



MID-TERM REVIEW

Implementing a “Ridge to Reef” Approach to Protecting Biodiversity and Ecosystem functions within and around Protected Areas in Grenada Biodiversity Conservation and Sustainable Land Management



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Project Executing Agency: Ministry of Agriculture, Forestry and Fisheries (MALFFE)

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ACRONYMS

AWP	Annual Work Plan	MNIB	Marketing and National Importing Board
BD	Bio-Diversity	MoF	Ministry of Finance
BMUB	(German) Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	MPA	Marine Protected Areas
CANARI	Caribbean Natural Resource Institute	MTR(T)	Mid-Term Review (Team)
CARDI	Caribbean Agriculture Research and Development Institute	NAWASA	National Water and Sewerage Authority
CRP	Coastal Restoration Programme	NEFO	North-East Farmers Organization
CTA	Chief Technical Advisor	NGO	Non-Governmental Organization
DF	Department of Fisheries	NIM	National Implementation Modality
EBA	Ecosystem-Based Adaptation	OPAAL	OECS Protected Areas and Associated Livelihoods Protected Area
ECMMAN	Eastern Caribbean Marine Managed Areas Network	PA	
ED	Extension Division	PB	Project Board
EU	European Union		
FAD	Fish Aggregating Device	PIF	Project Identification Form
GCCA	Global Climate Change Alliance	PIR	Project Implementation Review
GCN	Global Caribbean Network	PO	Project Officer
GCNA	Grenada Cooperative Nutmeg Association	PRODOC	Project Document
GEF	Global Environment Facility	PT	Project Team
GCA	Grenada Cocoa Association	R2R	Ridge to Reef
GIZ	Gesellschaft für Internationale Zusammenarbeit – German Technical Cooperation agency	RECCOMM	Restoration of Community Co-Management of Mangroves
GOAM	Grenada Organic Agriculture Mouvement	REDD	Reducing Emissions from Deforestation and Forest
GoG	Government of Grenada	RF	Results Framework
HR	Human Resources	SFM	Sustainable Forestry Management
IADGO	Inter-Agency Group of Development Organizations	SGU	St. Georges' University
ICCAS	Integrated Climate Change Adaptation Strategies	SMART	Specific Measurable Accessible Relevant Time-bound
INRM	Integrated Natural Resource Management	(S)O	(Specific) Objective

IUCN	International Union for Conservation of Nature	SLM	Sustainable Land Management
LUD	Land Use Division	TNC	The Nature Conservancy
MacBIOS	Market Creation for small-scale Biogas Systems	TOR	Terms Of Reference
MALFFE	Ministry of Agriculture, Lands, Forestry, Fisheries -and Environment	TPA	Terrestrial Protected Area
M&E	Monitoring & Evaluation	UNDP	United Nations Developed Programme
METT	Management Effectiveness Tracking Tool	UNEP	United Nations Environment Programme

EXECUTIVE SUMMARY

Project Information table

Table 1: Project information table

Project Title: Implementing a “Ridge to Reef” Approach to Protecting Biodiversity and Ecosystem functions within and around Protected Areas in Grenada.		
GEF Project ID: 5069	CEO Endorsement: Sept 12,2014	
ATLAS Award #: 00082951	Project Document Signature (official date project began): December 12, 2014	
Country: Grenada	Project Officer hired: April 1, 2015	
Region: Latin America & Caribbean	Inception Workshop: No inception workshop held	
Focal Areas: BD, LD, SFM REDD +	Midterm Review completion: March 2018	
GEF Focal Area Strategic Objective:	Planned closing date: December 12, 2019	
Trust Fund: GEF TF	If revised, proposed op. closing date: NA	
Executing Agency/ Implementing Partner: UNDP		
Other Execution Partners: Ministry of Agriculture, Lands, Forestry, Fisheries and Environment (Fisheries and Forestry Department)		
Project Financing	at CEO endorsement	at Midterm Review
	(US\$)	(US\$)
GEF financing	3,031,666	1,293,458
Government contribution	15,176,822	116,059
UNDP	250,000	250,000
GIZ/KfW/ICCAS	6,100,000	6,100,000
Total	24,558,488	7,759,517

Brief Project Description

The objective of this five-year UNDP/GEF-supported \$24.6 million effort (including GEF funds of \$3 million plus co-financing) is to ensure that biodiversity (BD) and ecosystems functions within and around Marine Protected Areas (MPAs) and Terrestrial Protected Areas (TPAs) in Grenada are better protected from threats. The project aims to reach its objective “through the adoption of an integrated Ridge to Reef approach that increases Protected Area (PA) management effectiveness and applies targeted sustainable land management practices”.

Summary of Mid-Term Review Findings and Ratings

A summary of the key findings of this Mid-Term Review is presented in the Box below. Full details and justifications for these findings are provided in Section 3 of this report. Recommendations related to these and other findings are presented in Section 4. Because the number of recommendations is limited to 15 as per MTR report guidelines and because the MTR believes it is important to share additional recommendations over and above the 15 to help get the Project back “on track”, a fuller presentation of recommendations is included following the key recommendations. The next meeting of the PB should be to discuss the MTR and the way forward.

Key Findings

There have been some successful efforts supported by the Project but at this point the project is not on track to reach its objective by project end 22 months from now. There is insufficient progress to date on both Outcome 1 and Outcome 2.

Key Successes

The education and awareness activities including the Reef Guardians, Junior Rangers and Summer Camp programs are all very innovative and relevant programs which, although not initiated by this Project, have been successfully supported by the Project. These programs can have a very positive impact at both individual and societal levels. There is enthusiastic participation and plans being built in to the effort to enhance uptake by partners and sustainability of the effort.

Infrastructure has been improved which if used according to its intended use is expected to have a positive impact (e.g. Interpretation Centre at Morne Gazo). Once operational guidelines for the structure are finalized, the success of this project investment can be better evaluated.

A substantial number of training activities related to SLM have been undertaken with good attendance. The success of this project investment can only be determined once the necessary equipment is provided to allow for the implementation of SLM techniques in which people were trained.

Equipment has been provided which has significantly enhanced the capacity of key partners to implement important activities and evidence suggests much (but not all) of the equipment is being put to good use (i.e. the boat provided to Fisheries).

The coral reef restoration effort (coral nursery and transplanting) is progressing well although coral maintenance remains an issue due to lack of permanent gardeners. Moreover, the long-term survival of the corals may be at risk if existing threats (e.g. broken outfall pipe) are unaddressed.

Key Challenges

The government counterpart contribution made to date does not reflect the substantial commitment made at Project signing. This has seriously affected the ability of the Project to effectively implement necessary actions toward the achievement of the project objective. The capacity issues of the key Government partners as it currently exists pose a significant risk to the successful completion of the Project.

There are some design issues which affect project implementation. Given that the following risk was identified in the PRODOC (“Government fails to sustain its political and financial support for PA planning and operations”, and, “The Government declared a plan to cut recurrent spending by 20% for a number of years

from 2014 onward, thereby putting at risk the integration of PAs into the Government's Annual Recurrent Estimates of Revenue and Expenditure Program", the project design did not adequately mitigate that risk, placing too much emphasis on Government partners (Forestry and Fisheries) and too little on including others (e.g., NGOs, academic institutions, and the private sector).

Adaptive management related to key constraints has not been adequate. Notwithstanding recognition of the reality regarding Government institutional capacity, the approach to project implementation has not been modified to reflect the new reality. There has been no concerted attempt to identify additional project implementation partners despite clear recognition by the main Government partners, Project Board (PB) members, and Project Management (PM) that the capacity does not currently exist for these partners to contribute all that is necessary for the successful achievement of the Project's outcomes and objective.

With only a Project Officer and no Project Coordinator on board more than halfway through the project, Project management has been sub-optimal. This has seriously affected progress made towards expected Outcomes. Although a Chief Technical Advisor was recently contracted (late 2017) and is expected to assume some (but by no means all) responsibilities normally associated with a Project Coordinator, it is too early to determine whether this will significantly improve progress. The CTA is expected to travel to Grenada three times per year and to have weekly Skype calls with the Project Officer. This should accelerate progress, but the CTA had been on board for only a short time as of the time of the MTR and therefore it is not possible for the MTR to make a sound assessment on whether his involvement will make a significant difference.

Project oversight, including the PB and support provided by UNDP-Barbados, requires significant strengthening to ensure the Project is effectively steered toward its objective.

The Project has supported some activities which do not contribute to the Project objective and for which Project funds should not have been used.

Due diligence prior to providing project support has been inadequate, resulting in some cases in inappropriate or inefficient use of Project funds.

There has been insufficient information obtained about relevant initiatives and insufficient coordination with those initiatives. This has meant that R2R is a somewhat isolated project and that duplication of effort is a risk in some areas while there may be lost cooperation opportunities in others. A "sit back and wait" approach has been adopted rather than a proactive informed adaptive management approach. This has contributed to lack of progress in certain areas.

Quality of TOR for consultancies is generally poor. As a result, in some cases, the Project is spending resources on reports/outputs which may not contribute as much as they should to the Outcomes.

Greater emphasis needs to be placed on seeking intended impact, not simply on undertaking activities because a project document (PRODOC) included them. There needs to be a greater focus on results, i.e. greater results-based management and impact monitoring of Project-supported activities.

Co-financing is not being tracked. Tracking co-financing is not only a GEF requirement but this practice is considered essential to ensuring that committed co-financing contributions are provided.

The PRODOC recognized the importance of co-management, i.e. sharing Protected Area (PA) management responsibilities with non-government entities including NGOs, CBOs, academic institutions, and private sector entities. This project was designed in part to support Government to define co-management modalities and to demonstrate how co-management can be implemented in Grenada. Given the situation that Government does not have the capacity to effectively manage all of Grenada's PAs, supporting the Government to pilot co-

management should be one of the most important Project contributions, one which will directly contribute to achieving the Project objective. Thus far, the Project has contributed little in this regard.

Although the Project strategy outlines an integrated “Ridge to Reef” approach, this approach has not been effectively translated in most Project activities undertaken to date including in the Beauséjour watershed (which is supposed to highlight this approach).

There has been insufficient project progress for SLM in the Beauséjour watershed to ensure results achievement (increased C intake and reduced pollution/runoff), e.g. insufficient outreach of SLM training (limited n° of farmers involved), Extension Division lacking some tools, no clarity or decisive action re. what is intended as re-planting and where (is this agroforestry on private land or restoration of degraded native forest with native species on crown forest lands) / also the issue of bamboo removal (is this to go forward or not), yet to establish water quality monitoring procedure or training given (yet equipment has already been provided), draft watershed management plan yet to be discussed between stakeholders).

The lack of an SLM monitoring mechanism and the limited outreach of implemented activities may negatively affect overall results, hence the need to accelerate SLM activities through a more comprehensive activity programme and/or seeking complementarities with other interventions and external stakeholders.

Threats to both marine and terrestrial biodiversity still exist which if not addressed may pose a risk to the ability of the Project’s investments to have the desired impact.

Given the timeframe of the Project and the insufficient progress made to date, there is a need now to prioritize activities related to both Outcomes (focusing to a greater extent on some while eliminating others). (See recommendations section)

The key findings described above are complemented by recommendations which are presented in Section 4 of this report. Included here is a “one in all” recommendation which serves to provide the reader with an overall sense of the MTR recommendations:

Involve a greater diversity of Project partners; increase government counterpart contribution; strengthen project management and oversight; collaborate more with other relevant initiatives; place greater emphasis on co-management of PAs with co-management being defined more in keeping with global realities/best practices; expand upon successful environmental education/awareness activities; focus on fewer PAs (the ones with greatest biodiversity conservation potential), limit infrastructure to that associated with PAs (and only with those that have been legally declared); improve description of TOR for consultancies; stick to the Project objective without detour; apply the basic principles of the common “project cycle” to all project activities, i.e. ensure that all activities are fully assessed in terms of technical and financial viability before undertaking them.

MTR Ratings:

As per UNDP Guidelines for MTRs, the MTR has rated progress towards the overall Objective and Outcomes as well as project implementation and adaptive management and likelihood of sustainability using the standard ratings table. These ratings are presented in Table 2 below. The basis for these ratings is presented in Section 3 of this report.

Table 2: MRT ratings

Measure	MTR Rating
Overall Objective: To ensure that biodiversity (BD) and ecosystems functions within and around Marine Protected Areas (MPAs) and Terrestrial Protected Areas (TPAs) in Grenada are better protected from threats through the adoption of an integrated “Ridge to Reef” approach that increases Protected Area (PA) management effectiveness and applies targeted sustainable land management practices.	U
Outcome 1: Establishment and effective management of new and existing Protected Areas	U
Outcome 2: Climate resilient SLM practices applied in the Beauséjour watershed to reduce threats adjacent to and upstream of PAs	MU
Project Implementation & Adaptive Management	U
Likelihood of Sustainability	U

HS= Highly Satisfactory, S= Satisfactory, MS=Moderately Satisfactory, MU= Moderately Unsatisfactory, U=Unsatisfactory, HU=Highly Unsatisfactory

Given the above ratings which indicate serious problems with the Project, a recommendation is made that UNDP consider an independent extraordinary review within (maximum) one year of this MTR to monitor how the MTR recommendations are being implemented, to troubleshoot as may be required, and to decide at that time whether a project extension is warranted.

1. INTRODUCTION

1.1 Purpose of the evaluation

The purpose of this MTR is: 1) To assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, 2) To assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results, and, 3) To review the project’s strategy and risks to sustainability of project efforts.

1.2 Scope and methodology

► *Scope*

The MTR assessed key areas related to project strategy, the project design, the project results framework, the progress towards objectives and outcomes, the project implementation and adaptive management, management arrangements, work planning, financial management and co-financing, project-level monitoring and evaluation, stakeholder engagement, collaboration with the private sector, pursuit of gender equality, reporting, communications and knowledge management, and sustainability.

► *Methodology*

The MTR team (MTRT) was comprised of two independent international consultants, one a biodiversity specialist with extensive experience evaluating and formulating GEF projects in more than 40 countries in all regions of the world, and one an agronomist with experience evaluating GEF and other donor-funded projects in many island nations. The biodiversity specialist acted as Team Leader. The MTRT spent a total of 10 working days in-country, with a brief visit to the Beauséjour watershed which is the Project area where Outcome 2 activities are focused.

The MTR was conducted in accordance with the “UNDP Guidance for Conducting Mid-Term Reviews of UNDP-Supported, GEF-financed Projects (2014)”, and the “*GEF Monitoring and Evaluation Policy*”, and in line with GEF principles including independence, impartiality, transparency, and participation. The Terms of Reference for both MTR Team Members are attached as Annex 1. Both MTRT members signed the Consultant Code of Conduct. The scanned copy is included as Annex 2. MTRs seek to provide evidence-based information that is credible, reliable and useful. In this regard, the MTRT followed a participatory and consultative approach and used a variety of evaluation instruments including:

Evaluation Matrix: An evaluation matrix was developed based on the set of questions covering the criteria of relevance, effectiveness, efficiency, sustainability, and impact which were included in the TOR for the MTR. The matrix (presented in Annex 3) served as a general guide for interviews conducted.

Documentation Review: The MTRT reviewed documents including the project document (PRODOC), the Project Information Framework (PIF), the Project Results Framework (RF), Project Implementation Reviews (PIRs), project budget and revisions, project files, Project Board meeting minutes, policy and national strategy documents, legislation, reports of consultants contracted by the project, and other relevant documents. A complete list of documentation reviewed by the MTRT is included as Annex 7.

Interviews: Interviews (mostly in-person with a few exceptions where interviews were conducted by Skype) were conducted with the UNDP Office in Barbados which is responsible for the Project (there is no UNDP Country Office in Grenada), all six members of the Project Team (Project Officer, Administrative/Finance Assistant, Education Officer for Fisheries, Education Officer for Forestry, Coral Reef Nursery Coordinator, Boat Captain), the Chief Technical Advisor, most members of the PB, the Permanent Secretary of the Ministry of Agriculture, Lands, Forestry, Fisheries and Environment (MALFFE), representatives of the Forest Division (including the Acting Chief Forestry Officer, and a ranger assigned to several Terrestrial Protected Areas), the Fisheries Division (including the Acting Chief Fisheries Officer, the Acting MPA Coordinator, two Fisheries Officers, and an apprentice), the Agricultural Extension Service, the Ministry of Tourism, the Ministry of Finance, the North-East Farmer’s Cooperative (NEFO), a representative of a fisherman’s cooperative, The Nature Conservancy (TNC), the Grenada Fund for Conservation, GAFA, a group of Junior Rangers, two tour guides working with Dive shops, several consultants who were involved in Project activities, the Chief Technical Advisor for the Project and others. The MTRT did not meet with the RTA as he is on prolonged leave. A complete list of stakeholders met is found in Annex 4.

Presentation of Preliminary MTR Findings: The MTRT shared its preliminary findings on the last day of the in-country mission. Attending the presentation were the Project Team, the UNDP Programme Analyst responsible for the project (who participated via Skype), a representative of Ministry of Finance (MoF), a representative of the office of the Permanent Secretary (PS), MALFFE, a representative of NEFO, and the Acting Chief of the Forest Division.

Project Visits: The MTRT made a brief visit to the Beauséjour watershed during which they also visited the Grand Etang PA and a Forest Department nursery as well as the Christmas tree field planting supported by the Project. Because of the time constraints of the evaluation, the MTRT was not able to make visits to any other PAs. One of the MTRT members made a short second visit to the Beauséjour watershed (by night) to meet with farmers belonging to NEFO. The visit was made in the evening because

the farmers were not available to meet with the MTRT during their first visit to the watershed as apparently most have day jobs that are not on the farm.

MTR Mission Itinerary: The full MTR mission itinerary is presented in Annex 4.

Ratings: In accordance with GEF guidelines for project evaluations, achievement ratings, as well as sustainability and relevance ratings, were assigned by the MTRT. The MTRT rated various aspects of the project according to the GEF project review criteria using the obligatory GEF ratings of: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). A full description of these ratings and other GEF rating scales is provided in Annex 6. The MTRT also rated various dimensions of sustainability of project outcomes using the GEF obligatory rating scale of Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and, Unlikely (U).

► *Limitations*

The evaluation was subject to several constraints:

There was very little advance notice before the in-country mission. This affected the mission in several ways. Many of the documents requested by the MTR were not received prior to the mission. Some were received immediately prior to the mission (giving little time for review) and some key documents were received only towards the end of the mission or even after the mission, e.g. the RF reflecting progress made after the latest PIR, co-financing information, the 2018 AWP and budget request. Lack of advance notice also meant the PT had very little advance time to organize meetings for the MTRT or to gather all the required information.

The TOR stipulated that the MTRT should spend only 7 work-days in-country. This is not enough time for any evaluation, let alone for a project experiencing serious problems. Guidelines for the conduct of MTRs stipulate that in-country missions should be between 7 to 15 days. Normal is around 12. The number of in-country days does not affect the total contract days, thus the only additional cost relates to a few more days of daily subsistence. It would be much more cost-effective to allow for adequate time in-country to consult with all key stakeholders, undertake visits to project areas, and allow sufficient time for the MTRT to meet amongst themselves at the end of every day to discuss their meetings and organize notes and adequate time for the Team to jointly analyse their observations and prepare for the presentation of preliminary findings. In actual fact, the Team worked 9.5 days in country (i.e. every day while in-country including the weekend and the national holiday) but this was not ideal as most stakeholders were not available to meet on the weekend. The Team spent Saturday visiting the Beauséjour project area together with the Project Officer but only one ranger was available for meeting because it was the weekend. There was also a national holiday on one weekday. The MTRT spent that day preparing for the presentation of preliminary findings. Given the short amount of time spent by the MTR in the country, it was not possible to meet with all stakeholders we would have wanted to meet. Nor was it possible to visit more of the PAs which could have given us a better understanding of on-the-ground realities.

The Project Team (PT) had little orientation regarding what to expect of an MTR. It would have been helpful for UNDP to provide the PT with greater orientation regarding what is expected as part of an MTR. In the case of an MTR (unlike with the TE), a PT has not had experience with independent evaluations and they require direction from UNDP regarding how to prepare.

The UNDP Office was not entirely familiar with or prepared with the information they should have provided to the PT or to the MTR (an accurate up-to-date Project Information Table, information on co-financing provided by all co-financiers, PPG reports).

There was no National Consultant on the MTR Team. Although not critical, this is helpful as, in addition to contributing their own expertise, a National Consultant helps International Consultants to understand

the policy and legislative frameworks, existing and past Government programmes and other relevant initiatives, as well as the institutional context.

The TOR for both MTRT members were identical with the only difference being that one was called “Team Leader” and one “Team Expert”. Both are experienced evaluators and both have technical expertise and experience in the technical subject matters included in the Project. It is therefore unclear why two International Consultants were contracted with similar backgrounds and experience and why a National Consultant was not contracted. This may not have been the most efficient use of Project funds.

