



Environmental Management in Conflict and
Post-Conflict Settings

Early lessons from stock-taking exercise

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Overview

- What do we mean by crisis settings?
- Key challenges
- What is 'good enough'?
- Preliminary findings from on-going work
- Discussion





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What is the crisis context?



What do we mean by the crisis context?

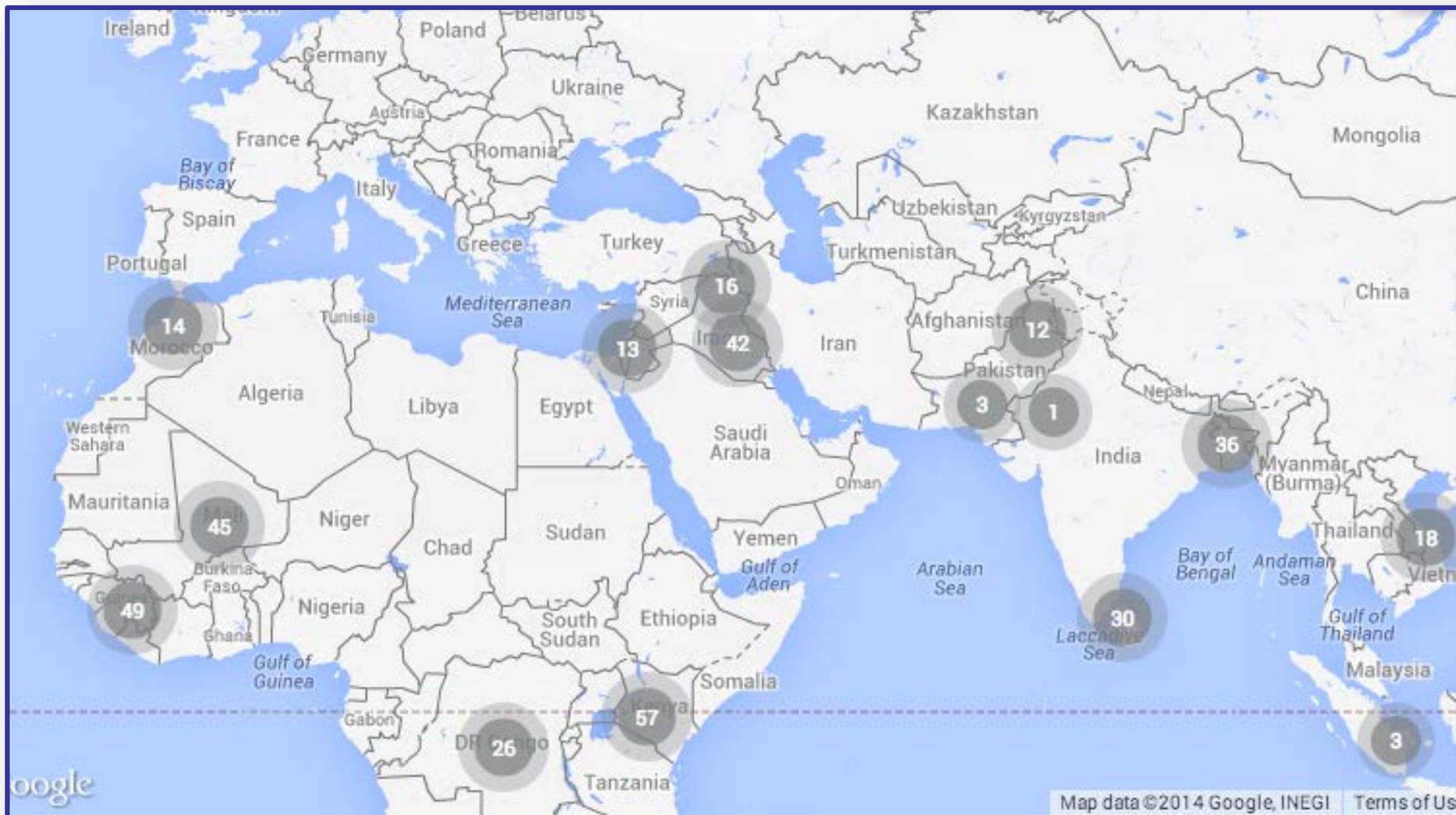
- In general, kinetic or dangerous situations
- Non-permissive environments: Some level of heightened risk is assumed.
- Can be based in political conflicts, weather and geological shocks, economic emergencies, or complex interactions between them.





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USAID is working in 555 conflict or crises locations





The crisis context is different from typical development scenarios

- **Field level differences:**
 - More dynamic & rapidly evolving
 - Less predictable
 - High stress
 - Poorer social cohesion
 - High Political Interest
- **Operational differences:**
 - Security issues
 - Non-presence & limited oversight
 - Multi-disciplinary
 - Higher stress
 - Higher turnover of staff
 - Multiple funding streams

→ All crisis contexts are different, face different challenges, and may necessitate different approaches to environmental compliance.

