNEP technical support for complex contamination sites. The UN Resident Coordinator highlighted funding challenges and the need for innovative financing approaches, while NOSDRA detailed its comprehensive role in ensuring quality control and regulatory compliance throughout remediation projects. All stakeholders emphasized the importance of maintaining UNEP's technical expertise and advisory partnership for future project phases.

Evaluation Field Mission

With support from the UNEP's Project Management Team and Evaluation Office, the consultants conducted a 13-day field mission (including travel days from 15 to 27 November 2024) to Ogoniland in collaboration with the HYPREP Secretariat at Port Harcourt, Rivers State.

The mission aimed to evaluate how the UNEP/HYPREP project was implemented and how the challenges faced could have impacted the implementation of activities and the project's performance, including its relevance, effectiveness, efficiency, outcomes, impacts, and sustainability. The field mission was organized to assess UNEP's intervention activities in the project.

The evaluation aimed to determine how these activities may have contributed to achieving the project's outputs and its outcome and how they (outputs and outcome) may have furthered the desired impact: **"***This impact includes reducing environmental degradation linked to oil pollution, improving water quality and community health, and restoring livelihoods in agriculture and fisheries in Ogoniland".*

The HYPREP Secretariat provided administrative support in arranging and finalizing meetings and interviews with key project stakeholders at the HYPREP Office in Port Harcourt, Rivers State.

The consultants conducted individual face-to-face interviews and focus group discussions at the HYPREP Office in Port Harcourt. They engaged with project beneficiaries, local community representatives, and various stakeholders, including key members of HYPREP's technical team, the Central Representative Advisory Committee (CRAC), the Board of Trustees (BOT), the Ogoni Mothers/Women Association, and the National Youth Council of Ogoni People (NYCOP). They also met with representatives from special needs groups and those who are underrepresented and marginalized.

The consultants also conducted on-site observations of results achieved during project implementation. The HYPREP Secretariate provided the logistical arrangements, including transportation and security, to designated ongoing and completed contamination clean-up sites, shoreline clean-up, shoreline mangrove restoration, and ongoing/completed intervention projects (livelihood, power, health, and water) in Tai, Khana, Gokana, and Eleme Local Government Areas of Rivers State.

Field Assessments of Shoreline Clean-up Sites and Developmental Projects

A comprehensive three-day field assessment was conducted across multiple HYPREP project sites in Ogoniland, covering remediation activities, healthcare facilities, water infrastructure, and power development projects. This field assessment provided comprehensive insights into the progress and current status of various HYPREP initiatives across Ogoniland's local government areas.

Day 1 Activities:

The team inspected remediation efforts at varying scales, visiting simple and medium-sized site clusters in Eleme LGA. This was followed by assessments of critical infrastructure, including:

- Ajeokpori, Ogale remediation work (medium site cluster)
- Centre for Environment Excellence Restoration (CEER) in Bori
- Evaluation of Bori General Hospital facilities
- ***Remediation sites at Nkeleoken, Alode (simple site cluster)***

HYPREP has launched a key demonstration study in Nkeleoken, Eleme LGA, to assess the effectiveness of Contec Global Agro Limited (CGAL) biofertilizer on remediated crude oil-contaminated soil. This research aims to improve soil health, boost plant growth, and address challenges like nutrient deficiencies and loss of beneficial microbes in Ogoniland. The study involves field trials using important local crops, such as maize and cassava, comparing biofertilizer treatments to control setups. Researchers will monitor growth and soil responses through advanced methods. Successful outcomes could enhance agricultural productivity in the region, promoting food security and environmental sustainability.





Day 2 Focus: Environmental restoration and water infrastructure development:

- Shoreline clean-up and mangrove remediation progress at Bomu

In 2024, a significant milestone was achieved with the start of mangrove planting activities, marking the first implementation of mangrove restoration since the project's inception.

This initiative represents a new phase in environmental restoration, as no mangrove planting activities were conducted during the initial UNEP intervention period from 2019 to 2023.

Bomu has been strategically chosen as HYPREP's pilot site for mangrove restoration. It will be a crucial testing ground for planting methodologies, species adaptation, restoration techniques, and community engagement strategies. More than 70% of the workforce for mangrove restoration at Bomu are women. This pilot project at Bomu is expected to provide valuable insights and best practices for future mangrove restoration efforts in other affected areas of Ogoniland.