Notwithstanding the above-mentioned limitations, the MTR Team is confident that the findings and conclusions reached and presented herein are accurate.

1.3 Structure of the evaluation report

The report is structured according to the guidelines provided in the “Guidance for Conducting Midterm Reviews of UNDP-Supported GEF- Financed Projects” (July 2014).

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Environment & Development Context

With a land area of around 340km², mainland Grenada is the most populated island (±101.000 inhab.) of the Grenadine archipelago¹ together with the islands of Carriacou and Petite Martinique (10.000 inhab.). With mountainous landscapes of volcanic origin, the main island (310 km²) is characterised by a wide variety of ecosystems (cloud and rain forests, [semi]-evergreen forests, deciduous forests and cactus shrubs, littoral and mangrove woodlands), most of which are under severe threat through the combination of anthropic pressure and natural disasters. Forests cover around 20% of the island. Their main uses have been the provision of water supply, recreation (hunting) and the collection of medicinal plants and forest fruits. Agricultural land (including abandoned and fallow lands) is covering up to 50% of the island. With successive hurricanes in recent history, there has been a slow disengagement of the population in commercial agriculture with repositioning around horticulture and food crops. Coastal and marine ecosystems (including corals, mangroves and seagrasses) are of critical importance for fisheries, and beaches provide nesting grounds for a number of marine species. Habitat destruction and fragmentation, degradation of land and water resources, climate change impacts and overexploitation of fisheries remain the main threats to biodiversity. Approximately 10% of the mainland Grenada is considered “protected area”. Only some of this area has been legally declared. Grenada’s Protected Areas are managed by the Ministry of Agriculture, Lands, Forestry, Fisheries and Environment.

As a strategy to manage ecosystems under threat and conserve biodiversity, and in order to comply with the Grenada Declaration and Caribbean Challenge which set an objective of conservation of 25% of marine and terrestrial areas, the Government is trying to upgrade its Protected Area system. To support Grenada’s current protected system, the Government relies on a series of policy instruments (e.g. National Heritage, National Parks & Protected Areas, Planning and Development Control, Forest – Soil

¹ Source: World Factbook, 2017

- Water Conservation acts) that were set up over the past 80 years, often with overlapping topics. The latest piece of legislation on Protected Areas, Forestry and Wildlife of 2003 was never finalised.

2.2 Project Description and Strategy

According to the PRODOC, the Project seeks to address directly or indirectly the main causes of loss of biodiversity: 1) environmental planning and weakness in policy formulation and implementation resulting in inadequate monitoring and management of ecosystem functions including those under the current Protected Areas system; 2) the contamination of (surface) water sources by both direct agricultural use and resident rural communities while taking into account significant constraints like the land tenure system characteristics (high fragmentation and private ownership).

2.3 Immediate and development objectives of the project

According to the PRODOC, the Project's strategy is to support Government in developing effective mechanisms and approaches for (i) protected areas management including the extension of geographical coverage for both marine and terrestrial protected areas and (ii) landscape resource management, with improved planning and technical capabilities.

The Project objective is to ensure that biodiversity and ecosystems functions within and around marine and terrestrial Protected Areas in Grenada are better protected from threats through the adoption of an integrated "Ridge to Reef" approach that increases Protected Areas management effectiveness and applies targeted sustainable land (and coastal sea) management practices, while ensuring ecosystems' resilience to climate change.

The project aims to reach its objective through achieving 2 outcomes:

1. ***'Establishment and effective management of new and existing Protected Areas'***, as a strategy to support a Grenada Protected Area System through establishing new, and improving management of existing, terrestrial and marine protected areas, and to help Grenada meet its commitments under the Caribbean Challenge to protect 25% of its nearshore habitat and 25% of its terrestrial habitat by 2020.
2. ***'Climate resilient SLM practices applied in the Beauséjour watershed to reduce threats adjacent to and upstream of Protected Areas'*** with a view to enhance biodiversity, reduce land degradation and improve Carbon Stocks.

Seven outputs are associated with these expected outcomes:

1. An institutional Framework for Protected Area System management (under outcome 1).
2. A Legal and Regulatory Framework for Management of Protected Areas (under outcome 1).
3. Expanded Protected Areas System (under outcome 1).
4. Management of Protected Area Units Institutionalized (under outcome 1).
5. Conservation and Sustainable Use of Natural Resources as a Means for Community Involvement in PA co-management (under outcome 1).
6. Strengthened planning and management framework, capacities and awareness for participatory sustainable resource management (under outcome 2)

7. Improved SLM and SFM practices in 6 communities resulting in reduced deforestation and land and forest degradation in the landscapes surrounding PAs (under outcome 2).

► *The Project Area*

Under Outcome 1, the project area covers the entire country of Grenada (340 km²) including the island of Carriacou. There are 22 Project sites including terrestrial, coastal and marine environments.

The Beauséjour watershed on the Western side of the country is the area covered by Outcome 2 activities, covering around 1,547 ha from ridge to reef. It includes most leeward ecosystems of the island with extensive (active and abandoned/underutilised) agricultural areas. The watershed comprises the Annandale Protected Area (200 ha), part of the Grand Etang Protected Area and six village communities of the watershed (1,019 ha). Annex 5 shows the map of the project area.

2.4 Baseline indicators established

► *GEF Implementing Agency*

UNDP is the GEF Implementing Agency for the Project. As such it is responsible for project identification, preparation of project concept, appraisal, preparation of detailed project document, project approval and start-up, project supervision, and project completion and evaluation, in accordance with its own policies and procedures and is accountable to the GEF Council for use of GEF resources made available to it.

► *Project Oversight*

Project Oversight is provided by UNDP through its Office in Barbados and through the Office of the Regional Technical Adviser (who is based in Panama for this project), and by the Project Board (PB) co-chaired by UNDP and the Ministry of Agriculture, Lands, Forestry, Fisheries and Environment (MALFFE). According to the PRODOC, the PB was to be comprised of 14 members including UNDP, the National Project Director, the Project Coordinator, the Forest Division of MALFFE, the Fisheries Division of MALFFE, the Land Use Division of MALFFE, the Environment Division (at the time under the Ministry of Education and now under MALFFE), the Extension Division of MALFFE, the Ministry of Finance, Economic Development & Planning, the Ministry of Tourism, Civil Aviation and Culture, the North East Farmers Organization (NEFO), the Marine Protected Area (MPA) Management Committee (not currently functional), the Southern Fishermen Association and the Inter Agency Group of Development Organizations (IAGDO). The TOR stipulate that representatives of other stakeholders may also be included as deemed appropriate and necessary. As described in the section assessing Project management in this report, this has not been the actual composition.

The main responsibilities of the PB are to provide “policy and technical guidance and direction towards the implementation of the project, provide input / endorse / approve changes into work plans, budgets and implementation schedules, approve project implementation schedule, annual work plan (AWP) and indicative project budget, provide guidance and agree on issues to address specific project risks and/or raised by the Project Coordinator, monitor project implementation and provide direction and recommendations”. The TOR for the PB specify that it should meet “at least twice a year”.

► *Project Execution*

The Executing agency for the project is the Ministry of Agriculture, Lands, Forestry Fisheries and Environment (MALFFE) through the “National Implementation Modality” (NIM). According to the

GEF, “execution generally includes the management and administration of the day-to-day activities of projects in accordance with specific project requirements in an agreement with the agency responsible for implementation”.

► *Project Management*

As per PRODOC, the Project is to be managed by a Project Team comprised of a Project Coordinator and an Administrative/Financial Assistant. At MTR stage, there was no Project Coordinator despite 2 recruitment attempts. A Project Officer, recruited at project start, has, in essence, served as Project Coordinator since the project’s start. There is no ‘technical committee’ to discuss technical project issues. This function is, at least partially, performed by the PB that comprises most direct project implementers. Starting in the 3rd quarter of 2017, a Chief Technical Advisor (CTA) was contracted in part to support the Project Team.

► *Project Implementing Partners*

Implementation of project activities is done primarily through sub-contracting consultants/consulting firms and direct Project team/MALFFE support to final beneficiaries. The main implementing partners have been the Forestry Department, the Division of Fisheries (DF), the Agriculture Extension Division (ED) and NEFO.

► *Project Monitoring and Evaluation*

As no Coordinator was contracted, the Project Officer assumes the M&E functions (although his TOR do not reflect this). Annual Project Implementation Reports (PIRs) are prepared with inputs from the Project Officer and UNDP (Programme Officers and Regional Technical Adviser). As per GEF Guidelines, the Project must undergo both a Mid-Term Review and a Terminal Evaluation and prepare and submit to the GEF Secretariat the relevant GEF Tracking Tools (METTs) for each GEF Focal Area for which the Project has received GEF funds. In the case of this project, three GEF Focal Areas are involved (Biodiversity, Land Degradation and Sustainable Forest Management REDD+). METTs are to be prepared at CEO endorsement, just prior to the MTR and finally at project end.

2.5 Main Stakeholders

As per the PRODOC, the main stakeholders for this project are:

- Ministry of Agriculture, Forestry and Fisheries (previously known as the Ministry of Agriculture Lands, Forestry, Fisheries, and Environment - MALFFE) as the Executing Agency
- Forestry and National Parks Department (FNPd) under MALFFE for its role in forest ecosystems management, administering SLM, SFM REDD+, BD and CC mitigation and conservation, and for co-management development with local area groups and NGOs, CBOs
- Land Use Division (LUD) for the application of SLM, SFM/REDD+, and CC mitigation principles and practices in collaboration with local area groups, NGOs/CBOs
- Agricultural Extension Division (AED) for mobilizing and animating farmers for applying SLM, SFM/REDD+, BD and CC mitigation
- Agronomy and Veterinary Division (A/VD) for promoting INRM through SLM, BD and CC mitigation practices

- Marketing and National Importing Board (MNIB) for promoting sustainable agricultural production especially with respect to the pilot project at Beauséjour watershed
- Fisheries Division (FD) for leading in the process of establishment of MPAs
- Ministry of Tourism (MoT) to collaborate with other agencies for the establishment and expansion of PAs as either nature reserves or other attraction
- National Water and Sewerage Authority (NAWASA)
- Regional and local Centres of Excellence in support of sustainable management and conservation of the BD and Ecosystems services
- St. George's University (SGU)
- Caribbean Environmental Health Institute (CEHI), now the Caribbean Public Health Agency (CARPHA)
- University of West Indies (UWI)
- Recreational Dive-Services Providers as potential beneficiaries of PAs
- Non-Government Organization (NGOs), mostly contracted for service delivery
- Community-Based Organizations now identified as communities including farmers located in the Beauséjour watershed, namely Beauséjour, Happy Hill, Granville Vale, New Hampshire, Annandale and Vendome, private landowners near/around potentially new protected areas, NEFO farmer's organisations, fisheries' cooperatives/unions.

In addition, Beauséjour watershed schools (students) were identified as direct stakeholders through communication and awareness raising activities.

3. Findings

3.1 Project design / Formulation

The project's concept originates from key documents including a 2006 gap analysis² on protected areas following up the 2004 Hurricane Ivan disaster that emphasized the need for more protection of Grenada's ecosystems (i) with at-the-time existing interventions that were supporting SFM and sustainable livelihoods (e.g. OPAAL³) and (ii) the need to comply with the Grenada Declaration (25% of area classified as TPAs and MPAs) and to meet the Caribbean Challenge Initiative (conserve and manage at least 20% of the marine and coastal environment by 2020).

The Project is overly comprehensive in scope given the time frame and resources available, especially the limited staffing of the key Government partners.

It is essentially two different projects presented as one with two Outcomes under a title "Ridge to Reef" which suggests an integrated approach which is not reflected so far in actual project implementation. One Outcome relates to expanding and strengthening Protected Areas (both marine and terrestrial), while the other relates to SLM and SFM, mostly outside of PAs. Although the two Outcomes are in theory

² TNC/USAID (2006). Grenada National Protected Area System Gap Analysis

³ OECS Protected Areas and Associated Livelihoods project

complementary to each other, it may have been more appropriate to focus on either one or the other given the time frame and resources available.

The design of Outcome 2 activities is well structured and at least in theory complementary to those of Outcome 1 with a combination of support to (i) PAs such as Grand Etang & Annandale, Molinière-Beauséjour, (ii) SFM including the removal of invasive species and replanting of indigenous agroforestry species, (iii) SLM including agriculture, livestock support and (iv) the monitoring of land degradation, watercourses and marine area pollution and sedimentation. While there are clearly strong biophysical linkages between the two, as TPAs can positively impact the quality of soils, waters and the biota in surrounding watersheds and MPAs can clearly be impacted either positively or negatively by watershed management practices, this integrated design has not yet been translated into actual project implementation, with the two Outcomes still basically operating as two different projects.

The design of the Project as it relates to co-management is not clear. The strategy of co-management is to be adopted for both the management of PAs as well as for the focal watershed (Beauséjour). Perhaps in large part because of the lack of clarity in defining exactly what is meant by co-management in both cases, co-management has not yet been translated in Project implementation. The PRODOC provides very little direction to how one of the most critical aspects of Outcome 1, the strategy of co-management of PAs, is to be implemented and then erroneously translates it in the RF as simply “co-management of communities adjacent to PAs”. The term co-management as applied to the Beauséjour watershed in the PRODOC basically describes sustainable use of natural resources in the watershed agreed to by the key stakeholders operating in the watershed.

The targets for Outcome 1 are quite ambitious given the project time frame whereas the targets for Outcome 2 are more modest through a set of activities to be implemented within a much more restricted area (1,547 ha).

► *Risks and Assumptions*

The PRODOC does not include a description of assumptions. The eight risks that were identified in the PRODOC that might prevent or hinder the project from achieving its objective appear to be fairly comprehensive but not all were accurately assessed.

Risk 6, “Lack of local stakeholder’s involvement in co-management initiatives” is poorly analysed. Indeed, the involvement of the relevant stakeholders as described, i.e. “NGOs, CBOs, local area persons and Competent Authorities” is dependent upon several assumptions including that there is awareness of different models of co-management, that Government policy allows for and promotes co-management, and that the organizational capacity exists in these stakeholders to actually engage in co-management.

Risk 7 “Uncertainty of institutionalizing and maintaining a sustainably financed PA network” is assigned a “Medium” risk level when it should have been assigned a “High” risk rating. Sustainable finance for PA system has been discussed in Grenada since at least 2007 but has yet to be instituted. It would have been beneficial for the PRODOC to describe in greater detail the reason for this situation in order to understand why a sustainable finance system had not yet been adopted. To date, the lack of financial support for PAs in Grenada has severely impacted the number of rangers and other PA staff as well as the ability of GoG to pay the necessary recurrent costs associated with managing PAs (infrastructure and equipment maintenance and repair, fuel).

Risk 8 “Government fails to sustain its political and financial support for PA planning and operations” was assigned a “Medium” risk level when even at the time of the project design the PRODOC indicates “the Government declared a plan to cut recurrent spending by 20% for a number of years from 2014 onward, thereby putting at risk the integration of PAs into the Government’s Annual Recurrent Estimates of Revenue and Expenditure Program”. The risk level should have been described as “High”. Perhaps

because of the lower risk rating assigned, the strategy to mitigate this risk as outlined in the PRODOC was not fully developed.

Risk 4 “Uncertainty concerning sea-use management in the near-shore sea zone” was assigned a “Low” risk level when it should have been assigned a “High” risk. Threats to both marine and terrestrial biodiversity still exist which if not addressed may pose a risk to the ability of the Project’s investments to have the desired impact. These include:

- Destruction and degradation of mangroves, wetlands and other sensitive and biodiverse ecosystems due to the construction of marinas and hotels in areas slated for protected area status or already designated as such. This may pose a risk to Project investments in at least three Project sites — Woburn/Clarks Court (where mangroves were destroyed to build a large marina), Sandy Island/Oyster Bed (where there is dredging and filling up of part of the oyster bed for another marina), and the Southeast Coast where there are now plans to build hotels while the area had been slated as a future PA.
- There is insecure permanence of a conservation focus even within legally declared PAs. This may pose a risk to Project investment in Woburn/Clarks Court MPA where the original management plan placed greater emphasis on conservation but was later replaced by another management plan that placed much less importance on conservation of biodiversity.
- Inadequate boat traffic control, boat anchoring control, tourist activity causing damage to reefs and other coastal and marine resources. The lack of adequate number of rangers and budget to pay their recurrent costs of operation poses a threat to Project investments such as management plans which cannot be effectively implemented due to the lack of Government resources committed for this purpose.
- Unabated water pollution: the broken sewage outfall pipe close to the coral nursery may be negatively affecting the Project investment related to coral nurseries and coral out-plantings as the long-term survivability of these may be at risk due to poor water quality.
- Lack of adequate solid waste management may put at risk several Project investments. Due to poor air quality from the landfill immediately adjacent to the Perseverance PA, the ranger stationed there is unable to work there on a daily basis. This may affect the decision of the Project to support infrastructure rehabilitation in the area as this may not be judged to be a cost-effective use of Project funds. Inadequate solid waste management is likely also affecting other Project investments including clean-up efforts. It is not cost-effective to continue to dedicate Project efforts to clean-up as long as more solid waste, including a large amount of plastics, continues to find its way to the areas being cleaned up. One might argue that such activities are important to enhance environmental awareness. This is true to a point but if young people and others whose awareness is enhanced do not see action to improve a situation, environmental awareness eventually turns to environmental complacency. One may then legitimately question whether this is a wise Project investment. The best course of action would of course be to take action to address inadequate solid waste management in Grenada. This is, nevertheless, beyond the purview of this project.

The following assumptions, although not specifically described, were apparently made as reflected in the Project design:

- Assumes staff exist in Forestry and Fisheries to implement Project activities. Even at Project design phase, although the staffing situation in the key Government partners was better than it is now, it was not strong enough to assume such a significant counterpart contribution as indicated by the co-financing amount committed.
- Assumes the existing legislative framework related to PAs is lacking and that revising this and adding additional legislation (e.g. “parent” legislation”) is a priority need to protect biodiversity.

This assumption is made but the evidence provided to back up the contention that legislation related to PAs negatively affects the ability to conserve is not clear. It is not clear to the MTR whether this Project really needs to focus on establishing “parent legislation” or that the legislative framework regarding PAs requires Project support (with the possible exception of legislation pertaining to co-management of PAs—see below).

- Assumes the necessary legislation related to co-management of PAs exists. It is not clear to the MTR whether such legislation exists or not. The PRODOC calls for the development of co-management models but does not specify what if anything needs to be done related to legislation regarding co-management.
- Assumes there is enough information regarding co-management of PAs in Grenada. According to MTR observations, familiarity with different co-management models from around the world and best practices associated with these is somewhat lacking.
- Assumes formation of an Inter-Sectoral committee is key to the success of effective watershed management. This may (or may not) be the case but no options to “manage” the watershed were presented thus there is no evidence that an analysis of options was undertaken. The MTR believes it would be worth studying this further before establishing such a committee.

Finally, elections and Government organisational changes may have significant effects on project implementation and, given that national elections were anticipated during the Project period, this risk may have been overlooked at PRODOC design stage.

► *Analysis of result framework*

The Results Framework (RF) is poorly elaborated and does not allow its use as an effective impact monitoring tool. There has been no effort to date to revise the RF to make it more relevant and user-friendly. Many indicators in the RF are not S.M.A.R.T. and there are problems with the description of the baseline and of the targets associated with many of these. A few illustrative examples follow.

The first objective-level indicator “PA management in Grenada is mainstreamed” has little meaning. What does mainstreamed mean? According to the baseline and target, it means that “PA planning & management instruments and guidelines formally incorporated into the Government’s Administration”. Even this target is unclear. Greater specificity would be helpful. Likewise, the indicator “Financial sustainability to increase viability and resilience of the PA system in Grenada” is vague and is translated in the target as “budgetary restructuring to foster strategic collaboration between fisheries, forestry and tourism to increase (double) budgetary allocations to 8 PAs as eco-sites”. Are we really looking for “a strategic collaboration between these various entities”? What does “eco-sites” mean?

A serious problem with the RF related to Outcome 1 is the definition of the indicator “community involvement in PA management through conservation and sustainable use of natural resources” and the target as described related to that indicator. It would be more appropriate for the indicator to be “successful management of identified PAs through the application of co-management models involving diverse stakeholders”. The target could then be described as “# of MPAs/TPAs effectively co-managed through the adoption and application of agreed co-management models”.

Other Outcome 1 indicators and associated definitions of baseline and targets also require improvement. For example: 1) It is not clear how the target “coral reef resilience program (protocol) in place within 5 years” relates to the indicator “Management of expanded PA network institutionalized”, or why “no systematic SFM program in place” is given as a baseline for this indicator, or what the MMER protocol is. 2) Likewise, the baseline of “inconsistent infrastructure and facilities and services across TPAs and MPAs” is unclear. Is consistency what is sought? The target of “standardized and quality infrastructure facilities and services available at all TPA and MPA units in the PA network” is overly comprehensive

(the Project cannot provide this for the entire PA network), and why are facilities and services lumped together? This is inappropriate.