Programming in crisis situations can depart from standard USAID programs due to:

- 1. Compressed time table for project design, award and implementation**
- 2. Quickly changing on-the-ground situation and activities**
- 3. Difficulty of field verification for M&E**
- 4. Diversity of funding sources**
- 5. Disasters are often repeated**
- 6. Not enough lead time to build community management capacity**



Difference: Environment

- Environment is vulnerable to impacts of the crisis.
 - *Displaced populations may increase demand for natural resources such as fuel wood and water, contributing to deforestation and water scarcity.*
- Environmental conditions may contribute to the crisis.
 - *Resource scarcity and competition can exacerbate existing social or political tensions.*
- Environmental situation may be unknown and difficult to monitor.

Is the environmental compliance process different?

- There is on-going work to determine effective approaches:
 - DCHA BEO stock-taking exercise
 - Piloting of a ‘crisis-flexible’ approach
 - Incorporation of environmental compliance into third party monitoring mechanisms
 - Mission-wide ‘Best Practice Reviews’



→ Info presented here draws on this on-going work.

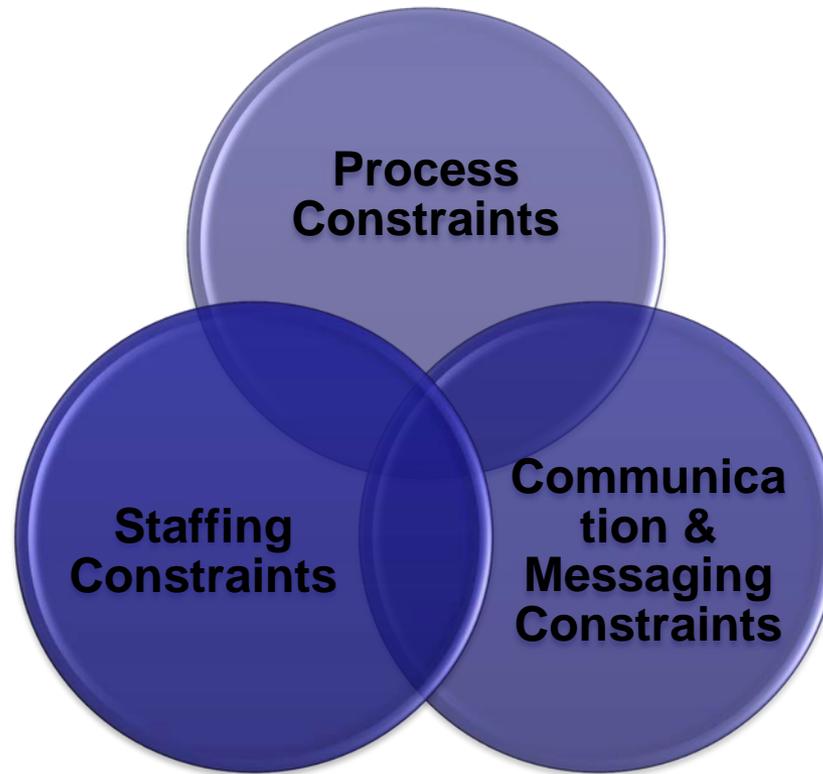


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Challenges



What we've heard from projects:





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What is “good enough?”



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Resources available:

- Rapid Environmental Assessment (REA)
- Green Recovery & Reconstruction: Training Toolkit for Humanitarian Aid (GRRT)
- Joint UN Environmental Program/OCHA Environment Unit (JEU)
- The Sphere Handbook





Rapid Environmental Impact Assessment for Disasters



**REA Developed by Charles Kelly,
Funded by USAID OFDA & CARE Intl.**



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Green Recovery & Reconstruction: Training Toolkit for Humanitarian Aid (GRRT)

- Developed by WWF & American Red Cross post 2004 Tsunami to integrate environment into recovery & reconstruction .
- Training program designed to increase awareness & knowledge of environmentally sustainable disaster response.
- Ten training modules, include:
 - Project Design, Monitoring and Evaluation
 - Environmental Impact Assessment Tools and Techniques
 - Green Guide to Construction



Joint UN Environmental Program/UN Office for the Coordination of Humanitarian Affairs



The screenshot shows the OCHA website header with the United Nations logo and the text "OCHA United Nations Office for the Coordination of Humanitarian Affairs". Below the header is a navigation menu with four tabs: "ABOUT US", "WHAT WE DO", "THEMES", and "WHERE WE WORK". The "WHAT WE DO" tab is selected. The main content area has a breadcrumb trail: "Home » What We Do » Coordination Tools » Environmental Emergencies". The title "Environmental Emergencies" is displayed in blue. Below the title is a sub-navigation menu with tabs: "Overview", "Resources", "Training", "Events", and "Contact Us". The "Overview" tab is selected. The main text describes OCHA's role in responding to environmental emergencies, mentioning the Joint UNEP/OCHA Environment Unit (JEU) and the Emergency Services Branch. It highlights the integration of UNEP's technical expertise with OCHA's humanitarian response structure. A small image of a polluted landscape with a yellow barrel is shown at the bottom left of the text area.