- Batch 1 Water Supply Scheme at Ebubu (Eleme) and Kpoghor (Tai), featuring:
    - New borehole drilling with motorized pump installations
    - Advanced water treatment facilities with testing laboratories
    - Dedicated staff quarters for operations teams
    - Ground and elevated water storage reservoirs
    - Extensive distribution pipeline network

Day 3 Coverage:

The final day encompassed expanded water infrastructure, healthcare facilities, and power development:

- Inspection of Ogoni Power Project development at Bodo Substation
- Assessment of Buan Cottage Hospital facilities
- Batch 2 Water Supply Scheme at Beeri (Khana) and Bomu (Gokana), including:
    - Complete borehole systems with motorized pumps
    - Water treatment and testing facilities, Operational staff accommodation
    - Multi-level water storage systems, comprehensive pipeline distribution networks

HYPREP Water Supply Initiative: Progress Report 2019-2023

The Potable Water Unit initiated its comprehensive water supply program for Ogoniland in December 2019. It began with a thorough assessment of existing water infrastructure led by the Head of Operations. This evaluation formed the foundation for strategic planning and implementation decisions.

Following the assessment, a two-phase implementation strategy was developed. The first phase, launched in 2021, focused on rehabilitating viable existing facilities as a quick-win solution to provide immediate access to potable water. This resulted in the award of contracts for six initial lots. The second phase, awarded in March 2023, expanded the scope to encompass remaining Ogoni communities, aiming for comprehensive regional coverage.

Throughout the project period (2019-2023), UNEP provided crucial technical support through two key experts:

- Mr. Ravi, who offered initial technical guidance to the Potable Water Unit,
- Dr. Ramesh, who joined in 2021 to provide additional expertise in bid preparation and documentation

The implemented projects vary in capacity and scope across different locations, with detailed specifications provided in the attached contract documentation.

This structured implementation approach demonstrates HYPREP's commitment to systematically addressing water accessibility challenges across Ogoniland, combining both immediate solutions and long-term infrastructure development.

Ajeokpori, Ogale remediation work (medium site cluster) – Photo Credits @JesseOjobor/@Iva Bernhardt



















Ogoni Specialist Hospital - Photo Credits @JesseOjobor/@Iva Bernhardt













HYPREP Community Water Supply Projects in Ogoniland – Photo Credits @JesseOjobor/@Iva Bernhardt

















Bomu Shoreline Clean-up – Photo Credits @JesseOjobor/@Iva Bernhardt













Bomu Shoreline Mangrove Restoration – Photo Credits @JesseOjobor/@Iva Bernhardt











Interviewed Project Stakeholders – Photo Credits @JesseOjobor/@Iva Bernhardt


Hon. Federal Minister of Environment




Members of BOT


Reps of CRAC and ZRC


Reps of NYCOP


Ogoni Association of Persons Living with Disabilities


Ogoni Mothers Association


NOSDRA Technical Team -

Annex 15. Quality Assessment of the Terminal Evaluation Report

Terminal Evaluation of the UNEP Project Strengthening Hydrocarbon Pollution Remediation Project (HYPREP) for initiating clean-up from oil contamination in Ogoniland (PIMS ID 2030) Evaluators: Iva Bernhard and Jesse Ojobor

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	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 evaluation product, especially for senior management. To include: • concise overview of the evaluation object • clear summary of the evaluation objectives and scope • overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the evaluation ratings table can be found within the report • summary response to key strategic evaluation questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions)*: All required elements are well addressed. A summary response to the key strategic questions is also included. Final report *(strengths/weaknesses)*: The Executive Summary represents a stand-alone and accurate summary of the evaluation report.	5.5
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 evaluation 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 evaluation (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 evaluation and the key intended audience for the findings.	Final report *(coverage/omissions)*: All elements are well addressed. Final report *(strengths/weaknesses)*: The Introduction well situates the evaluand identifying the main parameters.	5

	UNEP Evaluation Office Comments	Final Report Rating
Quality of the 'Evaluation Methods' Section Purpose: provides reader with clear and comprehensive description of evaluation methods, demonstrates the credibility of the findings and performance ratings. To include: • description of evaluation 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) • evaluation 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 evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	Final report *(coverage/omissions):* All required elements are well addressed. Final report *(strengths/weaknesses):* The section provides a clear description of the evaluation methods.	5
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	Final report *(coverage/omissions):* All elements are adequately covered. Final report *(strengths/weaknesses):* The report presents a comprehensive analysis of the key dimensions of the evaluand required.	5

	UNEP Evaluation Office Comments	Final Report Rating
• *Project financing:* completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing		
Quality of the Theory of Change Purpose: to set out the TOC at Evaluation 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 Evaluation*[58] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • 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 Evaluation report.	Final report *(coverage/omissions):* Elements well addressed. Final report *(strengths/weaknesses):* The ToC at Evaluation is presented both in narrative and diagrammatic forms. The causal pathways are articulated, and the drivers and assumptions presented.	5.5
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 evaluation 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 *(coverage/omissions):* Final report *(strengths/weaknesses):* Although the report does not contain specifically labelled 'Findings Statements' it does provide considerable feedback and insights into the challenges faced by the project and verifies its achievements. Nature of evidence should be made clearer in some instances (see effectiveness section).	5