Under outcome 2 – climate resilient SLM practices applied within the Beauséjour watershed –, several indicators are not necessarily SMART⁴ and are either more activity-based than impact-oriented, redundant, difficult to measure or weakly related to the actual outcome:

Ex1: ‘community participation in training is more an activity-based indicator

Ex2: ‘application of SLM practices in 6 communities’ is actually the outcome and is therefore irrelevant

Ex3: ‘impact of soil erosion on household incomes’ is a very weak proxy indicator; household incomes could be measured either through increased productivity or increased farmed area with SLM practices; soil loss is a relevant indicator by itself if research capability is available

Ex4: ‘education and awareness levels’ is not measurable as levels are not defined

The main indicator for this outcome is actually missing: ‘rate of adoption of SLM practices by farmers’ measured by project, extension and/or forestry staff (e.g. rangers) during monitoring visits (e.g. random sampling) or through subcontracted yearly surveys.

In order to monitor results – in particular related to (sediment, pollution) discharges –, it is often necessary to have time series; RF rarely do account for this requirement in the design of the project: most often, the baseline indicates that there is no available data, hence the need to set up a protocol for monitoring (as under this project) that becomes operational at best by mid-term review or more usually by project’s end, resulting in little or no data available to measure any change.

From the above analysis it is clear that the MTR does not consider the RF to be adequate. We recommend that the RF be revised by UNDP together with the CTA based on the agreed plan of what to do from now until the project ends (see MTR recommendations section). This may entail modifying outcome-level indicators (though not objective-level indicators) along with their targets as long as the level of ambition does not decrease significantly.

3.2 Progress towards results

The MTRT asked that the achievement of the targets related to the indicators for the outcomes and objective be updated prior to the MTR both because a number of advances had been made since the completion of the 2017 PIR (and the MTRT felt it was important for these to be reflected in the evaluation) and because reporting on achievement of many targets had lacked clarity in the 2017 PIR. Annex 8 is the updated achievement of results as per the indicators in the RF and as completed by the Project Team during the MTR mission. Although the table provides additional information compared with the 2017 PIR, there are still significant issues with reporting. These inadequacies in reporting combined with weaknesses in the RF do not allow for indicators and targets and the explanation given regarding progress made to date related to these to be used as a good basis for assessing progress. As a result, although information presented in the updated RF has been used as appropriate, several MTR findings are drawn from a combination of observations, perceptions, and anecdotal data. The progress ratings below are based on the existing indicators and targets as described in the RF.

⁴ Specific, Measurable, Appropriate, Relevant, Time-bound

► *Progress towards Project Objective*

As can be seen in Table 3 (below), the Project is not on course to achieve its overall objective by project end within the next 22 months. MTR achievement ratings with the “traffic colour system”⁵ are used in the Table below.

Table 3: Rating Progress toward Achievement of Project Objective

Objective: To ensure that biodiversity (BD) and ecosystems functions within and around Marine Protected Areas (MPAs) and Terrestrial Protected Areas (TPAs) in Grenada are better protected from threats through the adoption of an integrated “Ridge to Reef” approach that increases Protected Area (PA) management effectiveness and applies targeted sustainable land management practices			
Indicator	Target end of the project	Progress Level & Justification for Rating	Achievement Rating
PA management in Grenada is mainstreamed	TPA and MPA planning & management instruments and guidelines formally incorporated into the Government’s Administration	<p>Little progress made in the area of TPAs.</p> <p>An effort is underway to review legislation related to Fisheries including one chapter which deals with MPAs, especially co-management of MPAs. At present, there is co-management of MPAs going on for some MPAs but no legal basis for it. The fisheries legislation review is expected to be completed in 2 months. This is being done under an FAO project. Although there is some form of co-management of MPAs going on at present based on the model developed in Grenville with the Grenville FAD Fishermen’s Organization, the MPA Coordinator, Fisheries would like Fisheries to be exposed to other co-management models and to have training on co-management and how to effectively co-manage MPAs. This has not yet been offered by the Project.</p> <p>Draft guidelines for use of FADs (which are one basis for co-management) have been prepared by the Fisheries Division with the support of the JICA-supported “Caribbean Fisheries Co-Management Project”. Another FAO-supported project, the “Bill Fish” project is reviewing legislation pertaining to FADs and is expected to result in new legislation related to FADs within the next 2 months.</p> <p>MPAs have a standard template which is used for management plans whereas TPAs do not. Neither have standard defined processes to be used in the development of management plans for PAs.</p> <p>Management of MPAs seems to be further developed and progressing at a better pace compared with TPAs but as both are combined in a single indicator (which in the opinion of the MTR is a mistake), the justification for the rating is based on the lower performer.</p>	RED
Financial sustainability to increase viability and resilience of	a) Budgetary restructuring to foster strategic collaboration between fisheries, forestry and tourism to increase (double) budgetary allocations to 8 PAs as eco-sites, as reflected by an increase in Financial Scorecard: 90 = 42%	<p>No such budgetary restructuring done (although the MTR does not agree with how this target is defined, our rating is based on the existing RF). Financial scorecard was not applied.</p> <p>No inter-sectoral coordination committee established to oversee investments in PAs (although the MTR does not agree that such a committee is necessary, our rating is based on the existing RF)</p>	RED

⁵ The Traffic Colour System used by GEF is Green = Achieved, Yellow=On target, Red=Not on target, Grey= Cannot be assessed or not being monitored.

Objective: To ensure that biodiversity (BD) and ecosystems functions within and around Marine Protected Areas (MPAs) and Terrestrial Protected Areas (TPAs) in Grenada are better protected from threats through the adoption of an integrated “Ridge to Reef” approach that increases Protected Area (PA) management effectiveness and applies targeted sustainable land management practices			
Indicator	Target end of the project	Progress Level & Justification for Rating	Achievement Rating
the PA system in Grenada	b) Inter-sectoral coordination committee established to oversee investments in PAs		
Average METT scores of 6 existing TPAs and 3 MPAs	62		GREY (will only be assessed at project end)
Improved capacity for planning, implementation and monitoring of site-specific co-managed strategies for threat reduction through SLM and SFM in PAs.	<p>a) The average score on Capacity Development Scorecard increases by at least 1 point: Q 2: 3, Q10: 2, Q 11: 2, Q 13: 3, Q 14: 1</p> <p>b) Develop and implement co-management mechanisms for SFM, SLM and TPA management (Outcome 1).</p> <p>c) Review and update existing policies and legislation; implement site-specific mgt plans for PAs; endorse an interagency collaboration mechanism for SLM. (Outcomes 1 & 2)</p> <p>d) Develop and implement a protocol that facilitates information updating, access and sharing for decision-making (Outcomes 1 & 2).</p> <p>e) Develop a capacity development strategy to augment technical skills within the resident organizations per the priorities of the NAP.</p> <p>f) National monitoring system with proper capacity building (Outcome 1).</p>	<p>a) Not being measured.</p> <p>b) Co-management mechanisms not developed.</p> <p>d) no review or update of policies and legislation</p> <p>e) no development of a protocol that facilitates information updating, access and sharing for decision-making</p> <p>f) no national monitoring system with proper capacity building</p> <p>The MTR notes that there is way too much included in this single indicator and furthermore does not agree that many of the targets as described are relevant (e.g. develop and implement a protocol that facilitates information updating...”), while it is not possible to judge others because of lack of clarity (e.g. what does a “national monitoring system” refer to?).</p>	RED



► *Progress toward Project Outcomes*

As in the Table above, MTR achievement ratings using the “traffic colour system” are used in the Table below.

Table 4: Rating Progress towards Achievement of Expected Outcome 1

Outcome 1			
Indicator	Target end of the project	Progress Level at MTR & Justification for Rating	Achievement Rating
Institutional framework for management effectiveness in and around PAs	Formal establishment of a National Parks Advisory Council for TPAs and Management Committee for MPAs administering policy-based PAs, PoA.	<p>Cabinet authorized the reappointment of The National Parks Advisory Council for TPAs on November 13, 2017. (It had existed before but was disbanded). It has not yet met and no meeting has been scheduled. According to the CTA, the 1991 <i>National Parks and Protected Areas Act</i> specifies the make-up of the Advisory Council, appointed by the Minister. Acc to the PO, the R2R CTA drafted proposed duties and composition of the Council. The proposal was submitted to the PS MALFFE by the Project in late 2017. The Project has not received news regarding any decision.</p> <p>The National MPA Management Committee was re-established in May 2017 appointed by the Minister of Agriculture. The MPA Coordinator, Fisheries, is the Coordinator of this Committee. The Committee last met more than two years ago according to Fisheries (specific date of last meeting unknown). There is no meeting scheduled and according to Fisheries, the PS, MALFFE is waiting to schedule a meeting until the issue which resulted in changes within Fisheries staff is fully resolved. It is not clear to the MTR why that issue should affect the meeting of the MPA Management Committee which should be as we understand it, position-based rather than individual person based.</p> <p>The GoG contracted two consultants (Dr Sanderford and Mr Finlay) to look at the management structure of MPAs including financial and legislative aspects. The report produced in 2016 regarding the proposed legislative framework for the management of MPAs is now with Cabinet for consideration.</p> <p>Rating is red because although the two entities are legally established, neither has met and there is no scheduled meeting for either.</p>	RED
Regulatory and legal framework for management effectiveness in and around PAs	a) A finalized and approved Protected Area Forestry and Wildlife Bill with draft SROs that promote INRM practices and principles.	a) This bill has not been finalized or enacted, there are no SROs that promote INRM practices and principles	a) RED
	b) Fisheries division applying INRM principles and practices using enhanced law and/ or regulations, within 2 years.	b) The Fisheries Division continues to apply INRM practices but this Project has not contributed to it “using enhanced law and/or regulations”.	b) YELLOW
	c) PA System Business Plan developed and under implementation	c) TOR (still in draft) have been developed for a consultancy to develop a business plan but no further action has been taken.	c) RED

Outcome 1			
Indicator	Target end of the project	Progress Level at MTR & Justification for Rating	Achievement Rating
Expansion of protected areas system	a) 16, 111 ha of bio-diverse landscapes/seascapes formally recognized and managed effectively:	a) 1,027 ha of PA including both TPA and MPA are formally recognized as well as gazetted and also are being actively managed. Another 2,038 ha of PA (100% of which is MPA—Woburn/Clarks Bay and Grand Anse) have also been formally recognized but not yet gazetted. There is no evidence to suggest this area is being managed effectively even though both these MPAs have management plans. One of the areas, Grand Anse, was only very recently declared as an MPA and there is indication that it will be actively managed.	a) RED
	b) 9 TPAs + 4 mini-TPAs effectively managed with legal demarcation, management plans, business plans, and adequate infrastructure in place.	b) No TPAs are being managed with legal demarcation, management plans, business plans and adequate infrastructure	b) RED
	c) TPAs cover 2,931 ha.	c) TPAs currently cover 2,223 ha (There has been no change in this since the beginning of the Project. Nevertheless efforts are now being made by the Project to ensure the target is met by Project end by working towards the legal establishment of TPAs in Mt. St. Catherines and Morne Gazo. The addition of these areas would result in the target being exceeded.)	c)
	d) 7 MPAs managed under optimal conditions within 5 years.	d) There are only 2 legally established MPAs (Moliniere/Beausejour, Woburn/Clarks Bay), one of which (M/B) is being managed and one additional marine area which has not been legally established but which is being managed (Sandy Island/Oyster Bay).	d) RED
	e) MPAs cover 13,180 ha.	e) MPAs now cover 678 ha. In addition, Sandy Island/Oyster Bay is fully recognized as an MPA but has not yet been gazetted even though it is being effectively managed and is the only MPA at present that has a full-time manager. A new MPA, Grand Anse (1600 ha), has been formally recognized as an MPA in December 2017 but has not yet been gazetted. This Project did not directly contribute to that declaration, rather it was as a result of an effort involving TNC. It is important to recognize that in addition to the above-cited areas, the Project is actively working towards the addition of other MPAs including Levera, Gouyave, Conference Bay, White-Saline Island and Isle LaRhône Archipelago.	e)
Measurable Threat Reduction: - Forest cover - Direct Carbon benefits - Indirect Carbon benefits - Mangrove, seagrass bed and coral reef areas	a) 10,012 hectares of forested area maintained or increased b) 81,652.5 tC Direct maintained or increased c) 322,158.3 tC Indirect maintained or increased d) 231 Ha of mangrove maintained or increased e) 1301 Ha of seagrass and maintained or increased f) 5095 Ha of reef areas maintained or increased	a) no information b) no information c) no information d) no monitoring is being done but unsubstantiated observation of the PT indicates that the area of mangrove may actually be increasing e) no monitoring is being done f) no monitoring is being done	GREY

Outcome 1			
Indicator	Target end of the project	Progress Level at MTR & Justification for Rating	Achievement Rating
Management of expanded PA network institutionalized	a) Coral reef resilience program (protocol) in place within 5 years.	a) The AGRRA protocol is adopted and being used by Fisheries but this was done without the support of this Project.	a) GREEN
	b) SFM program adopted and administered in all PAs within 5 yrs.	b) No SFM program has been adopted or administered in all PAs	b) RED
	c) 13 PA Staff trained	c) There has been limited training of PA staff, in particular, fire training and some training in water quality monitoring.	c) YELLOW
PA network infrastructure and services	Standardized and quality infrastructure facilities and services available at all TPA and MPA units in the PA network.	The project has supported the rehabilitation, construction and planning of infrastructure. Some of this has been in accordance with the PRODOC (Interpretation Centre building for Morne Gazo) while some of it has not been as is considered by the MTR to project “creep” (toilets, storage facilities, architectural plans for MPA Office, etc.).	YELLOW
Community involvement in PA management through conservation and sustainable use of natural resources	a) 3 communities adjacent to selected MPAs engaged in co-management	a) There are some fishermen organizations involved in a limited form of co-management at present but these efforts have not been supported by this Project. As noted in the progress toward objective-level indicators, there is scope for Project support in this area.	a) RED
	b) 3 communities adjacent to selected TPAs engaged in PA co-management	b) The management plan for one TPA, Mt. St. Catherine’s is currently being developed through a contract with Global Parks. They have held initial consultations with several communities in the area but no co-management structure/modality has yet been proposed.	b) RED
Benefits/profitability from conservation/sustainable-use resource-based livelihood opportunities	a) Incentive schemes to engage entrepreneurs in INRM practices linked to livelihoods	Activities are yet to initiate (e.g. apiculture delayed to early 2018)	a) YELLOW
	b) Measured increase in benefits from resource-based livelihoods	There is not yet any benefit from resource-based livelihoods from the project	b) GREY

Under outcome 2, a substantial number of activities contributing to the project targets are not on track; the project has suffered from delays that reflect the limited capacity to plan and manage activities in a timely way: activities were not initiated (e.g. LUP regulations, NFP updating, inter-sectoral committee); the reasons are the risk of overlapping with other interventions (e.g. NFP updating) and the need for other activities to be implemented in advance (e.g. inter-sectoral committee requiring a management plan). Possibly, the lack of capacity of Government stakeholders (not enough human resources) may be a factor that could explain why activities were not implemented concomitantly.

Key activities were carried out successfully (e.g. ± 10 training courses covering SLM) but remain unlikely to achieve the targets because the level of support has been limited in terms of outreach (number of beneficiaries) and there has been little follow-up to ensure an adequate rate of adoption by farmers. At MTR stage, other activities were due to be implemented (e.g. improved livestock management, compost production) that will contribute to SLM but there was little evidence yet of such activities regarding bamboo removal and agroforestry replanting in the watershed as a strategy to reduce soil erosion. Overall, the above-mentioned activities remain very relevant but fail to be part of (a) comprehensive program(s) to tackle runoff and pollution issues at watershed level.

Several indicators cannot be/are not monitored because the protocols are yet either to be defined (calculations of tC sequestration) or training of already-procured materials has yet to be carried out (e.g. pesticide, turbidity, soil erosion measurements at watershed level).

In addition, the turbidity target in MPAs is unlikely to be achieved for reasons not controlled by the project (St. George's burst underwater sewerage pipes).

As for communication, a comprehensive program of awareness raising activities has been successfully set up in a selection of schools ('Reef Guardian' and 'Junior Rangers' programs, 'Summer camps' and support to 'Environmental Clubs') and farmers were exposed to issues such as marine sedimentation and pollution; it is worth noting that external HR was contracted by the project for these particular activities.

Table 5: Rating Progress towards Achievement of Expected Outcome 2

Outcome 2			
Indicator	Target end of the project	Progress level at MTR (January 2018)	Achievement rating
Planning and management framework for SLM/INRM	a) LUP regulations elaborated and implemented to limit agriculture and housing.	Several studies were available before the project (e.g. La Molinière-Beauséjour MPA Management Plan of 2010, Annandale & Grand Etang TPA management plan) and were made during the project (Beauséjour Watershed Management Plan of 2017 by GAEA); there is little mentioning of PAs under the management plan or structures to be put in place for an effective watershed management plan. One may then question the usefulness of the study as it excludes PAs from the watershed	a) YELLOW
	b) NFP updated to include C sequestration.	The project is holding back on the NFP because EU's GCCA project is funding the SFM updating; still, there is no information as to whether C sequestration is included in the NFP update; interviews showed that there is a general consensus amongst community members to adopt buffer zones along rivers of permanent cover (sugarcane/other grasses)	b) RED
	c) Inter-sectoral committee established within Year 1	No inter-sectoral committee has been set up so far; one may question the relevance of such a committee at watershed level; it would require a large number of stakeholders (various government entities, private sector operators, farmers and residents...). The Beauséjour Watershed Management Plan recommends the establishment of such a committee but lacks information about its composition, objective, activities...	c) RED
	d) The inter-sectoral watershed committee engages stakeholders to formulate community-based rules for applying INRM practices within 2-3 yrs.	So far, stakeholders have been engaged as part of SLM activities but not consulted on the establishment of a watershed committee. Interviews showed that they still lack awareness of its potential added value and actual role	d) RED
	e) A water quality/quantity protocol set in place within Year 2.	Setting up a water protocol is on-going; the material was procured but Forestry staff training as yet to begin and there was no evidence that an actual protocol had been formulated yet. These delays will likely result in few time series and the inability to measure project's impact on water quality.	e) YELLOW
Community participation in SFM.	Community-engaged in updating of NFP, and SROs promulgated by Year 3.	Communities are not engaged so far; the project is waiting for the CANARI study on the updated NFP; still, it is surprising that the project is not supporting the SFM policy updating through activities targeting communities (surveys, awareness raising, or platforms for discussions...)	RED
Direct carbon benefits through avoided deforestation; forest enrichment; and planting in the Beauséjour watershed.	a) 9,613tC sequestration maintained in private forests	The activity (bamboo eradication/trees replanting) has not started; there are several issues under this activity: (i) there is uncertainty within the Forestry Division as to how the activity is to be delivered (replant within PAs, in buffer zones, in the watershed itself on private land, along watercourses [as per suggested by the Extension Division]), (ii) the actual capacity of the Forestry Division is very limited as a consequence of the attrition policy; it basically lacks the staff to carry out these types of activities on the field, (iii) the Government has no policy on bamboo while the project calls for bamboo removal and there is no guidance on where to remove it (on PAs, in the watershed, to support farmers, on eroded steep land, on [non]cultivated land...); at watershed level, residents do use bamboo for (so far) minor activities (handicraft, poles, fences...); choices have to be made due to the extent of bamboo invasion While the objective was to replant agro-forest trees (e.g. cinnamon, cloves, nutmegs...), irrelevant activities instead were financed (4500 seeds for Christmas trees) to support the Forestry Division with this particular recurrent activity.	a) RED
	b) 4320tC sequestration maintained		a) RED
	c) At least 26066tC sequestration from avoided deforestation and sustainable planting products		b) RED