- Helps UN Member States to prepare for and respond to environmental emergencies.
- Have trainings & guidance, e.g.:
 - Environmental Emergencies
 - Integrating environmental issues into humanitarian action
 - Disaster waste management

Point of contact: Wendy Cue, Chief, Environmental Emergencies Section, cue@un.org
<http://www.unocha.org/what-we-do/coordination-tools/environmental-emergencies>

The Sphere Handbook

- Voluntary initiative of humanitarian agencies
- To improve humanitarian assistance and accountability of humanitarian actors
- Consists of a *Humanitarian Charter and Minimum Standards in humanitarian Response* for
 - Water supply, sanitation & hygiene
 - Food security and nutrition
 - Shelter, settlement & non-food items





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Critical Factors for Environmental Management in Crisis Settings based on Collective Findings

Framework Under Development



Critical Factors

1. Preparedness:

- *Planning and rapid initial analysis*

2. Realistic Planning:

- *Focused initial EMMPs*

3. Responsiveness:

- *Approaches for quick approvals as plans are adapted*

4. Budget:

- *Ensure sufficient budget is available*

5. Staffing:

- *Ensure sufficient environmental capacity for implementation*

6. Implementation tools:

- *Tools for quick and effective implementation for non environmental specialists*

7. Communication and Prioritization:

- *Connect environmental safeguards with activity objectives*

8. Accountability:

- *Mechanisms for monitoring, reporting, and verification ensure plans are implemented and effective.*



1. Preparedness: Planning and Rapid Initial Analysis

- **Challenge:** Insufficient information available to inform crisis-flexible environmental planning.
- **Approaches:**
 - Upfront analysis.
 - Engagement.





2. Realistic planning: Focused Initial EMMPs

- **Challenge:** Traditional IEE development produces insufficiently focused or prioritized environmental management plans, resulting in delays during activity implementation.
- **Approaches:**
 - Stay focused on highest level risks for the particular site and activity.
 - Indicate prioritization of mitigation and monitoring measures.
 - Identify best practice versus requirement.
 - Early involvement of field level staff and grants managers.



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3. **Responsiveness:** Approaches for quick approvals

- **Challenge:** Standard process for amending environmental compliance documents may be out of sync with the activity needs in terms of timing and speed.
- **Approaches:**
 - Communication.
 - Preplanned amendment procedures.
 - Delegation of approvals.



4. **Budget: Ensure sufficient budget is available**

- **Challenge:** Insufficient budget for environmental compliance signals it's not something to be taken seriously or inhibits implementation of EMMPs.
- **Approaches:**
 - State environmental compliance budgeting expectations in the RFP.
 - Assigning budgetary values to activities requiring environmental actions.
 - Ensure sufficient funds for environmental compliance in project budgets.

Relevant Reference: *Aligning Budgets for Implementing Environmental Compliance Safeguards in USAID Development Food Assistance Programs.*

<http://www.fsnnetwork.org/usaidffp-consultation-environmental-compliance-budgeting-toolkit-0>



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5. Staffing: Ensure sufficient environmental capacity exists for implementation

- **Challenge:** Absence of professional judgment needed to make decisions over trade-offs in ambiguous situations and justify those decisions leads to poor decision making or delays as professional judgment is sought.
- **Approaches:**
 - Environmental staffing on the ground and at Mission level. Staffing expectations should be made clear in terms of knowledge and time.
 - Training and capacity building.
 - Close coordination and communication between USAID and implementing partner.
 - Partnering with environmental organizations.



6. Implementation tools: Tools for quick and effective implementation

- **Challenge:** Environmental capacity is not always available, so field tools can provide *‘quick and dirty’* guidance to those present for quick and effective implementation.
- **Approaches:**
 - Provide early, clear, and continuous guidance.
 - Memos, screening forms, templates and checklists, visual field guides, decision trees, etc., to provide guidance and encourage thoughtful analysis.
 - Tools could include: visual field guides, decision trees, etc.



7. Communication and Prioritization: Connect environmental safeguards with activity objectives

- **Challenge:** Environmental compliance perceived as disconnected from project objectives and scope, leading to disengagement.
- **Approaches:**
 - Tie priority issues to project objectives and threats to achieving those objectives
 - Tie safeguards to the main local risks
 - Couch environmental safeguards in non-environmental activities
 - Communicate a do-no-harm message



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8. Accountability mechanisms

- **Challenge:** Restricted site access, changing on-the-ground situations, etc. limit functionality of standard monitoring and evaluation systems.
- **Approach:**
 - Third party monitoring
 - Audit/BPR/Spot Checking
 - Real time evaluations
 - Pictures, remote access, reporting mechanisms
 - Mixed methods



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The way forward

- Discussion:
 - The framework presented
 - Your experience and suggestions
 - What you need going forward



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Questions?

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