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

	UNEP Evaluation Office Comments	Final Report Rating
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 during inception/mobilisation[59]), with other interventions addressing the needs of the same target groups.	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* All elements are covered to a satisfactory level.	5.5
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):* All elements well addressed. Final report *(strengths/weaknesses):* The section presents a comprehensive summary of the project design's strengths and weaknesses.	5
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[60]), 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):* Final report *(strengths/weaknesses):* The section briefly describes the events that affected the project implementation.	5
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	Final report *(coverage/omissions):* All elements are well addressed. Final report *(strengths/weaknesses):* The report presents a comprehensive analysis on the achievement of the five project outputs. Additional information is presented in a separate Annex.	5.5

[59] 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.
[60] 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.

	UNEP Evaluation Office Comments	Final Report Rating
• 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).		
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):* All elements are well addressed. Final report *(strengths/weaknesses):* A detailed evidence-based assessment of the achievement of the outcome indicators is presented.	5.5
(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 • 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).	Final report *(coverage/omissions):* All elements adequately addressed. Final report *(strengths/weaknesses):* The section presents an integrated analysis following the causal pathways, including a discussion of the drivers and assumptions and unintended negative effects.	5
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:	Final report *(coverage/omissions):* All elements are well addressed. Final report *(strengths/weaknesses):*	5

	UNEP Evaluation Office Comments	Final Report Rating
• *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	The section presents a concise analysis of the dimensions evaluated under financial management.	
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):* Elements addressed to a satisfactory manner. Final report *(strengths/weaknesses):* The section discusses aspects related to timeliness and cost-effectiveness of project execution.	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):* Final report *(strengths/weaknesses):* The three sub-criteria are adequately discussed.	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 • institutional sustainability	Final report *(coverage/omissions):* All elements are well addressed. Final report *(strengths/weaknesses):* An integrated analysis of the three dimensions under sustainability is provided with adequate evidence.	5
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.	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* A complete assessment of all the factors affecting performance is presented as a stand-alone section within the report.	5

	UNEP Evaluation Office Comments	Final Report Rating
Consider how well the evaluation 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[61] • 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		
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 evaluation 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):* A succinct response to the key strategic questions is included in this section. Final report *(strengths/weaknesses):* Well-structured conclusions. The section presents a good and adequate summary of the project strengths and weaknesses, findings and ratings.	5.5
ii) Utility of the Lessons: Purpose: to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit evaluation 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	Final report *(coverage/omissions):* Five lessons learned identified. Final report *(strengths/weaknesses):* The lessons learned are derived from project experiences and challenges identified.	5
(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:	Final report *(coverage/omissions):* Ten recommendations are presented. A recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions is also included.	5

[61] 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.

	UNEP Evaluation Office Comments	Final Report Rating
• are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report *(strengths/weaknesses):* Recommendations provided aim to resolve concrete problems that affected the project and the sustainability of its results.	
ality of Report Structure and Presentation **(i) Structure and completeness of the report:** what extent does the report follow the Evaluation Office structure and formatting guidelines? all requested Annexes included and complete?	Final report *(coverage/omissions):* Final report *(strengths/weaknesses):* The report is complete and follows the Evaluation Office guidelines.	6
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 *(coverage/omissions):* Final report *(strengths/weaknesses):* The report is clear and well written. The tone is adequate. Acronyms are spelled at first use.	5.5
OVERALL REPORT QUALITY RATING		**5.2**

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 evaluation report is calculated by taking the mean score of all rated quality criteria.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	Compliance	
	Yes	No
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	x	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	x	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	x	
4. Was the evaluator contracted directly by the Evaluation Office?	x	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	x	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		x
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?		
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	x	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	x	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	x	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?		x
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	x	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	x	
Project's engagement and support:		
14. Were the project team, Sub-Programme Coordinator and identified project stakeholders given an opportunity to provide comments on the evaluation Terms of Reference?	x	
15. Did the project make available all required/requested documents?	x	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	x	
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	x	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	x	
19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	x	
20. Were the project team, Sub-Programme Coordinator and any identified project stakeholders given an opportunity to provide comments on the draft evaluation	x	

report?		
Quality assurance:		
21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?	**x**	
22. Was the TOC in the inception report peer-reviewed?	**x**	
23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?	**x**	
24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?	**x**	
Transparency:		
25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	**x**	
26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?	**x**	
27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?	**x**	
28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	**x**	
29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	**x**	
30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	**x**	