Outcome 2			
Indicator	Target end of the project	Progress level at MTR (January 2018)	Achievement rating
Turbidity levels/ sediment build-up at two MPAs downstream of Beauséjour	15% reduction in turbidity	There was no quantitative measurement at project's start-up; interviews showed that there is a significant sedimentation issue within MPAs nearby the St. George, partly caused by sewerage burst pipes; in that context, it might be more relevant to take measurements at the mouth of the watershed to assess any impact of SLM measures. The Fisheries Division has no specific equipment to measure turbidity within MPAs or elsewhere (they do have equipment for temperature measurement). This may require coordination with the Forestry Division that has all the necessary equipment	RED
Pesticide and fertilizer levels at two MPAs downstream of Beauséjour.	a) Grand Anse MPA: 15% reduction b) Moliniere/ Beauséjour MPA: 15% reduction	There is no provision for equipment measurement of pesticides; hence it is not possible to measure levels unless samples are sent to private laboratories with the adequate equipment; so far, the project is contributing directly to pesticide reduction through farmer's awareness raising on compost (see below) and marine pollution (visits of farmers to watershed coastal areas) and on the establishment of a composting unit to be run by NEFO; the plan is to construct a processing unit (several tons of compost production per cycle) but at this stage, architecture plans have been carried out despite the lack of a marketing study (on-going by MNIB) and a feasibility study (previously recommended by UNDP) for the actual composting unit (not commissioned); architectural plans are to arise directly from a feasibility study (arising from a market study)	a) RED b) RED
Application of gender and community-sensitive SLM and SFM practices in 6 communities (Beauséjour, Happy Hill, Granville Vale, New Hampshire, Annandale and Vendome)	6 villages trained in alternative livelihoods related to BD, SFM/SLM, and CC issues: a) A sustainable agricultural biodiversity program implemented by Year 3 a) A sustainable rangeland management program implemented by Year 3 c) SFM program involving forest enrichment with agro-forest species so as to ensure SLM/SFM practices applied by Year 3	Interviews showed that there is no comprehensive program set up for sustainable agricultural biodiversity/rangeland or SFM; this may be due to the difficulty of the project to integrate into Divisions' work plans due to a recurrent reduction of Government HR (attrition policy); nonetheless, a series of activities are being/have been implemented by the project: On agricultural practices: - Farm tours (to St Patrick/ St Andrews parishes) were conducted in 2016/7 through MNIB benefitting watershed farmers on SLM demonstration measures - Enhanced communication by linking Carriacou farmers with mainland farmers through MNIB: one may question the relevance of such an activity under the R2R project - Plans in 2018 to support MNIB and the MALFFE Livestock Division on beekeeping - Plans in 2018 to support MNIB on the nutritional status of agro-processed products and on enhanced packaging with the Grenada Food and Nutrition Council: one may question the relevance of such an activity under the R2R project - The MALFFE Extension division conducted in 2016/7 one-day sessions (one per topic – 20-25 trainees) in different communities on soil and water management, waste management, pesticides, composting, good agricultural practices, enhanced agricultural production, biogas, crop management in collaboration with GIZ (R2R contributed to training materials and logistics and GIZ contributed to the resource-person); apparently, no evaluation was made following up the training (one-off training courses); some training courses (e.g. contour lines preparation) were limited due to the absence of relevant equipment (e.g. A-frames and <i>Bostrum</i> /surveyor levels); training outreach remains limited as per interviews On livestock practices: A livestock study on grazing impact in the watershed (final report not available) was carried out in 05/2017; it concluded that the grazing impact of small livestock is somewhat limited and the impact of cattle of serious concern, especially for extensive systems; in addition, the waste concentrated at pens and discharged directly into rivers can have serious pollution effects as is grazing along riparian areas; the project will address livestock pollution (pens) in 2018 On forestry practices: There is no SFM program as yet; some equipment was handed over to the Forestry Division for its nursery but there is yet to formulate a program of support through agroforest species replanting (e.g. no evidence of support from/to GCNA and/or GCA) and bamboo removal/use (shredding and compost / litter for poultry...) (no evidence of collaboration with UNDP/ICCAS); interviews showed that there is some interest within NEFO to consider the replanting of agroforest trees along water courses as a strategy to reduce soil erosion	a)YELLOW b) YELLOW b)RED

Outcome 2			
Indicator	Target end of the project	Progress level at MTR (January 2018)	Achievement rating
		Firemen trainings were provided along with relevant equipment; so far, the equipment has been stored and will be deployed only in case of extreme drought (there was no criteria for deployment) and handed over to rangers	
Impact of Soil erosion/stability on household incomes of farmers within the Beauséjour watershed	a) 15% reduction of soil loss b) 25% increase in weekly income per farmer	The project purchased soil test kits for the Forestry Division but no equipment for assessing soil erosion (e.g. mesh-bag method or any other method...) The impact of SLM on income (through reduced erosion) may be measured through proxies like the increased farmed area and/or productivity: e.g. surveys of farmers that adopted SLM practices together with reference farmers that did not adopt them.	a) RED b) RED
Education and awareness levels (including marine activities)	Public awareness campaign developed and implemented	A number of activities (education/awareness campaigns) were carried out successfully during the project: <ul style="list-style-type: none"> • “Reef Guardian” program / “Junior Reef Program” in primary and secondary schools on the marine environment - corals, bleaching, pollution and its impact; • “Summer Camps” targeting 9-12 yo (30 children /camp) were offered from 2014 to 2017 • Awareness raising sessions on lionfish threats (prolific reproduction, eating habits, feeding on juveniles and potential (harvesting and preparation for food) by the Fisheries Division through events (e.g. fisherman sponsoring at Gouyave), communication material, presentations, support to dive shops for eradication • Exhibition at “International Day of Forest” and “Fisherman's birthday” • Support by the Forestry Division on watersheds, mangroves and conservation awareness-raising in schools (e.g. through trees identification) 	GREEN

Green shading= Achieved; Yellow= On target; Red= Not on target; Grey= Cannot be assessed with data provided or is not being tracked by the Project

3.3 Project Implementation and Adaptive Management

3.3.1 Assessment of Project Management

The Project Coordination Unit currently consists of a “Project Officer” not a Project Coordinator, and an Administrative/Finance Assistant. Two attempts have been made to contract a Project Coordinator (one at project start and one in March 2017 approximately 2 and ½ years after project start) but thus far the Project has not been successful in this regard. The problem is due in part to unsuccessful salary negotiations. Even though the maximum allowable salary was offered, the two candidates offered the job declined. The problem does not appear to be lack of adequate advertising as according to UNDP the position was broadly advertised. UNDP believes that limited available relevant technical capacities within Grenada may be the key constraint as the majority of candidates who applied for the position were non-nationals. The Project is thus still without a Coordinator with less than half the project time frame to go until it closes.

Meanwhile, the Project Officer is being unofficially expected to assume all of the responsibilities of a Project Coordinator although his TOR (and his pay) do not reflect this. Likewise, his qualifications are not those required of a Project Coordinator for this type and size of project. With limited background and experience in this type of project management/coordination, he is currently “learning by doing”. As a result, project management is suboptimal in most respects including work planning, M&E, reporting, quality control of deliverables, coordination with other relevant initiatives, and ensuring that all Project supported activities directly contribute to the Project objective. In an attempt to fortify project management, both the PS of the MALFFE and UNDP appear to be in some ways micromanaging the project. This is not sustainable and has not been effective in ensuring the Project advances as needed.

Recently (in late 2017) a Chief Technical Adviser (CTA) was contracted as an International Consultant to provide technical inputs as well as to undertake some of the duties normally associated with a Project Coordinator in an attempt to make up for the void of the Project Coordinator. This, however, has not been made explicitly clear to any of the Project stakeholders including those most directly affected, i.e. the CTA and the PO. The Project is spending approximately the same amount for the CTA as it would for a qualified Project Coordinator.

The PB recently (at its last meeting in November 2017) approved the contracting of an additional member of the PROJECT TEAM, a “Project Technical Officer”. The TOR for the Project Technical Officer stipulate that the main responsibilities will be to “assist the stakeholders, primarily the Department of Forestry and Fisheries Division, in producing the results specified in the project document”. The PTO will be responsible for “the mobilization of all project inputs and for exercising close collaboration with the Government, and other stakeholders as directed by the Project Coordinator. The PTO is to report to the Project Coordinator, an apparent impossibility as the Project does not currently have a Coordinator. A qualified candidate has been selected and once the budget is available, the Project plans to contract her for a one year period. [It may be worthwhile to review and revise the TOR for the PTO to make reporting line clear and to elaborate upon responsibilities as the description of responsibilities in the current TOR is very general, comprehensive and vague⁶.](#)

⁶ A follow-on call with the PO revealed that this has already been done. The PTO tasks/responsibilities and work plan have already been clarified.

► *Quality of UNDP Support to the Project*

The quality of UNDP support to the Project has been sub-optimal, especially during the initial project stages. The current Programme Officer is very much involved and normally communicates by telephone two to three times a week with the Project team. Much of the lack of improvement in project progress despite this intensive support relates to the Project not having a Project Coordinator.

UNDP failed to share some critical information with the Project Team at project inception, including the need to undertake an inception workshop. Instead of an inception workshop as understood by the GEF, the first meeting of the PB was referred to as an “inception workshop” but in reality was an orientation of the PB regarding the project. This too is necessary but is not the same thing as an inception workshop. Normally an inception workshop takes place soon after project start (according to the PRODOC, it is to take place within the first two months of project start) in which the Project Results Framework is reviewed and modified as may be appropriate, assumptions and risks are rechecked, a detailed work plan for the first year is developed, a detailed project M&E plan based on the one in the PRODOC is further elaborated, a procurement plan is elaborated and other matters are attended to as described in the PRODOC. Following all of this, an inception workshop report is prepared. This is considered a key reference document and should be shared with stakeholders to formalize agreements and plans. As a result of not undertaking a true inception workshop, some key project planning activities did not take place.

As referred to above, although several attempts have been made, UNDP has not been effective in overseeing the recruitment and hiring of project staff as specified in the PRODOC. It is not clear (even to UNDP) why a “Project Officer” was recruited at project start when such a position is not called for in the PRODOC. As indicated previously, UNDP did try twice to contract a PC -- both times unsuccessfully -- but has since ceased from attempting to recruit a PC. Recently (in late 2017) a CTA was contracted who, in addition to providing technical inputs, is also undertaking some tasks normally undertaken by a PC (e.g. work planning). This is an attempt to strengthen project management. It is too early to know whether this will improve the situation as required.

In addition to not providing the necessary guidance to the Project regarding the requirement for a Project inception workshop and report, the quality of UNDP support to the Project has not been adequate in relation to ensuring good quality TOR for consultancies, ensuring a detailed impact-oriented monitoring and evaluation plan was developed, providing guidance on tracking of co-financing. UNDP could also provide more support regarding assisting the project to establish synergies between other relevant initiatives around the world, learning and applying best practices (e.g. in sustainable financing of PA systems, co-management of PAs, watershed management). In some other areas interviews showed that despite support provided by UNDP including tools, templates and training, the knowledge of the project team on procedures and the quality of reports, including PB minutes, remained suboptimal indicating that at least in certain aspects the PT is not absorbing the support provided by UNDP. This may in part be attributed to not having a qualified Project Coordinator in place.

UNDP has actively participated in the PB (as co-chair) and the Programme Officer responsible for the Project has participated in all meetings (usually via Skype). Again, although UNDP support to this Project has been more than normal in many ways, this has not been, and cannot be, successful without an enhanced PB and Project Team.

► *PB Composition & Functioning*

There have been six PB meetings to date. The first meeting of the PB was used to orient the members on the Project. The number and frequency of meetings have been mostly in keeping with the TORs, although given the problems the Project is experiencing, more frequent meetings may have been useful to help steer the Project back on track.

According to PB minutes, discussions took place at the first PB meeting (March 2015) in which the PO suggested NAWASA be included on the PB (PB voted no), the Chief Fisheries Officer suggested that the Southern Fishermen's Association be included on the PB (PB approved). It was also suggested that the GEF Focal Point be included on the PB (PB approved). Thus, the PB was increased by 2 members as a result of the decision of the first meeting of the PB. At a later date, the GEF SGP was added to the PB. Thus, the PB is now comprised of 6 representatives from MALFFE including the Permanent Secretary, Fisheries Division, Forestry Department, Land Use Division, Agriculture Extension, and Environment Department; 1 representative from Ministry of Finance; 1 representative of the Ministry of Tourism; the GEF Focal Point, 1 representative of the GEF SGP; 1 representative of the Farmer's Cooperative (NEFO); 1 representative of a Fisheries "Cooperative"⁷, the Southern Fishermen's Organization, and UNDP.

Government representation on the PB is thus disproportionate to other key stakeholders. There is an inadequate representation of other key stakeholders concerned with the conservation of marine and terrestrial biodiversity in Grenada such as Universities, local NGOs, international NGOs, and the private sector (dive shops, tour guides).

A potential conflict of interest or judge/jury situation exists on the PB. Because of the small size of the Forestry and Fisheries Departments, the same individuals within these entities who are responsible for implementation are also responsible for oversight as members of the PB. This is not appropriate.

Although there is strong ownership of the Project by the Government Chair, there is not equally strong ownership of the Project by all PB members.

A technical subcommittee of the PB was established in November, 2016. Its function is to review and comment on consultant reports. The PT has since shared consultant reports with the technical subcommittee but according to the PO no comments have ever been received. Instead of insisting on this course (which appears not to be working), [the MTR recommends that where appropriate consultant reports be reviewed and commented on by the CTA and where relevant \(i.e., pertaining to the Beausejour watershed\) by the newly-established Inter-Sectoral Committee for the Beausejour watershed](#)⁸.

Operating practices are not ideal including poor quality of PB minutes (inaccuracies, lack of clarity, lack of essential detail), untimely sharing of minutes with PB members (draft minutes should normally be shared within one week after a PB meeting but instead these are being shared just prior to the next meeting), and lack of defined deadlines given to PB members for sharing of their comments/inputs (inputs are requested but with no mention of a deadline by which these must be received for consideration). Several PB members expressed the opinion that they were being used to "rubber stamp" decisions already taken without their involvement. On the other hand, the Project Officer indicated that he often does not get a response from PB members on issues which he shares for their input.

Overall, Project management is not effective. Several changes have been made in management arrangements compared with what the PRODOC anticipated. Some of these appear to be attempts at adaptive management (contracting a CTA who has some responsibilities normally associated with a Project Coordinator, and the anticipated contracting of a Project Technical Officer) while others are unexplained (i.e. why a Project Officer, which is not a position called for in the PRODOC, was contracted at the outset of the project). The changes do not appear to be effectively solving problems and do not represent a cost-effective solution.

⁷ According to information provided to the MTRT, we understand this is not really a cooperative but a private company that buys and sells fish.

⁸ According to information provided by the PO after the submission of the draft report, an Inter-Sectoral Committee for the Beausejour watershed has been established and is functioning well thus far.

► *Coordination with relevant initiatives*

Although there are some examples of collaboration with other interventions (e.g. Sustainable Land Management training courses and support to NEFO restructuring in 2016/7 and common activities with GIZ and UNDP funded ICCAS project), generally, there has been insufficient information obtained about relevant initiatives and insufficient coordination with relevant initiatives which has meant that R2R is a somewhat isolated project and that duplication of effort is a risk in some areas and there may be lost cooperation opportunities elsewhere. There are opportunities for complementarities and enhanced coordination with other initiatives that could be explored. Some examples – some of which have already been pointed out by UNDP to the Project Team but with apparently no action on the part of the PT-include:

- UNDP's Small Grant Program that can finance micro-interventions at watershed level as per management plan
- GIZ-funded IWaSP which objective is to support water resource protection through a matching fund (with possible contributions from the public sector, the private sector and civil society) in Grand Etang area. Cooperation options would be improving Grand Etang's water capacity and protection and linking this to R2R's planned activities on trails and signage as well as the building restoration as an Interpretation Centre.
- GIZ implemented ICCAS program on mangrove restoration and educational activities in Telescope
- KfW-funded 5Cs on coastal ecosystem management and mangrove protection through GOAM that can also contribute to SLM at watershed level
- UNDP implemented ICCAS on community-based climate adaptation projects including in agriculture (climate-smart agriculture complementary to SLM), marine and coastal areas, forestry (handicraft development – bamboo)
- GIZ-implemented CATS activities in La Molinière-Beauséjour MPA on sustainable financial management of the MPA with potential collaborations on public awareness, research monitoring, adapting the management plan, law enforcement
- GIZ-implemented MacBioS project on biogas systems (already implemented in 2016/7 in other areas) that can support the project at watershed level as per GAEA's proposal under the Beauséjour Watershed Management plan
- GCNA and GCN that would be direct beneficiaries for agroforestry replanting in the Beauséjour watershed
- EU/GCCA project on the National Forestry Policy implemented by CANARI under which the project could contribute to supporting the policy development including data collection and analysis
- BMUB-funded ECMMAN project that supported the Grand Anse MPA and which R2R could collaborate with on enhancing Grand Anse's MPA management capability (e.g. multi-use space, enforcement...)
- UNEP's funded coastal EBA project implemented by TNC/RECCOMM and that has developed business plans to ensure coral nurseries continuity on a long-term basis; R2R could empower itself to support its coral nurseries program
- Collaboration with the Grenada Sustainable Development Fund will be key to this Project's sustainable financing of PAs effort.

The above list of relevant initiatives should be used by the Project Team to initiate project delivery acceleration (see recommendations).

Recently (January 2018), the GoG established a new “Project and Programme Coordination Meeting” which is to meet once a month (third Wednesday) to allow for all Government-executed project coordinators to share regular updates with the PS of the MALFFE. The first meeting took place in January 2018. If regular meetings do take place, this should be very helpful. It does not, however, include those relevant initiatives in which Government is not involved (e.g., initiatives of academic institutions, NGOs or private sector).

► *Mainstreaming gender*

Most documentation shows that women are affected more than men by land degradation through resource depletion (either directly with reduced resource use [agricultural activities] or indirectly through husbands’ reduced financial resources [e.g. fisheries]). Grenada has yet to develop a gender policy⁹.

Although gender social assessments were carried out (e.g., by the Caribbean Development Bank) and there is little gender difference in decision making processes regarding conservation and watershed management, there is no evidence that the project adopted a differentiated approach to implementation based on gender. This may be due to gender distribution in the agriculture sector that is mostly male-dominated (5X more men than women¹⁰).

When dealing with educational activities, interviews showed that there is an accrued interest of girls for land/marine conservation (e.g. junior ranger program).

3.3.2 *Work Planning*

The work plan for 2018 was still under review during the MTR mission but was expected to be approved shortly thereafter. The delay in approval caused significant implementation delays (see 3.3.3).

Overall, there is a strong discrepancy between the initial proposed annual work plan and the actual capacity to deliver, which is resulting in significant budget revisions. The AWP and corresponding budget for 2017, for example, were revised down two times from \$846,392 down to \$654,240 and finally to \$495,955. This is an indication of weak work planning.

Table 6: Annual work plan vs actual expenditure

Year	PRODOC (US\$)	AWP (excl. GMS) (US\$)	Expenditure (US\$) (source: CDR)	% Expenditure /AWP
2015	784.682	(excl. mngt) 617,263	371,746	60
2016	855.631	789,878	512,280	-
2017	518.222	495,955	409,432	82
2018	456.193	814,505	-	-
2019	416.938	-	-	-
Total	3.031.666	-	1,293,458	(by 2018) % Exp / PRODOC 43

Table 6 shows the adjusted 2017 AWP and budget revisions have resulted in improved delivery of planned activities (to achieve the 80% threshold) but it is also slowing down considerably the overall project delivery with an accumulation of unplanned activities that still have to be delivered by project’s end. Indeed, over 55% of the budget has yet to be spent with less than 2 years remaining in the Project and many key activities not yet initiated.

⁹ Grenada Country Gender Assessment (2014)

¹⁰ Source : UN-WOMEN Caribbean Gender Portal (2011)

The approach for annual planning by the Project Officer is to request from each main Government stakeholder (Agriculture, Fisheries, Forestry) their input for annual planning. This may result in the elaboration of a ‘shopping list’ (e.g., issue of project creep raised by the Project Officer).

3.3.3 *Financial Management and Co-financing*

► *Budget allocated vs. expended*

Of the total GEF budget for the project of \$3,031,666, \$2,137,493 (71%) had been allocated at the time of the MTR (January 2018), 3 years and 1 month after official project start (12/12/14). Of this amount, 61% had been expended. Directly following the MTR, the AWP for 2018 was approved and an additional \$814,505 was allocated. As of the time of the MTR, with twenty-two months (37% of project period) left in the Project, 57% of the funds have yet to be expended.

In comparison, a much higher percentage of the budget allocated for infrastructure and equipment has been spent. This is an indication of the relative importance the Executing Agency has placed to date on infrastructure and equipment and is also a reflection on the type of support the Project has been able to deliver given the less than anticipated counterpart contribution from Government.

Table 7: Delivery over the years

	2015	2016	2017	Total as of time of MTR
Total Allocated	435,370	855,631	846,492	2,137,493
Total Expended	371,746	512,280	409,432	1,293,458
Outcome 1 Expended	308,881	375,521	244,520	928,923
Outcome 2 Expended	3,887	94,999	136,366	235,251
Outcome 3 Expended – project management costs	57,861	30,313	17,099	105,274
Depreciation and currency adjustments	1,117	11,447	11,447	24,011

► *Co-Financing*

All of the co-financing committed to this Project is in-kind. As can be seen in Table 8 (below), 30% of the total co-financing committed has been accounted/expended to date. Co-financing was not being tracked by either Government or UNDP and the PT was unaware that it was supposed to provide this information to the MTR. With the exception of the UNDP co-financing, other co-financing information has not yet been shared by the PT. The MTR, therefore, did not have the opportunity to verify co-financing information provided. The figures presented in the following Tables are therefore left to be completed in the final report once this information is made available to the MTR.

It is notable that no co-financing was negotiated with the private sector at project start even though there appears to be potential for this in Grenada given the strong tourism-related private sector. It is also notable that no new co-financing has been negotiated since the project began. This is understandable given that the Project has not had a Project Coordinator.

Table 8: Summary of Co-financing Situation at time of MTR

Sources of Co-financing	Pledged Amount (in US\$)	Actually Accounted at MTR (US\$)	Actually Accounted at MTR (%)
Government	15,176,822	116,059	.008
GEF Agency (UNDP)	250,000 ¹¹	250,000	100
GIZ/KfW/ICCAS	6,100,000	6,100,000	100
Total	21,526,822	6,466,059	30

Table 9: Co-financing disaggregated by entity and whether in kind or in cash

Source of Co-financing	Name of Co-financier	In-Kind (US\$)	In Cash (US\$)	Actually Accounted at MTR (US\$)	% of Amount Committed Actually Accounted at MTR
Government	MALFFE (Fisheries Division)	4,629,630 ¹²			
	MALFFE (Forestry Dept.)	2,250,000			
	MALFFE (Environment Division)	6,130,525			
	Ministry of Tourism	2,166,667			
		15,176,822		116,059	.008
GEF Agency	UNDP	250,000		250,000	100
GIZ/KfW/ICCAS			6,100,000 ¹³	6,100,000	100
Total					

It is notable from the above that Government has not provided the originally anticipated level of co-financing. Co-financing was defined in the PRODOC as, “salaries, travel expenses, equipment, programs and subsidies, and basic operation and management expenses of the various project Government partner agencies that are participating in activities related to protected areas management”. This significantly less than expected Government counterpart contribution has affected the ability of the Project to progress as planned.

► Financial management

The approval of the 2018 AWP (no info for 2017 and 2016) was delayed because in previous years, the Project repeatedly requested amounts significantly greater than what their expenditure record (2016, 2017) indicates they are able to spend. This issue is related to both financial management and work planning. Lower than anticipated, expenditure/delivery rates have also affected quarterly advances since

¹¹ The three projects listed as co-financing have been completed with the exception of the ICCAS project, which is about to be completed.

¹² Although detailed figures were provided regarding Government co-financing, it was not possible to accurately separate out what entity of Government gave what. Therefore, all Government entities have been lumped together in this calculation.

¹³ This is listed in the PRODOC as “cash” co-financing. It is actually parallel co-financing related to a different ongoing initiative which is somewhat relevant to the R2R project. Because the ICCAS project was recently completed, 100% of that amount has been assigned.

according to UNDP procedures, a minimum of 80% of the previous quarter budget must be expended before another advance can be issued. It is noted that although narrative and financial reports are requested for every quarter, financial reports have not regularly been prepared as according to UNDP the planned expenditure for the quarter does not materialize.

The impact of delays in approval of AWP's as well as delays in quarterly advances has been that the Project has been without funds during several periods, including at the beginning of 2018 when the MTR mission took place. This meant that a number of service providers had not been paid, some were withholding deliverables as a result (e.g. GAEA was waiting for payment before turning in the final watershed management plan). This affects project progress as well as relations with service providers. Especially in a smaller country such as Grenada, it is important for a project to maintain good working relations with the limited number of service provider's in-country.

The Project has had two different Finance Assistants, the first stayed approximately 3 years. The current Finance Assistant assumed the position in late 2017 after a four-month void during which the Project had no Administrative/Finance Assistant. The new A/FA was still unfamiliar with some aspects of financial management of UNDP/GEF projects and did not have immediate information regarding some financial information which the MTR considers to be fundamental for good financial management. For example, she was not able to provide information as to annual expenditures from previous years, only allocated budget. She did obtain this information during the mission but this is an indication that further training is required. UNDP has indicated that the documentation is stored in the Project's shared Dropbox folder. [It may be helpful to remind the PT of this fact.](#)

► *External Audit*

It is the understanding of the MTR that no external audits have been conducted to date because UNDP does not require these as the project falls under the 'one audit only' mechanism. Nevertheless, according to UNDP, a newer requirement is that "projects need to be audited in the year following the moment when the project cumulative expenses have reached or surpassed US\$300,000". In this case it seems that the project should undergo an external audit this year. [The MTR recommends that since there is not total clarity on this matter, UNDP clarifies and proceeds accordingly.](#)

3.3.4 Monitoring and Evaluation

► *M&E system*

There is no evidence of a project-specific M&E table/chart and of any feedback mechanism improving project delivery (see adaptive management). The main document used for M&E seems to be the annual work plan.

The project team carries out M&E in the following way: (i) the Project Officer regularly attends Government Division's/Dpt's weekly/monthly meetings to assess project's progress; (ii) the Project Officer carries out limited field trips to project sites – mostly infrastructure supported by the Project. The lack of budget for project team transport is another factor limiting field monitoring of Project-supported activities.

► *M&E resources allocation*

The project did not include any budget for transport (vehicle and fuel). The need for a project vehicle was discussed as early as the second PB meeting in 2015 but to no avail. This has been an ongoing issue as the Project Team must depend on Government transport that is not always available. Until the end of 2017, the Project Team was able to use Forestry vehicle for field trips but mostly when Forestry staff was going on-site which required coordination between the project and the Forest Department. This

system does not lend itself to proper monitoring of project activities and has also limited some project activities including those related to education and outreach. The Project Officer uses his own private car and pays for his fuel expenses.

This system is far from satisfactory and is not encouraging regular on-site M&E, hence the need to integrate these costs in the annual budget (Government vehicle, car rental, PO flat-rate mileage reimbursement, fuel reimbursement...) to ensure correct M&E activities.

► *Gender-based monitoring*

While the project activities are inclusive (equal opportunities), there is no specific approach to measure participation and impact of different beneficiary groups based on sex or poverty level under the project.

3.3.5 Stakeholders' Engagement

The project has not developed and leveraged the necessary and appropriate partnerships with all direct and tangential stakeholders. Although there has been some engagement of NGOs, academic institutions, and of the private sector, this should be dramatically increased henceforth especially considering the lack of capacity of the key partner Government entities (Forestry and Fisheries).

Government stakeholders do appear to support the objectives of the project and have an active role in project decision-making but as a result of severe lack of capacity, this has not resulted in efficient and effective project implementation.

There has been good stakeholder participation and public awareness related to certain project-supported efforts including the beach cleanups, and the Reef Guardians, Junior Rangers and summer camp programs.

The Southern Fisheries Association is part of the PB although not directly involved in project activities. They have been active vocals for the review of existing FADs on the Eastern coast and in particular for the divulgation of FAD impact monitoring data so as to inform fishermen on the positive and negative effects of FADs on pelagic and rock fisheries; the project is due to install five (out of twenty-five) FADs on the Western coast as a strategy to reduce the fisheries pressure on coral fish. Interviews of the Fisheries Division staff showed that data has been partially captured already but analysis has yet to be carried out.

Stakeholders' engagement by Government institutions for outcome 2 varies significantly: the reduction of personnel over the past 3 years (no replacement of most retirees due to the attrition policy) has affected Government divisions differently.

- The Forestry Division involvement in the project is not up to par with the amount of activities that was planned under the project. It is also the most affected Division by the loss of human resources: its core staff is limited to 1 person per Department and no formal head of the PAs Department. The PA rangers are critically underequipped and without financial means to carry out their regular (patrolling) activities. Project activities under outcome 2 (replanting, bamboo removal, SFM) involving the Forestry Division are markedly behind schedule.
- The Extension Division, through its still operating Extension Officers network, has been well involved in the delivery of SLM messages and training of farmers within the Beauséjour watershed; it also built upon complementarities between the project and GIZ support for SLM divulgation.
- The Fisheries Division – despite substantial changes of personnel during the course of the project – has been quite active when divulging information on the lionfish issues through training on

culling as well as proper food preparation; the Lionfish awareness material is now being used on a regular basis by the Fisheries Division without significant project support.

There has been little involvement of academic institutions in the project (St George's University/University of West Indies). There appears to be good potential for their involvement in PAs in providing nature interpretation in Visitor/Interpretation Centres, and in conducting scientific research and monitoring.

NEFO has been involved in project activities as a beneficiary institution: although it has restructured as recently as last December to support only core/active members (hence a reduction of its number of members), SLM activities undertaken by the Extension Division targeted them directly. They are also the prime beneficiary of a multipurpose building to be funded by the Project that will comprise a composting unit. This project – the first commercial composting unit in Grenada – has brought a lot of interest from members, MALFFE and public enterprise MNIB but may also be skipping development steps to ensure long-term development and sustainability. For example, even though the Project spent funds to contract the development of an architectural design for the building, no market analysis has been conducted to determine whether there is indeed a market for compost, what the cost of production would be, how much could be produced, who would it be sold to and for how much, etc..

MNIB, as a state enterprise, has participated in the project mostly as a service delivery contractor; however, it is also an indirect beneficiary as it buys back farmer's production from its local network for its shop. It contributed to the following activities: (i) identification of 6 farms in the north-east of the country for the Beauséjour watershed farmers' supported tour on SLM, (ii) participation in the lionfish awareness activities, (iii) participation in local menu presentations for agro-processed products (may be viewed as 'project creep'). With the project's support, it is planning to (i) assess the nutritional status of agro-processed products (cassava flour and another undetermined yet product) (may be viewed as 'project creep') and (ii) develop beekeeping training in collaboration with the Livestock Division.

3.3.6 Reporting

The quality of reporting has been inadequate:

- The PIR is updated annually: its quality is not up to regular standards with the mentioning of only completed activities and no information on uncompleted activities or on reasons why other activities are being delayed/postponed; a detailed PIR is most important as there is no internal narrative or Government report on project's progress; the PIR is the only source of information on the project's progress. The ratings in the PIR were lowered from 2016 to 2017 (from Moderately Satisfactory to Moderately Unsatisfactory); this is justified as project delivery is slowing down / or stagnant (as per the level of results with 'no progress' reported in 2017).
- No quarterly (narrative) reporting is done, hence the difficulty to track progress; FACE forms (supposedly on a quarterly basis) are requested only when the 80% expenditure threshold is attained
- There is no evidence of notes for the file being made when the project team is on field visits
- PB meetings are held twice a year as requested; minutes for the last PB in 2017 were of poor quality and draft minutes were not shared with PB members in a timely fashion.
- As all GEF projects, this project is supposed to complete Tracking Tools for all GEF Focal Areas the Project includes. The GEF Tracking Tools for the Focal Areas of Biodiversity (METT & Financial Sustainability Scorecard, FSC), Land Degradation and SFM-REDD+ were completed at CEO endorsement in accordance with GEF guidelines. Prior to the MTR (November 2017), one of the Tracking Tools, that of Land Degradation was completed. None of the other TTs were updated prior to the MTR. As per MTR guidelines (2014), preparation of the TTs is mandatory prior to the MTR mission.

The issue of ineffective training of the project team in GEF administrative procedures, including reporting procedures, is of concern. Both members of the Project Management Unit appear to be learning as they go despite the fact that they received training in 2017. [UNDP Barbados should ensure the Team receives additional training in administrative and reporting areas.](#)

3.3.7 Communications and Knowledge Management

The outreach and public awareness campaigns implemented by the Project have been mixed in terms of their relevance. The lionfish awareness campaign and materials produced have been very good and appear to be regularly used by Fisheries. There has been good coverage of the annual summer programme for children. Likewise, the event promoting consumption of local agricultural products as a way to enhance local farmers' livelihoods organised by the Marketing and National Importing Board of Grenada in collaboration with the Grenada Food and Nutrition Council was well covered.

On the other hand, not seen as appropriate is the media engagement related to rodent control and leptospirosis, an activity which the MTR considers to be project "creep". Several stakeholders interviewed commented that the Project is known mostly for its rodent control activities (which has been a focus of media engagement).

The MTR would like to stress that the knowledge sharing and awareness-raising efforts by the Project are supposed to be aimed at raising awareness of the issues not of the project per se. We underline this as we believe there is some misunderstanding within the PT in this regard. A quote taken from the website illustrates this point, "He also stated that hearing the students easily answer questions regarding the GEF/UNDP Project during the Jeopardy review game was fulfilling as it showed they are now more aware of the overall project and its goals, which is important as he seeks to ensure that every household in Grenada is aware of the project." During the mission, the MTR was made aware that the Project had been planning a "gala" to enhance awareness of the project. Based on the MTR comment that we felt this was an inappropriate use of project funds, this is no longer contemplated but it does confirm the misunderstanding related to the distinction in raising awareness about the project and raising awareness about the issues the project exists to address/support.

There are good possibilities for expansion of communications and awareness raising aspects of the project including some suggestions which follow:

- Sponsor regular weekly media engagement (TV or radio) on relevant environmental issues including lionfish, coral reef health, pesticides, organic farming, information about Protected Areas in general and about specific PAs and issues confronting these and how they are being addressed, etc.
- Engage SGU or Community College students involved in relevant programs (marine biology, natural resource management, media-related fields) in reporting on interesting project endeavours, partnering with these academic institutions. Some aspects of the project would yield excellent communications material, such as the Reef Guardian program and the Junior Ranger program. Television coverage of these programs and of the summer camps should be pursued. This should be at no cost to the Project since this should be of public interest and one imagines that TV stations would be happy to cover these popular and innovative programs.

There are also good possibilities for expansion of environmental education aspects of the project including:

- Work with an academic institution (SGU, UWI, T A Marryshow Community College) to establish or support an existing environmental education degree through which students can earn university credit by doing environmental awareness internships in PAs in conjunction with visitor centres. This would not only provide students with good experience (and hopefully university credit) but would also help solve the problem of PA Interpretation/Visitor centres which do not have adequate staffing. University professors would be responsible for overseeing the students. Students could assist in developing interpretation materials to be displayed in the Interpretation/Visitor Centres and could be responsible for being in teams at PA Interpretation Centres say once a month to answer visitor questions regarding nature and the PAs. The Project should work together with the academic institutions to see if these would support giving the students university credit for this type of “interning”.
- Offer environmental series presentations to cruise ships related to coral reef restoration, marine biodiversity, etc. These presentations could be offered by SGU Marine Biology students with guest speakers from Fisheries and from the Reef Guardians and Junior Rangers. The idea is to partner with the private sector (in this case the cruise ship companies) to both raise awareness and raise funds. Charge the cruise ships for the program & offer a donation box at the time of the program with a pamphlet giving information about the SGU Marine Biology program, the Reef Guardians and Junior Rangers and summer programs and re-invest revenue generated from the presentation series back into these programs making them self-sustaining.

The Project has produced some nice posters and pamphlets that have been shared with schools and others and expandable screens are being used routinely by Fisheries for lionfish awareness.

3.4 Sustainability

3.4.1 Financial risks to sustainability

There are significant financial risks to sustainability related to Outcome 1 efforts including (i) maintenance of equipment provided (e.g., boat and engine) and infrastructure rehabilitated/constructed with the support of the Project, (ii) the implementation of those management plans for PAs prepared with the support of the Project.

Under outcome 2, the financial risks are not relevant for most SLM activities in the Beauséjour watershed as they require little material input but increased labour. However, the composting unit project does have financial risks involved as it is designed as a commercial venture. Interviews showed that while there is a lot of interest, there has not yet been any feasibility study to design the composting unit to ensure the design is financially sound. Pursuing the project without a feasibility study would probably doom the project as the design may not be adapted to the actual conditions that might prevail based on a marketing/economic study.

Several R2R activities risk becoming entirely dependent on Government’s funding once the project ends (e.g. catamaran boat maintenance and captain salary, communication/education activities on reefs/MPAs for children) while others seem to be already internalised by the Government (e.g. lionfish education/awareness raising activities).

This requires pursuing appropriation of R2R activities by the Government through accompanying measures (e.g., exit strategy based on R2R financial support reduction and progressive financial taking over by the Government) or externalisation (e.g., by NGOs) to ensure continuity.

3.4.2 Socio-economic risks

The socio-economic risks affecting the project itself are limited to outcome 2.

However, widespread adoption of SLM activities by farmers might have an impact on production costs because of accrued manual labour; this would have to be compensated by increased agricultural productivity through SLM activities or the adoption rate will not take off. Alternatively, a premium would have to be paid to producers who do manage their land in a sustainable manner but have increased production costs as opposed to those who do not. This is unlikely to take hold unless there is adequate legislation or some sort of certification system is put in place, possibly targeting the high-end tourism sector.

As mentioned above, the composting unit is lacking a feasibility analysis while a marketing analysis is still underway: architecture designs were already developed despite the lack of such analysis and the whole concept is now hanging on the actual results of the marketing analysis that would review possible scenarios for developing commercial composting. This is a cart before horse approach whereas the current design may not be in line with the best option for compost development.

3.4.3 Institutional framework and governance risks

As for outcome 1, the institutional and governance risks to sustainability are significant for outcome 2: overall, there is little HR availability within the Government to involve actual staff in project activities or even results monitoring. This situation may be most acute for the Forestry Division with limited means of both central staff and rangers to oversee project activities (anticipated bamboo removal and eroded lands replanting, watercourses/erosion monitoring). It is less of an issue for the Fisheries and Extension Divisions that are more operational with dedicated staff (including extension staff) that can participate in project activities. The relative lack of coordination of R2R with other (donor-funded) interventions is more of a problem as there may be lost opportunities for cooperation (see ‘coordination with relevant initiatives’).

The slow pace of development of a watershed institutional framework (e.g., lack of land use plans or adaptive co-management structure still at proposal stage) is becoming a significant risk to sustainable watershed management by the end of the project; hence a need to speed up activities implementation from 2018 onwards as proposed by the Beauséjour Watershed Management Plan report from GAFA (farmers’ training on SLM activities, vegetation buffers, bio-digesters/improved pig pens...), possibly through services externalisation if necessary.

With regards to the composting facility, its actual institutional setup remains unsatisfactory with individual private land ownership and NEFO composting unit management on it, linked through a 10-year land lease. It would have been much more effective for NEFO to simply buy the plot of land of the future composting unit (including through a loan if the composting unit concept is a robust proposal that can convince the banking sector).

3.4.4 Environmental risks

There are no particular environmental project risks to sustainability as most activities target the reduction of these risks (watercourse pollution, soil runoff).

There are however either external environmental risks or inherent risks due to the lack of project progress that could significantly undermine project results: (i) St. George’s sewerage system is currently polluting MPAs and may threaten coral nurseries, (ii) the issue of bamboo on (agro)biodiversity has yet to be tackled by the project: bamboo invasion is described by local residents as severe, needing attention both in PAs or on private (abandoned/cultivated agricultural) land, (iii) the watershed management plan seems

to target residents only (missing the PAs) and lacks proposals on how to effectively put in place comprehensive land use guidelines.

Likelihood of sustainability: unlikely (U)

4. RECOMMENDATIONS

Overall, there is a need to revisit the project in terms of management, implementation approach, and activities to undertake which will most strategically contribute to the project objective.

4.1 Recommendations related to Outcome 1

Activities should henceforth focus on:

- i. Support the development of a sustainable finance system for the PA network (the Project should work closely with the Grenada Sustainable Development Fund in this regard).
- ii. Provide support as required to ensure the legislative and regulatory framework is adequate regarding classification of PAs in Grenada (different categories of both TPAs and MPAs) and definitions of permissible and not permissible uses in each category.
- iii. Provide support as required to ensure the legislative and regulatory framework is adequate regarding co-management of both TPAs and MPAs in Grenada.
- iv. Support a smaller number of strategically chosen PAs (based on biodiversity conservation importance and potential for long-term biodiversity conservation) on which to focus Project support henceforth, leaving others aside for the time being.
- v. Support workshops to introduce a variety of co-management models for both TPAs and MPAs (one workshop for co-management of TPAs and one for co-management of MPAs). These workshops should not present co-management in theory but rather should present real and detailed examples of co-management models being implemented in different countries around the world. Good practices related to co-management of PAs should be reviewed.
- vi. Support a process to facilitate Government decision making regarding which co-management model/s to pursue/apply in the Grenada context. It is important to hold the workshops on co-management models (see previous recommendation) before taking this decision so that all stakeholders clearly understand the various roles and responsibilities of the various entities involved in different models of legal co-management of PAs.
- vii. Depending on the decisions taken regarding what co-management model/s to pursue related to TPAs in Grenada, the project should support pilots to test/demonstrate these. For example, if Grenada chooses to pursue co-management of TPAs between GoG (Forestry) and an academic institution, pilot this model in one TPA. Likewise, if the country chooses to pursue co-management between GoG and a CBO/NGO partnership, pilot this model in one TPA. Realistically, it will only be possible to pilot one or possibly two models given the time remaining in the project.
- viii. The Fisheries Division already has a standard template they use for MPA management plans but there is no standard template used by Forestry for TPA management plans. Develop a standard template for TPA management plans or suggest to GoG use of an existing template (IUCN or

other) and a standard process to be adopted in developing management plans. Standard templates and processes are available and are used in describing management plans for PAs with international designation such as World Heritage Sites and Ramsar Sites, while it is up to individual countries to decide if they want to use standard templates and standard processes for the development of plans for other (non-internationally recognized) types of PAs (e.g. National Parks, Forest Reserves, Wildlife Sanctuaries, etc.).

- ix. FADs deployment should occur (or be delayed) once there is a clear understanding of impact on biodiversity, based on already collected quantitative/qualitative information and the planned Fisheries Division workshop conclusions. The Fisheries Division indicated to the MTRT that a workshop on FADs was being planned for early 2018 (not with the support of this Project).

4.2 Recommendations on MPA support

Regarding support to MPAs, the Project should focus on the following:

Table 10: Summary of recommendations on MPA support

Location	What Others are doing/have done	What R2R should do
Grand Anse	<ul style="list-style-type: none"> • Grand Anse has been declared an MPA • TNC supported the development of the management plan • A management plan has been approved • GoG has allocated funds in the 2018 budget for 5 new rangers who will be shared between Grand Anse and Moliniere/Beauséjour, thus, including the existing 2 rangers there will be a total of 7 rangers for these 2 MPAs 	<ul style="list-style-type: none"> • Physically demarcate zones defined by the existing management plan • Install moorings • Train new rangers in enforcement, interpretation and boat handling
Levera		<ul style="list-style-type: none"> • Develop management plan using an existing template for MPAs (Grenada Coral Reef Foundation has been contracted by R2R to do this).
Sandy Island/ Oyster Bed	There are 4 rangers on staff now	<ul style="list-style-type: none"> • Provide continued support for coral nursery and out-planting effort • Conduct a survey/assessment of the health of the ecosystems including a habitat/species inventory, and assessment of pollution, sedimentation, etc. • Train the 4 rangers (currently on staff) in enforcement, interpretation and boat handling
Gouyave	<ul style="list-style-type: none"> • (Cabinet has approved that the IC will be at Gouyave) • A management plan is being developed through the 5Cs project and is expected to be finalized by September 2018 • The area is expected to be declared as an MPA by late 2018 • Fisheries Div has proposed to PS that 4 rangers be assigned to Gouyave beginning in late 2018. The tentative plan is that they would be paid through the GSDTF 	<ul style="list-style-type: none"> • Infrastructure support for Interpretation Centre • Train members of the Gouyave Fishermen's Cooperative on interpretation (train those members identified by the Cooperative as those who will be responsible for providing interpretation at the Centre) • Physically demarcate zones defined in the management plan (expected to be finalized through the 5Cs project by September 2018) • Install moorings (once the management plan is finalized) • Train 4 rangers in enforcement, interpretation, boat handling

<p>Co-Management of MPAS:</p> <ul style="list-style-type: none"> • Sponsor a workshop on co-management of MPAs in which various forms of co-management of MPAs are introduced and successful models for co-management of MPAs from around the world are presented (in detail). • Support the decision-making process to help Grenada determine the approach it wishes to adopt for co-management of PAs • Support the formation of co-management entities in the 2 MPAs (Gouyave and Grand Anse) • Provide training on co-management to those involved
<p>Training: Enhance the capacity of MPA management by providing training for rangers and MPA staff in a) enforcement, b) boat handling, c) interpretation of the marine environment, d) AGRRA protocol (for a select few), e) training on co-management and how to effectively co-manage with other partners</p>
<p>Describe the process to be undertaken for the development of MPA management plans (a standard template exists but there is no standard description of the process). This can then be used by Fisheries instead of drafting different TORs which describes the process and the template to be used in developing MPA management plans</p>
<p>Water quality monitoring: Pay for analysis of water samples</p>
<p>Legislation: Confer with Acting Chief, Fisheries on possible needs</p>
<p>Host a workshop on FADs in which all stakeholders are invited including associations of fishermen including those who fish with FADs, long liners, spear fishers, traditional fishers, SGU marine biology Dept., dive shops, expertise related to the impact of FADs on biodiversity (entanglement of sea turtles and other marine life, contributing to ocean debris, etc.). Consideration should also be given to creating a stakeholder mechanism for monitoring future impacts.</p>
<p>MPA Management Committee: There is no role for the Project in supporting this Committee but it should be the main project partner for project efforts related to MPAs once it is functional</p>

4.3 Recommendations related to Outcome 2

► *Watershed management plan*

- i. On the setting-up of an inter-sectoral committee, the relevance and feasibility of such a committee should be assessed with a comprehensive LUP approach versus decentralised management based on sectoral guidelines (due to the issue of fragmented land tenure):
 - In case of a committee, the lead institution on watershed management has to be designated, meeting of stakeholder representatives convened, training on watershed management defined, TORs for the committee drafted and technical/sectoral groups set up, technical/sectoral guidelines and requested project support drafted as part of the management plan setting-up
 - In case of no committee, lead sectoral stakeholders have to be supported to set up relevant technical guidelines and assess past/current (donor-funded) experience

► *SLM / SFM*

- ii. Composting unit: a feasibility study has to be carried out in addition to the MNIB marketing study (possibly as an addendum) so as to select the best technical options for the composting unit; the long term use of the future infrastructure has to be ensured through LT lease (e.g. 25 / 100y lease if no change of use) or considering land purchase or land rental and lighter composting unit. In case of LT lease / land purchase, the construction of a multi-purpose facility both as a commercial venture for compost commercialisation and as a demo of SLM practices (land area allowing) makes much sense.
- iii. A bamboo consultant should be contracted to aid Government in addressing the bamboo issue (eradicate or use as a resource and formulate industry development plan); guidance is necessary prior to engaging project resources (e.g., do nothing, use bamboo resources in watershed but eradicate in PAs, eradicate only in PAs, eradicate only on private land in watershed). At the same time or shortly afterwards, discussions should be held with NEFO and major volunteer land lords

of forested areas in the watershed to actually design a plan of action for reforestation through an informal council or through a formalised subgroup of the (future) Beauséjour watershed inter-sectoral committee.

- iv. SLM activities (e.g., awareness raising, demo) has to accelerate to increase outreach through an integrated program formulation (objective, activities, expected results and planning for 24 months, M&E plan, stakeholders' role definition) involving Forestry, Extension and beneficiaries on:
- agroforestry replanting along watercourses (involve GCNA & GCA)
 - expanding buffer zones along the entire watercourse system
 - purchasing of remaining equipment (A-frames, levels),
 - favouring pig pens further away of watercourses and sustainable cleaning procedures guidelines
 - monitoring procedures (on soil erosion, turbidity, chemical traces analysis...)
 - address the bamboo issue (as mentioned above)

It is preferable to avoid ad-hoc implementation that results in minimum impact.

- v. Based on the activities that have been carried out so far, the acceleration of SLM activities can only be achieved by seeking complementarities with other interventions or through externalisation either through direct collaboration (e.g. financial resources sharing), other projects' results appropriation (utilise other project's results), activity coordination (to avoid duplication). A list of current on-going interventions through other donor funding sources was mentioned under the paragraph "[Coordination with other initiatives](#)". A more comprehensive list of relevant interventions is included as well in Annex 9.

In particular: seek direct collaboration for activities that have not yet been initiated (e.g. bamboo and agro-forestry replanting) but are complementary to some other project results and support existing initiatives (from other donors) for activities that are yet to be initiated as there is little time left to complete the project.

- vi. The involvement of external stakeholders should be formalised (e.g. MNIB): activities are planned on an *ad-hoc* basis and formalisation carried out on a case by case basis: collaboration on project implementation should be formalised through MoU (hence requiring activity programming).

► *Recommendations related to Education & Awareness Raising Activities*

- vii. The education and awareness activities, including the Junior Rangers and the Reef Guardian programmes supported by the Project are very good. There is enthusiastic participation by youth and the Education Coordinator has developed plans to ensure the sustainability of the effort by closing engaging school teachers in the program and providing them with necessary materials. . The Project should increase support for these efforts. Involve more schools and more students in the programmes. Ensure the necessary transportation is available for the activities (this has been an issue). As both education coordinator (the one in Forestry and the one in Fisheries) are Project paid staff and as the Project cannot pay more salaries, it will be essential to partner with a local NGO/s and/or academic institution (university or community college) interested in environmental education/awareness to expand this program. The Project should identify appropriate partners and contract with these for the expansion of the Junior Ranger, Reef Guardian and summer camp programmes, thereby allowing more schools and more children to participate in these successful initiatives. Sustainability of these new partnerships should be built in (e.g. agreement with the university involved that university students who intern can get university credit for their involvement). Including these new partners at this stage will help to ensure sustainability of the effort after the Project ends. At least two groups in Grenada that the MTR is aware of are interested in working with young people on environmental issues (GAEA and the SGU Eco Club).
- viii. Expand on the environmental education/awareness activities the project is supporting to include: a) environmental education internships in partnership between universities/community colleges and PAs (these interns can be posted in PA Interpretation Centres, help develop more interpretation materials through the university and get university credit for doing so, etc.), b) begin weekly media engagement (TV and/or radio) on environmental issues of relevance to the Project (e.g. lionfish, coral reef health, why mangroves are important, what are seagrass beds and why should we ensure they stay healthy, spotlight on individual protected areas, ridge to reef approach – what is it and how are we applying it in Grenada, best pesticides practices, etc.).

► *Recommendations related to Exit Strategy*

An exit strategy should be developed once the RF has been reviewed.

- Education activities (reef guardian, junior ranger, lionfish issue, Environmental Clubs): how to sustain through externalisation (private sector support, advertising, NGO implementation...) or Government internalisation of education / communication functions within regular investments budgets, so as to increase outreach to other schools (guidelines to schools, integration into curriculum...)
- SLM replication through model farm/composting unit (multi-purpose use) with NEFO
- Regular pollution monitoring through supporting relevant institution (e.g. NAWASA)
- Coral nurseries (business plan based on UNEP's experience e.g. volunteer tourism, dive tours, partnerships with hotels...) ¹⁴

► *Recommendation related to gender*

Interviews showed that there is no gender differentiated approach to project implementation despite different levels of involvement and roles of men and women in tending both agricultural land and

¹⁴ See info on <https://www.cbd.int/doc/meetings/fin/rmws-2015-01/other/rmws-2015-01-presentation-16-en.pdf> and paragraph on « Coordination with relevant initiatives »

forested/protected areas (e.g. more women in banana fields or nutmeg processing stations); this may have been largely due to the fact that most farmers in the Beauséjour watershed are men (4 to 1 ratio).

It is recommended to contract a consultant to support both Government staff and local associations directly involved in watershed management to implement activities in gender-adapted fashion so as to increase women inclusiveness in the R2R approach.

4.4 Recommendations on Project Management

► *PB strengthening*

- i. Strengthen the PB by reconstituting it and ensuring it is well informed and adopts good procedures and practices. In addition to the core PB members including the Permanent Secretary, Ministry of Finance and UNDP, consideration should be given to including a representative of the Grenada Sustainable Development Fund, a representative from the Academic community (SGU would seem to be a logical choice as they have a Marine Biology Department), a representative of an NGO focused on biodiversity conservation, a representative of the private sector whose business depends in part on a healthy environment including the conservation of nature and who can help form links between the project and the private sector (such as for example a dive shop or a hotel/resort owner).
- ii. Immediately upon reconstitution of the PB, an orientation should be given to the PB. This orientation should include a solid overview of the project and the focus of project activities during the second “half” of the project as per MTR recommendations, the responsibilities of PB members and of all other parties, expectations of PB members, agreed procedures (sharing of minutes, comment periods, what types of decisions can and cannot be taken without PB review, attendance requirements, etc.). See further details regarding this recommendation at the end of this section.

► *Project coordination*

- iii. Contract a Project Coordinator to come on board at year end. As the Project is already spending more than planned on the Project Team (PT) and will soon be adding yet another position (Project Technical Officer), no additional Project funds should be spent this year on the PT. Re-advertise the PC position with sufficient time to guarantee that a Project Coordinator will be on board no later than November 1, 2018. The PC should have a technical background related to biodiversity conservation. At that time, it can be decided if either a Project Officer or a Project Technical Officer is still needed in addition to the Project Administrative/Finance Assistant.

► *Project implementation improvement*

- iv. Rebuild the Results Framework based on the same objective and outcomes but with improved indicators and target descriptions that reflect MTR recommendations regarding what the Project should do henceforth. Seek the involvement of the CTA to undertake this exercise.
- v. Seek technical input as required. Although it may not be necessary to constitute a standing Technical Committee comprised of independent technical expertise, it would be helpful if the Project would, as needed, reach out to technical expertise to discuss any matters where technical inputs may be required by the PB in determining what the Project should or should not do.
- vi. The Project should now seek to work with additional partners to complement the Government partners (Forestry and Fisheries) it works with. These partners may include academia, private

sector and NGOs. The Project should also strive to work with ongoing relevant donor-funded projects.

- vii. Assign a transportation budget to the Project Team. The Project Team should not need to rely exclusively on the availability of Forest Department vehicle when it needs to travel as this has not proven to be adequate and has had an impact on the Project Team's ability to engage in and monitor Project activities. is somewhat limited.

► *Co-financing*

- viii. Begin tracking and reporting on co-financing as per GEF requirements.
- ix. The government should take immediate action to address its counterpart contribution in order for the Project to be able to succeed. This would require at a minimum the appointment of several additional rangers as well as a Director of National Parks and Protected Areas within three months to allow the Project a realistic chance to implement activities agreed as per the PRODOC and to meet its objectives. Provision for recurrent costs associated with travel, fuel and other basic needs to allow for the proper undertaking of their responsibilities is equally critical to the success of the Project.

► *Infrastructure*

- x. Regarding Project support for infrastructure, refrain from providing any further support until the Operational Guidelines for Morne Gazo are finalized. If these are in keeping with the original intended purpose of the building on the basis of which Project funds were provided, the Project may continue to support other infrastructure development (e.g. Interpretation Centres) but in all cases this support should be exclusively directed at infrastructure for PAs (as stipulated in the PRODOC) and only for those PAs that have been legally declared.

► *Project recovery follow-up*

- xi. If key issues are addressed within the next ten months, a no-cost extension of 12 months should be considered.
- xii. Given the overall ratings assigned to this Project which indicate serious issues, a recommendation is made that UNDP consider an independent extraordinary review within one year of this MTR (and preferably before end of 2018) to monitor how the MTR recommendations are being implemented, to troubleshoot as may be required, and to advise at that time whether a project extension is warranted.

Further details related to some of the above recommendations

Regarding PB. Ensure adequate representation on the PB from key stakeholders concerned with the conservation of marine and terrestrial biodiversity in Grenada. In addition to the relevant governmental entities, this includes Universities, local NGOs, international NGOs, and the private sector (dive shops, tour guides). At present, Government representation on the PB is too heavy, creating an imbalance compared with the representation of other key stakeholders. The GEF encourages adaptive management when it comes to ensuring that the project moves towards its objectives, even if it means amending or changing what the PRODOC stipulates about the PB. It is recommended to reduce the number of Government representatives and increase the number of representatives of other stakeholders on the PB.

Regarding PB. Those on the PB must truly feel ownership of the Project. Vetting of prospective PB members should take place, ensuring that they are fully aware of the responsibilities of being a PB member and gauging their interest in the Project and relevant knowledge and background, before ultimate choices are made regarding who will be on the modified PB.

Regarding PB. Avoid any possible conflict of interest on the PB. Avoid judge/jury situation. Although Forestry and Fisheries may certainly attend PB meetings and be asked to update the PB or answer any questions they may have, given the size of the Departments and the resulting judge/jury situation, these Government implementing partners should not sit on the PB. This should not be interpreted to mean that just because an entity is involved in implementing certain Project activities they cannot sit on the PB. It means that the same individuals within that entity who are responsible for implementation cannot also be responsible for oversight.

Regarding PB. Ensure the PB is adequately informed by Project Management and officially presented with matters on which they should take decisions and given specific deadlines by which their inputs must be provided.. Any decisions which require PB approval must be presented to the PB formally and with sufficient advance time to allow the PB to fully consider the matter. The decision was taken at a previous PB meeting that recommendations and/or evaluations exceeding EC\$25,000 should be presented to the PB for consideration and that the AWP is to be completed with the annual procurement plan and updates provided through the MoA. Any variance exceeding 10% of the budgeted amount should be brought back to the PB.

Regarding PB. Implement better-operating practices including improved PB minutes (minutes should serve as a good record so that one can go back and fully understand discussions that took place, the status of matters of importance, and decisions taken. It may be a good idea for UNDP to provide the PT with a format to use for the preparation of PB minutes), quicker sharing of minutes with PB members (maximum one week after meeting), deadline given to PB members for comments.

4.5 Lessons learned

- i. Project design must take into account actual GoG capacities and allow adaptation of activities and/or implementation method, including through collaboration with additional non-governmental partners, as needed.
- ii. The contracting of a qualified project team at project outset is of paramount importance.
- iii. Bypassing the compulsory inception workshop can have serious consequences as it allows for project implementation that may no longer be adapted to the current institutional and organisational context.

Annex 1: Terms of Reference

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled Implementing a “Ridge to Reef” Approach to Protecting Biodiversity and Ecosystem Functions within and around Protected Areas in Grenada (PIMS 5087) implemented through the Ministry of Agriculture, Lands, Forestry and Fisheries and the Environment, which is to be undertaken in 2017-2018. The project started on the 10th of February, 2015 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This TOR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*.

The project was designed to ensure that biodiversity and ecosystems functions within and around marine and terrestrial protected areas (PAs) in Grenada are better protected from threats through the adoption of an integrated “Ridge to Reef” approach that increases PA management effectiveness and applies targeted sustainable land (and coastal sea) management practices, while ensuring ecosystems resilience to climate change. The project area includes the whole island territory of Grenada (344 sq.km. of landscape) sitting on a volcanic-coraline island shelf raised from the depths of the Atlantic Ocean to the East and the Caribbean Sea to the West. The island is divided into small districts called parishes that include St. George, St. Andrew, St. Patrick, St. John, St. David, St. Mark and Carriacou/ Petite Martinique. The Pilot project area in Outcome 2 includes a land space of about 1547 ha. within the Annandale/Grenville Vale/Beausejour watershed where special attention will be given for demonstrating Ridge to Reef natural resource management.

Duties and Responsibilities

The MTR team will consist of two independent consultants that will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project.

The MTR team will first conduct a document review of project documents (i.e. PIF, UNDP Initiation Plan, Project Document, ESSP, Project Inception Report, PIRs, Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.) provided by the Project Team and Commissioning Unit. Then they will produce the MTR inception report. The MTR mission will then consist of interviews and site visits to Grenada, including some of the existing and proposed marine and terrestrial Protected Areas.

The MTR team will assess the following four categories of project progress and produce a draft and final MTR report. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf) for requirements on ratings. No overall rating is required.

1) Project strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results.
- Review how the project addresses country priorities
- Review decision-making processes

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.

2) Progress towards results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3) Project implementation and adaptive management

Using the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; assess the following categories of project progress:

- Management Arrangements
- Work Planning
- Finance and co-finance
- Project-level monitoring and evaluation systems
- Stakeholder Engagement
- Reporting
- Communications

4) Sustainability

Assess overall risks to sustainability factors of the project in terms of the following four categories:

- Financial risks to sustainability
- Socio-economic risks to sustainability
- Institutional framework and governance risks to sustainability

Environmental risks to sustainability

The MTR consultant/team will include a section in the MTR report setting out the MTR's evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

Institutional Arrangements

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is the UNDP Barbados and the OECS Sub-Regional Office.

The Commissioning Unit will contract the consultants, while the in-country Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

Expected Outputs and Deliverables

The MTR consultant/team shall prepare and submit the following:

Deliverables	Expected deadline	Percentage payment
Task 1: MTR Inception Report MTR team clarifies objectives and methods of the Midterm Review no later than 1 week before the MTR mission. To be sent to the Commissioning Unit and project management	8 January 2018	10%
Task 2: Presentation Initial Findings presented to project management and the Commissioning Unit at the end of the MTR mission.	22 January 2018	20%
Task 3: Draft Final Report Full report with annexes within 2 weeks of the MTR mission	5 February 2018	40%
Task 4: Final Report Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft	12 March 2018	30%

Duration of the Work

The total duration of the MTR will be approximately 27 days over a period of 4 months starting from the date of contract signature, and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- 11 December 2017: Application closes
- 18 December 2017: Selection of MTR Team
- 21 December 2017: Prep the MTR Team (handover of project documents)
- 8 January 2018 (3 days): Document review and preparing MTR Inception Report
- 15 January 2018 (5 days): Finalization and Validation of MTR Inception Report- latest start of MTR mission
- 15 January 2018 (7 days): MTR mission: stakeholder meetings, interviews, field visits
- 22 January 2018: Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- 22 January 2018 (10 days): Preparing draft report
- 5 February (2 days): Incorporating audit trail on draft report/Finalization of MTR report
- 19 February 2018: Preparation & Issue of Management Response
- 12 March 2018: Expected date of full MTR completion

The expected contract start date is 18 December 2017.

Competencies

N/A

Required Skills and Experience

REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS/TECHNICAL EVALUATION

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

Criteria	Maximum score for:	
	Team leader	Team expert
A Master's degree in natural resources management, environmental science, agriculture, business, public policy, rural development, or other closely related field	10	10
Recent experience with result-based management evaluation methodologies; Experience applying SMART indicators and reconstructing or validating baseline scenarios	35	15
Experience working with the GEF or GEF evaluations; Project evaluation/review experience within UN system	35	15
Competence in adaptive management, as applied to biodiversity; Demonstrated understanding of issues related to gender and biodiversity; Experience in gender sensitive evaluation and analysis	10	30

Experience with national, multi-sectoral stakeholder engagement, particularly in the Caribbean	10	30
TOTAL	100	100

Note: Only candidates obtaining a minimum of 70 points would be considered for the Financial Evaluation (See 6. below for more details).

Consultant Independence

The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Completed **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP; **Kindly indicate whether you wish to be considered for the Team Leader or Team Expert position;**
2. **Personal CV or a P11 Personal History form**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
3. **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

Financial Proposal (prepared, but **not to be submitted unless requested to do so**) that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. See Letter of Confirmation of Interest template for financial proposal template.

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel:

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

- The educational background and experience on similar assignments will be weighted a max. of 70% (see 3. above for more details);

The price proposal will weigh as 30% of the total scoring.

ANNEXES

ANNEX I – TERMS OF REFERENCES (TOR)

ANNEX II – GENERAL TERMS AND CONDITIONS

ANNEX III – OFFEROR'S LETTER

ANNEX IV – FINANCIAL PROPOSAL TEMPLATE

ANNEX V – SAMPLE INDIVIDUAL CONTRACT

Annex 2: Code of Conduct

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form¹⁵

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Virginia Ravndal

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed on 03/07/18

Signature: A. Virginia Ravndal

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Vincent Lefebvre

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at XXX on XX/03/2018

Signature:

¹⁵www.unevaluation.org/unegcodeofconduct

Annex 3: Evaluation Matrix

(DR: documentary review ; I: interviews)

Evaluation question	Indicators	Sources of information	Method
PROJECT STRATEGY: How appropriate is the strategy and project design?			
• How appropriate was the design of the project?	• Correspondence between the problems addressed by the project and underlying assumptions	• Project Documents • R2R Staff	• DR + I
	• Correspondence between project strategy and most effective route to achieving the goal	• Project Documents • R2R Staff	• DR + I
	• Evidence of incorporating lessons from other projects in the design	• Project Documents • R2R Staff	• DR + I
	• Evidence of project alignment with national goals and priorities	• UNDP Documents • National Planning Documents • Project Documents	• DR + I
	• Evidence of ownership of the project by national organizations	• Governmental staff	• I
	• Evidence of incorporation of perspectives of local, partners and other stakeholders in the project decision	• Local stakeholders • Governmental staff • Representatives of organizations	• I
• How appropriate is the Project results framework/log frame?	• Adequacy of the Project Goals and Indicators (SMART) to its strategy	• PRODOC & Reports • R2R Staff	• DR + I • Evaluators' criteria
	• Degree of clarity, practicality and feasibility of the Project objectives and results to the situation and time available	• PRODOC & Reports	• DR • Evaluators' criteria
	• Evidence of effects not considered to be included in the results framework and monitored regularly	• PRODOC & Reports • Local stakeholders • Governmental staff • Representatives of organizations	• DR + I + DO • Evaluators' criteria
	• Extent to which aspects of gender equity and other of similar amplitude in terms of development are effectively monitored.	• PRODOC & Reports • R2R Staff	• DR + I • Evaluators' criteria
PROJECT RESULTS: What is the degree of project progress towards expected results?			
• What are the achievements of the	• Proposed Objectives and Results	• PRODOC	• DR + I
	• Achieved Objectives and Results	• PRODOC & Reports • Partners and participants • Field Visits	• DR + I + • DO

	<ul style="list-style-type: none"> Degree of correspondence between progress and proposed in the GEF Tracking Tools for the Project Thematic area 	<ul style="list-style-type: none"> PRODOC & Reports GEF Tracking Tools R2R Staff 	<ul style="list-style-type: none"> DR + I + DO Evaluators' criteria
	<ul style="list-style-type: none"> List of topics and areas in which the project can expand the benefits in terms of achievements 	<ul style="list-style-type: none"> PRODOC & Reports Local stakeholders Governmental staff Representatives of organizations 	<ul style="list-style-type: none"> DR + I + DO Evaluators' criteria
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: How appropriate was the implementation of the project so far and to what extent was necessary to implement adaptive management?			
• How appropriate is operational	• List of start-up and project implementation delays and measures to address them	• R2R Project Information	• DR + I
	• Extent to which operational planning is guided by results	• R2R Project Information	• DR + I
	• Degree of use of the results matrix and adjustments made to it since the beginning of the Project	• R2R Project Information	• DR + I
• How adequate has been finance and co-finance management?	• Efficiency in the management of project financial resources	• R2R Project Information	• DR + I
	• Changes in the allocation of project funds and relevance and degree of ownership	• R2R Project Information	• DR + I
	• Degree of ownership of the financial controls of the project (including planning and reporting) and its flow of funds (to and from the project)	• R2R Project Information	• DR + I
	• Degree to which the co-financing is provided and its level of strategic	• R2R Project Information • Co-financing Information	• DR + I
• How adequate is the monitoring of the project?	• Monitoring system in place	• R2R Project Information	• DR + I
	• Participation and inclusion of partners in monitoring	• R2R Project Information • Partners information	• DR + I
	• Alignment with other interventions	• R2R Project Information • Other systems information	• DR + I
	• Degree of adequacy of funding for monitoring	• R2R Project Information	• DR + I
• How suitable are the reports of the project?	• Level of Reporting of Project adjustments to the Project Committee	• R2R Project Information	• DR + I
	• Level of documentation and dissemination of project settings to the partners.	• R2R Project Information • Partners information	• DR + I

• How suitable are project communications?	• Degree of regularity, effectiveness and inclusiveness of Project communication efforts	• R2R Project Information • Partners information	• DR + I
	• Adequacy of public communications on Project activities and achievements	• R2R Project Information • Partners information	• DR + I + DO
• How suitable are the management arrangements of the project?	• Overall effectiveness of the project management (responsibilities, lines of supervision, decision making)	• R2R Project Information	• DR + I
	• Quality of project implementation	• R2R Project Information	• DR + I
	• Quality of support provided by UNDP	• R2R Project Information • UNDP information	• DR + I

Annex 4: List of People Met and Mission Itinerary

Date	Time	Name/s of Person/s, Title, Institutional Affiliation, Contact info (phone & email), Location of meeting and address	Project's involvement
Wednesday 31st Jan 2018	13:00	Joseph Noel Project Coordinator/ Project Officer joseph.noel@undp.org 435 0208/423 3924/458 6378 Sabrina Compton Project Administrative and Finance Assistant sabrina.compton@undp.com 435 0206 Ridge to Reef Office, Pest Control Building	Project Staff
Thursday 1st Feb 2018	11:30	Dieter Rothenberger Head of GIZ – ICCAS dieter.rothenberger@giz.de 534 8000 GIZ/ICCAS office 2nd-floor Ministerial Complex	Managed Projects within the area
	14:00	Merina Jessamy, PB Co-chair, PS Ministry of Agriculture merina.jessamy@gov.gd 534 5823 Petro Caribe Building, Queens Park St. Georges	Chair of PB
Friday 2nd Feb 2018	08:00	Ms Simone Lewis National Coordinator GEF SGP (GRENADA) (473) 440-7445/ (473) 416-1425 Public Workers Union Building, Tanteen, St. George's, GRENADA. simonele@unops.org	GEF Coordinator, Board member
	10:00	Mr Denzel Adams Coral Nursery Coordinator 440-3814/ 415-9329 dadams1@sgu.edu Alwyn Gatt Boat Captain Fisheries Department 536-8810/5361176	Coral Nursery Coordinator
	15:00	Ms. Damarlie Antoine Forestry Education Officer Forestry Department 423-7848 damarlieantoine@gmail.com Forestry Department, Queens Park	Forestry Education Officer
	16:00	Mr Anthony Jeremiah Acting Chief Forestry Officer Forestry Department 416-0191/440-2934	Board Members

		tonydove2@gmail.com Forestry Department, Queens Park	
Saturday 3 rd Feb 2018	10:00	Forestry Rangers Annandale Area Contact Mr Anthony Jeremiah or Damarlie Antoine	Not confirmed
Monday 5th Feb 2018	09:00	Ms Sherry Constantine Senior Programme Manager, Eastern Caribbean The Nature Conservancy 1-473-435-0231 sconstantine@tnc.org TNC office, Old Fort St Georges	Involved in the At Water Edge Project in Telescope St. Andrews.
	11:00	Ms Gertrude Modeste Duncan PB member Ministry of Tourism Ministry of Tourism 4th Floor 1-473-415 9520 gduncanmodeste@gmail.com	Board member
	11:00	Ms Kerricia Hobson UNEP GIZ OFFICE 2 nd floor	Coral NURSERY, GIZ IWASP, UNEP
	13:00	Mr Ruel Edwards CEO MNIB Private Sector involved with R2R, Consultant MNIB (Marketing National Importing Board) 1-473-535-0150 rueledwards@gmail.com MNIB, River Road	Business Consultant
	15:00	Mr Issac Bhagwan MOF, GEF focal point Ministry of Finance isaacbhagwan@yahoo.com Ministry of Finance, Carenage	Board Member
	20:00	NEFO (Field Trip)	Community Group
Tuesday 6th Feb 2018	08:00	Mr James Nicholas Southern Fishermen Coop southerfa@gmail.com Grand Mal	Board Member
	10:00 AM	Mr Tyrone Buckmire Executive Director Grenada Fund for Conservation Inc. gfcinc1@gmail.com GRENCODA Building, St. John St., St. George's.	Administered projects within the Fisheries and Forestry Department.
	13:00	Mr Crafton Isaac Acting Chief Fisheries Officer crafton.isaac@gmail.com , Fisheries Division. Toby Calliste Acting Chief Fisheries Officer Fisheries Division tobex00@gmail.com	Management at Fisheries Division
	13:00	Orlando Harvey MPA Coordinator olandoharvey@gmail.com Fisheries Division	Management at Fisheries Division

	15:00	Junior Rangers & Christabelle Andrews Fisheries Division, Melville Street.	Program at Fisheries MPA unit.
Wednesday 7th Feb 2018	15:00	Mr Mizushi Satoh, UNDP	
Thursday 8 th Feb 2018	08:00	Extension Division, MALFFE Mr Randolph Shears, Head of Extension Division Mr Kely Patrick, Assistant	
	20:00	Mel Turner, Chief Technical Advisor	
	11:00	Joseph Noel Project Coordinator/ Project Officer	
	14:30	Mr Anthony Jeremiah Acting Chief Forestry Officer Forestry Department 416-0191/440-2934 tonydove2@gmail.com Forestry Department, Queens Park	Follow up meeting
	15:00	Danielle Ince Member GAEA Conservation Network Blue Horizon Hotel	
	15:00	Mrs Diane Roberts Consultant	
	15:00	Isaac Bhagwan, Senior Project Officer, MoF	
	16:30	Roland Baldeo Member Grenada Coral Reef Foundation Phone call conversation: 534-5796	Grenada Coral Reef Foundation for the Levera Management plan
Friday 9 th February 2018	10:00	Debriefing Session Ridge to Reef Office	
	11:30	Isaac Bhagwan follow-up meeting Ridge to Reef Office	

Annex 5: Map of Project Area

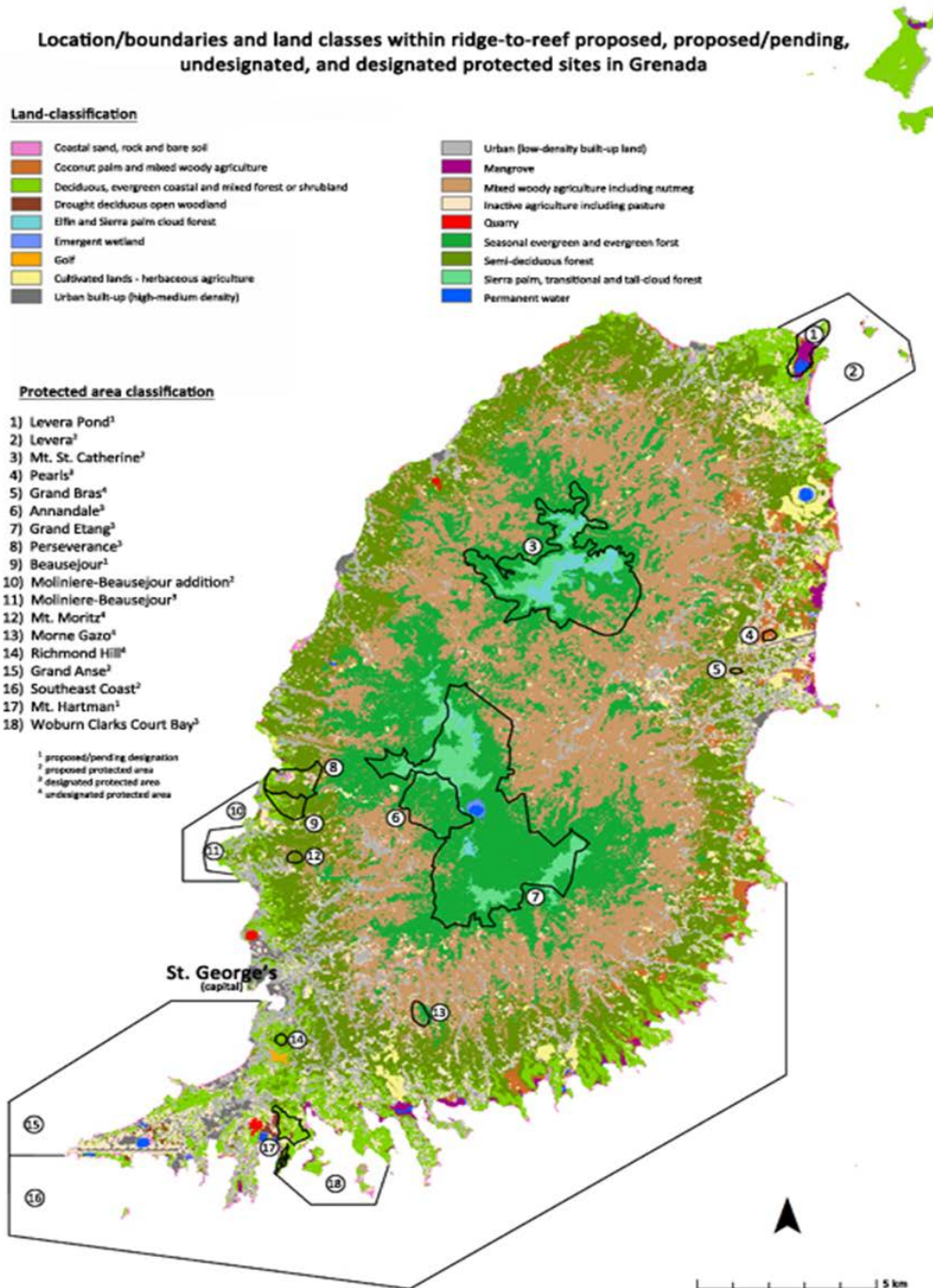


Figure 1: Project map (proposed PAs)

Annex 6: GEF MTR Rating Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its mid-term targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes, as well as key outputs, will not be sustained

Annex 7: List of Documents Consulted

- Annual work plans 2016, 2017, 2018
- Baseline study on SFM in the Molinière-Beauséjour, GAEA, 01/2017
- Baseline Data, Mel Turner, Chief Technical Advisor, 11/2017
- Business consultant reports, 07/2016, 10/2016, 11/2016, 07/2017
- Capacity Development Strategy, Mel Turner, Chief Technical Advisor, 12/2017
- Combined Delivery Reports 2015, 2016, 2017
- Contracts' list
- CTA contract, 10/2017
- DRAFT Assessment and Response Study of Grazing Impacts at Six Communities in the Beauséjour Watershed, Grenada, Diane Roberts, 05/2017
- Grenada Gap Analysis, Mel Turner, Chief Technical Advisor, 11/2017
- Grenada Inception Report, Mel Turner, Chief Technical Advisor, 10/2017
- List of equipment (Forestry, FNPd, Education, Coral Nursery, FADs, Moorings)
- Landscape Management Manual Consultancy contract, 12/2017
- Management Plan for the Molinière-Beauséjour Watershed, GAEA, 11/2017
- Molinière-Beauséjour MPA Management Plan, MAFF, 09/2010
- Pesticide Use Guide for Grenada, Carriacou and Petite Martinique, 01/2018
- PIM 5087 for "Implementing a "Ridge to Reef" approach to protecting biodiversity and ecosystem functions within and around protected areas in Grenada"
- Project Document, 02/2015
- Project Boards, 03/2015, 09/2015, 03/2016, 11/2016, 03/2017, 10/2017
- Project Board ToR
- The Grand Etang and Annandale Forests Reserves Natural and Heritage Consultancy, John Angus Martin, 02/2017
- TOR Marine Educational Consultant Christabelle Andrews
- TOR - 3D Models Carlos Gittens
- TOR Coral Nursery Coordinator Denzel Adams
- TOR for Boat Captain Rev Alwyn Gatt
- TOR for Business Development Consultant - Ruel Consultant
- TOR for education Consultant Damarlie Antoine
- TOR for Pesticide manual consultant Denva Welsh
- TOR for Project Technical Officer
- TOR for Rodent Control - Media Engagement Linda Straker
- TOR for Watershed Management Consultant GAEA
- TOR Heritage and Natural Resource Consultant Angus Martin
- TOR Management Plan for the proposed Levera MPA MSDE
- TOR Landscape management manual for Grenada PA Mt. Global Parks
- TOR R2R CTA
- TOR for the Study on Baseline Knowledge and Practices in Sustainable Forest Management

Annex 8: Updated Results Framework as Completed by Project Team

Objective or Outcome	Description				
Objective:	To ensure that biodiversity (BD) and ecosystems functions within and around Marine Protected Areas (MPAs) and Terrestrial Protected Areas (TPAs) in Grenada are better protected from threats through the adoption of an integrated “Ridge to Reef” approach that increases Protected Area (PA) management effectiveness and applies targeted sustainable land management practices				
	Description of Indicator	Baseline Level	Target level at end of the project	Level at 30 June 2016	Cumulative progress since project start
	PA management in Grenada is mainstreamed	- TPAs managed by Forestry Division and MPAs managed under the Fisheries Division with varying degrees of recognition and planning & management tools.	- TPA and MPA planning & management instruments and guidelines formally incorporated into the Government’s Administration	No progress made in the area of TPA. Baseline study to identify guidelines for MPA management completed by the Fisheries Division but the report has not yet been made publically available. This process should be concluded by year-end.	MPA Management Committee appointed by Ministry of Agriculture/GOG. Body to become operational within the next few months. New MPA Coordinator appointed. However, as of February 2018, the MPA Management Committee is still to have their first inaugural meeting.
	Financial sustainability to increase viability and resilience of the PA system in Grenada	- Insufficient financial resources for basic functions in the Forestry and Tourism Divisions as reflected by Financial Scorecard: 70 = 32% - No formal coordination mechanism for investments in maintenance of the PA system.	- Budgetary restructuring to foster strategic collaboration between fisheries, forestry and tourism to increase (double) budgetary allocations to 8 PAs as eco-sites, as reflected by an increase in Financial Scorecard: 90 = 42%	No progress made in this area. Government is fiscally constrained and therefore reallocating resources from current expenditure remains a challenge.	GOG to receive financial support for the establishment of a National Trust Fund that will be responsible for putting a mechanism in place for investments in operation & maintenance of PAs. No allocation made in the budget for eco-sites. Due to budgetary constraint, this may not be forthcoming. It is anticipated that the National Trust Fund may be responsible for providing funding. R2R is seeking to prepare a Business Plan to assist the Government in putting a mechanism in place for the collection of fees to maintain the operation of PAs. The process of

			- Inter-sectoral coordination committee established to oversee investments in PAs		engaging the Inter-Sectoral Cmttee. Is forthcoming within the first quarter of the 2018 AWP.
	Average METT scores of 6 existing TPAs and 3 MPAs	53	62		Scores to be updated at Mid-term Review
	Improved capacity for planning, implementation and monitoring of site-specific co-managed strategies for threat reduction through SLM and SFM in PAs.	<p>Avg score on Capacity Development Scorecard :</p> <p>Q 2: 2</p> <p>Q10: 1</p> <p>Q 11: 1</p> <p>Q 13: 2</p> <p>Q 14: 0</p> <p>Areas to be improved:</p> <p>Co-management is identified as the governance model for SLM, SFM and TPA management, but no formal mechanisms are instituted.</p> <p>Outdated laws, low public knowledge of the various legislation, and inadequate regulatory framework constrain enforcement.</p> <p>Environmental information used to support decision-making processes is</p>	<p>Avg score on Cap Dev SC increases by at least 1 point:</p> <p>Q 2: 3</p> <p>Q10: 2</p> <p>Q 11: 2</p> <p>Q 13: 3</p> <p>Q 14: 1</p> <p>Specific improvements:</p> <p>Develop and implement co-management mechanisms for SFM, SLM and TPA management (Outcome 1).</p> <p>Review and update existing policies and legislation; implement site-specific mgt plans for PAs; endorse an interagency collaboration mechanism for SLM. (Outcomes 1 & 2)</p>	<p>No progress yet, activities towards this will be carried out in next project year</p>	<p>GoG will receive financial and technical support in collaboration with the OECS Commission through an EU-funded project to examine the present policies and legislation pertaining to Forestry and National Parks from August 2017 to 2018.</p> <p>The Baseline study on Sustainable Forest Management (SFM) conducted in October 2016 recommended the following: planting of trees within the forest that are adaptable to the local climate, removal of bamboo patches and use for alternative livelihood, e.g. charcoal, furniture and handicraft. R2R has retained the services of a Business Consultant to ensure that an activity that will utilize bamboo is implemented. Other areas are community composting and securing community-wide involvement through the implementation of activities and empowering community members and farmers to monitor efforts in terms of soil conservation. To date other livelihood activities have taken place, but not any utilizing bamboo. There is a seemingly growing controversy as to the removal of bamboo from the watershed.</p> <p>The Heritage and Natural Resource study pointed to the fact that the project should promote environmental education & conservation. The study on Grazing impacts showed that soil erosion is</p>

		<p>unavailable, under-utilized, incomplete or out-of-date.</p> <p>Capacity and technological needs are, when available, obtained through external financing.</p> <p>Monitoring is done irregularly, with or without an adequate monitoring framework.</p>	<p>Develop and implement a protocol that facilitates information updating, access and sharing for decision-making (Outcomes 1 & 2).</p> <p>Develop a capacity development strategy to augment technical skills within the resident organizations per the priorities of the NAP.</p> <p>National monitoring system with proper capacity building (Outcome 1).</p>		<p>prevalent in steep hills where cattle graze. However, emphasis should be on encouraging the production of small ruminates e.g. sheep and goats.</p> <p>R2R is commencing a study that will focus on the socioeconomic attributes of the Mt St Catherine PA and develop a management plan/manual for co-management with the communities.</p> <p>- Scores to be updated at Mid-term Review</p>
	-	-	-		
The progress of the objective can be described as:		On track			
Outcome 1:	Establishment and effective management of new and existing Protected Areas				
	Description of Indicator	Baseline Level	Target level at end of the project	Level at 30 June 2016	Cumulative progress since project start
	Institutional framework for management effectiveness in and around PAs	- No formal National Parks Advisory Council; Forestry Division administers 8 TPAs under suboptimal conditions; Fisheries Division administers 3 MPAs.	- Formal establishment of a National Parks Advisory Council for TPAs and Management Committee for MPAs administering policy-based PAs, PoA.	Two MPA Management Committees - Grand Anse and Woburn Clarkes Court Bay – were established and operationalized during the review period.	No Advisory Council for National Parks for TPAs established. The MAFF/GOG has received funding to assist in updating the laws relevant to Forestry & National Parks. Additionally, the funding support to establish a National Trust fund is hoped will examine that aspect as well.

				No progress toward the TPA Management Committees to date	New MPA Management Committee instituted in May 2017 to administer the three existing MPAs and the Gouyave and Levera MPAs, which are soon to be legislated. Management Plans to be done for Gouyave, Levera, Rhone island archipelago, White/Saline island and Conference Bay. Management Plans for the other PAs to be reviewed.
	Regulatory and legal framework for management effectiveness in and around PAs	<p>- Forestry policy does not include INRM.</p> <p>- Fisheries division does not use INRM in its administration of MPAs.</p> <p>- No PA System Business Plan exists</p>	<p>- A finalized and approved Protected Area Forestry and Wildlife Bill with draft SROs that promote INRM practices and principles.</p> <p>- Fisheries division applying INRM principles and practices using enhanced law and/or regulations, within 2 years.</p> <p>- PA System Business Plan developed and under implementation</p>	<p>No progress towards drafting of the PAFW bill.</p> <p>Work on the PA systems Business plan has been advanced during the period, with the engagement of the Forestry Department and Global Parks to discuss a collaboration to support the development of effective management plans for the TPA sites.</p>	<p>Fisheries Division is soon to implement INRM within the administration of the MPAs. The Caribbean Billfish Project supported by the FAO is in the process of reviewing the Fisheries laws and legislation. They are looking at all aspects of the laws to incorporate FADs, shoreline fishing and MPAs.</p> <p>No progress made on the forestry side. The Forestry policy currently being implemented will be incorporated into the Forestry Strategic Plan. Supporting documents are available for development of the Business Plan. The Business Plan to be developed through recruitment & engagement of a Consultant/Consulting firm. Two studies funded through the OPPAL project is available that speaks to the inputs for developing a Business Plan.</p>
	Expansion of protected areas system	<p>3,711 ha of bio-diverse landscapes/seascapes formally recognized and facing multiple threats:</p> <p>- 8 TPAs managed under suboptimal conditions and 5 mini TPAs with no management mechanism.</p> <p>o TPAs cover 1,931 ha.</p>	<p>16, 111 ha of bio-diverse landscapes/seascapes formally recognized and managed effectively:</p> <p>- 9 TPAs + 4 mini-TPAs effectively managed with legal demarcation, management plans, business plans, and adequate infrastructure in place.</p> <p>o TPAs cover 2,931 ha.</p>	<p>3 MPAs managed by Fisheries Division.</p> <p>Draft legislation to formally recognize Molinere/Beauséjour and Woburn/Clarkes Court Bay as MPAs has been completed and is currently undergoing review prior to Cabinet approval.</p>	<p>The Mt. St. Catherine PA (approx. 2,000 acres), which has been already surveyed and legislated as a PA, is to be formally recognized. Another PA was earmarked for consideration but the land is privately owned.</p> <p>On the marine side, the Grand Anse MPA has been legislated by Government and consultancy work on the Levera proposed MPA through funding from the R2R was slated to begin in August 2017, but there have been some delays due to no response from the Acting chief Fisheries Officer on the acceptance of the Consultants fees. Gouyave (to be undertaken by GRENCODA/5C's), La Rhone, White/Saline island</p>

		<ul style="list-style-type: none"> - 3 MPAs management suboptimal conditions o MPAs cover 1,780 ha. 	<ul style="list-style-type: none"> - 7 MPAs managed under optimal conditions within 5 years. o MPAs cover 13,180 ha. 		& Conference Bay proposed MPAs management plans to begin within the first or second quarter of 2018.
	<p>Measurable Threat Reduction:</p> <ul style="list-style-type: none"> - Forest cover - Direct Carbon benefits - Indirect Carbon benefits - Mangrove, seagrass bed and coral reef areas 	<ul style="list-style-type: none"> - Continuous deforestation threatens 10,012 hectares - 81,652.5 tC (Direct) - 322,158.3 tC (Indirect) - Continuous destruction of 231 Ha of mangrove, 1301 Ha of seagrass and 5095 Ha of reef areas 	<ul style="list-style-type: none"> - 10,012 hectares of forested area maintained or increased - 81,652.5 tC Direct maintained or increased - 322,158.3 tC Indirect maintained or increased - 231 Ha of mangrove, 1301 Ha of seagrass and 5095 Ha of reef areas maintained or increased 	No progress has been made in this area during the review period.	<p>Reforestation in the Annandale Reserve which was scheduled to begin in the fourth quarter of 2017 did not happen. The Department is struggling with lack of manpower, management.</p> <p>Corals grown in the established coral nursery are to be transplanted by newly recruited coral gardeners to three areas within the Moliniere/Beauséjour MPAs in August 2017. The Department is collaborating with GIZ (ICCAS project) and the Grenada Fund for Conservation to replant mangrove in Telescope. This project is called the Restoration & Community co-management of mangroves (RECOMM)</p> <p>The surface area is measured by the increase in re-vegetation of mangrove degraded areas and other coastal woodlands.</p>
	Management of expanded PA network institutionalized	<ul style="list-style-type: none"> - No coral Reef resilience program (protocol) in place. - No systematic SFM program in place - No staff trained in planning accounting, bio principal monitoring, enforcement, fire management and co-management 	<ul style="list-style-type: none"> - Coral reef resilience program (protocol) in place within 5 years. - SFM program adopted and administered in all PAs within 5 yrs. - 13 PA Staff trained 	During the review period, 15 PA staff were trained in specific areas of sustainable forest management related to biophysical monitoring and fire prevention.	No progress except for the installation of a new MPA Management Committee. Fire management and bio principal monitoring training have been completed in October 2015 with 20 participants. There was a wide cross-section of persons from varying organizations.

	PA network infrastructure and services	- Inconsistent infrastructure and facilities and services across TPAs and MPAs.	- Standardized and quality infrastructure facilities and services available at all TPA and MPA units in the PA network.	<p>Three construction activities were advanced in this area during the period</p> <p>MPA office and storeroom - structural and engineering designs completed. BOQ and drawings with the Physical Planning Unit, the approving body for review and approval</p> <p>TPA contractor for the construction of a Visitor Centre was engaged during the review period and will commence work during Q3.</p> <p>TOR's, technical drawings and BOQ's for the extension of the present Forestry Department office to accommodate the monitoring equipment were completed during the review period. Procurement and contracting are scheduled for Q3</p>	<p>Much progress has been made in terms of infrastructure and services including the following:</p> <p>1) operationalization of the workboat to assist with the MPA programs;</p> <p>2) Construction of an equipment room to accommodate the new equipment for use by the Forestry staff; 3) reconstruction of the Morne Gazo Visitor Centre, which represents an economic/livelihood opportunity for the GOG/Forestry Dept. and surrounding communities.</p>
	Community involvement in PA management through conservation and sustainable use of natural resources	<p>- 0 communities adjacent to MPAs engaged in PA co-management</p> <p>- 0 communities adjacent to TPAs engaged on PA co-management</p>	<p>- 3 communities adjacent to selected MPAs engaged in co-management</p> <p>- 3 communities adjacent to selected TPAs engaged in PA co-management</p>	No progress in this area during the review period.	Consultancy in progress to "uptake" communities in co-management of the Beauséjour Watershed. Draft report submitted. Consultants to be paid for that deliverable. Three D mapping of the area completed. R2R awaits final report.

	Benefits/profitability from conservation/sustainable-use resource-based livelihood opportunities	<ul style="list-style-type: none">- No systematic collaboration for INRM linked to livelihood opportunities- Minimal benefits from resources based livelihoods	<ul style="list-style-type: none">- Incentive schemes to engage entrepreneurs in INRM practices linked to livelihoods- Measured increase in benefits from resource-based livelihoods	A local business consultant was recruited during the period to engage communities in INRM - linked livelihood business development programme. The first workshop was held in June 2016 with 18 participants who were trained in a number of relevant areas including business development, marketing and microbusiness finance.	Much progress has been made in providing incentives for livelihood improvements, including lionfish harvesting and marketing through sampling, farmers exchange, increasing use of local foods and fruits in menus, compost production and retailing, provision of irrigation systems to four farmers who are engaged to produce exotic vegetables such as Cauliflower, broccoli, salad peppers and cantaloupes through the year.
The progress of the objective can be described as:		On track			
Outcome 2:	Climate-resilient SLM practices applied in the Beauséjour watershed to reduce threats adjacent to and upstream of PAs.				
	Description of Indicator	Baseline Level	Target level at end of the project	Level at 30 June 2016	Cumulative progress since project start
	Planning and management framework for SLM/INRM	<ul style="list-style-type: none">- No LUP regulations limiting agriculture and housing.- National Forestry Policy does not consider C sequestration.- No inter-sectoral body or committee in place for implementing a watershed management plan using INRM approaches.- Stakeholders not engaged in community-based rule-making with respect to applying INRM practices.- No systematic monitoring for water quality/quantity,	<ul style="list-style-type: none">- LUP regulations elaborated and implemented to limit agriculture and housing.- NFP updated to include C sequestration.- Intersectoral committee established within Year 1- The inter-sectoral watershed committee engages stakeholders to formulate community-based rules for applying	No progress in this area during the review period.	<p>An EU-funded project through the OECS Commission has been commenced to update NFP as it relates to the land use policy and other aspects relevant to Forestry. This project is also supporting GOG land use policy updates.</p> <p>Study on watershed management in progress to be completed within six months. Water quality/quantity protocol is one aspect of the assignment and should be completed within this third year of the project.</p>

		sediment and pollution impacts	INRM practices within 2-3 yrs. - A water quality/quantity protocol set in place within Year 2.		
	Community participation in SFM.	- No involvement of local stakeholders in initiatives to review and update the National Forest Policy (NFP) to consider carbon sequestration.	- Community-engaged in updating of NFP, and SROs promulgated by Year 3.	No progress in this area during the review period.	As mentioned above GoG will be receiving assistance from the EU to update the NFP.
	Direct carbon benefits through avoided deforestation; forest enrichment; and planting in the Beauséjour watershed.	- 9,613tC sequestration by 3337.3 ha. of private forest - 4,320tC sequestration by 150ha increase in forest cover with the removal of 40ha of bamboo - 0 tC from avoided deforestation and sustainable planting products	- 9,613tC sequestration maintained in private forests - 4320tC sequestration maintained - At least 26066tC sequestration from avoided deforestation and sustainable planting products	No progress in this area during the review period	Reforestation/replanting of trees within both the Reserve and on private lands was slated to begin in the fourth quarter of 2017. Planting was to be concentrated within the Annandale Beauséjour watershed using agro-forest trees. E.g. cinnamon, cloves, nutmegs etc. However, no planting commenced because of indecision and management incapability by the Forestry Department
	Turbidity Levels/ sediment build-up at two MPAs downstream of Beauséjour	No turbidity index available; TBD within first 6 months of the project	15% reduction in turbidity	No progress in this area during the review period	Turbidity index was not determined within the first six months of the project. However, the turbidity issue is now being fully addressed through the following: 1) watershed management study; 2) development of buffer zones by the NEFO/Reef Guardian farmers; and 3) manufacture, packaging, sale and use of compost by farmers within the six communities. With the sale and use of compost, it is anticipated that fewer fertilizers will be used thus a reduction in the amount of chemicals entering the water sources and thus into the sea. In fact unlike the bleaching of corals in the Great barrier reef, Grenada's problem is chemical runoff -

					eutrophication, not bleaching. The recommendations from the "Assessment and response study of grazing impacts at six communities" would be implemented to further reduce the turbidity or sediment build-up within the MPAs.
	Pesticide and fertilizer levels at two MPAs downstream of Beauséjour.	Grand Anse MPA: TBD within the first 6 months of the project Moliniere/ Beauséjour MPA: TBD within the first 6 months of the project	Grand Anse MPA: 15% reduction Moliniere/ Beauséjour MPA: 15% reduction	No progress in this area during the review period	Progress has been made in training farmers of the impact of pesticides and fertilizer use and safety. The organic compost manufacturing initiative by the North East Farmers Association (NEFO) seeks to reduce the use of fertilizers by the farmers.
	Application of gender and community-sensitive SLM and SFM practices in 6 communities (Beauséjour, Happy Hill, Granville Vale, New Hampshire, Annandale and Vendome)	No ongoing and systematic training: - No agricultural production program implemented within the watershed. - No rangeland management program implemented within the watershed. - No forest management program implemented within the watershed.	6 villages trained in alternative livelihoods related to BD, SFM/SLM, and CC issues: - A sustainable agricultural biodiversity program implemented by Year 3 - A sustainable rangeland management program implemented by Year 3 - SFM program involving forest enrichment with agro-forest species so as to ensure SLM/SFM practices applied by Year 3	3 communities have been directly engaged. A local consultant was recruited during the review period to undertake training of individuals in these communities in alternative livelihoods with particular emphasis on sustainable agriculture and tourism. A local consultant was engaged to undertake an assessment of the impact of grazing to support rangeland management. A final report is expected at the end of September 2016. 4,500 seed plants and tools purchased to support the SFM nursery programme being implemented by the Forestry Department.	A number of livelihood projects have been completed and others are in progress, inclusive of farmers exchanges, harvesting and marketing of invasive lionfish, training in preparation and use of local foods and fruits in menus, training in pesticide use and safety, enhancing farmers potential to expand crop grown for export with emphasis on soursop, provision of irrigation system to farmers to increase their production.

	Impact of Soil erosion/stability on household incomes of farmers within the Beauséjour watershed	<p>No existing estimates of soil loss or land soil accumulation levels available. TBD within first 6 months of the project</p> <p>No statistics on farmer income available. Initial survey to establish a baseline to be conducted during Year 1</p>	<p>15% reduction of soil loss</p> <p>25% increase in weekly income per farmer.</p>	No progress in this area during the review period.	Much progress hasn't been made in estimating if the work of R2R has made an impact on reduction in soil loss or improvement in the weekly income of farmers. However, with the implementation of project activities and studies, the project would be in a position within the third year to make a determination. Statistics on farmers income are available from the GOG 2012 census, thus a correlation can be made using the sale figures of the MNIB a business entity with a strong relationship with the R2R.
	Education and awareness levels	- No education and awareness program	- Public awareness campaign developed and implemented	<p>During the review period, the public was exposed to an exhibition of the works of the Forestry Department. Approximately two hundred persons visit the exhibits.</p> <p>The Fisheries held three promotions where the public was trained in cleaning and utilizing the lionfish.</p> <p>Forestry Department hosted seven environmental groups teaching and imparting information on the watershed and the utilization of compost in farming to reduce the use of fertilizers.</p>	<p>A number of education and awareness campaigns have been implemented within the last period inclusive of 1) the threats of lionfish - prolific reproduction, eating habits - feeds on juveniles, the potential for harvesting and preparation for food.</p> <p>2) Reef Guardian program in primary and secondary schools on the marine environment - corals, bleaching, pollution and its impact etc.</p> <p>3) Exhibition at International Day of Forest and Fisherman's birthday which is a Christian/Cultural day for the fisher folks, based on Joseph the saint. Celebrated annually on June 29th.</p> <p>The Forestry Department has embarked on an initiative bringing the message of the importance of watersheds, mangroves and conservation into the schools and through the media using schools programs, 4H challenge, where students were expected to provide the common names of trees found in the forest and on the coast.</p> <p>Celebration of International Day of the Forest and Public Service Announcements are means of reaching the public.</p>

The progress of the objective can be described as:	On track
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Annex 9: List of relevant interventions

Name of Project or Programme	Donor/s Implementing Entities	Status & Time Frame	Description of the initiative	R2R Project potential interactions if any
“Building Capacity for Coastal Ecosystem Based Adaptation in Small Island Developing States”	EU / UNEP TNC & the Environment Division	On-going till 06/2018	Address Disaster Risk Reduction Protecting coastal ecosystems/coral reefs Preserving biodiversity (discovered and undiscovered species) Building institutional and community capacity so that Grenada can implement EBA activities Demonstrate the importance of well-functioning Coastal Ecosystems in the fight against Climate Change. Coral reef restoration around Carriacou (coral nursery and out-plantings)	Not yet ; discuss already drafted business plans for sustaining coral nurseries
“At the Water’s Edge (AWE): Coastal Resilience in Grenada and St. Vincent and the Grenadines”	Angell Foundation, Carnival Cruise Line, Germany Federal Foreign Office TNC	Closed	Demonstrate that governments and communities of small island states can enhance their resilience to climate change by protecting, restoring and effectively managing their marine and coastal ecosystems and strengthening local capacity for adaptation Building Climate Resilience through strengthening the coastline in the telescope area by mangrove replanting and reef enhancement	
“Enhancing Environmental Management, Legal and Policy Frameworks in Grenada, St. Lucia, St. Kitts and Nevis and Montserrat”	EU through GCCA (Global Climate Change Adaptation) Caribbean Natural Resource Institute (CANARI) contracted by OECS to execute project	Ongoing 02/2017-08/2018	Revise the National Forest policy & draft 10 year strategic plan Revise the environmental management act (of 2014) Revise the Protected Areas, Forest & Wildlife Act (2014) and support the development of regulations Draft the Climate Change bill	Some activities from outcome 1 have been put on hold as they were similar to this intervention
“Integrated Climate Change Adaptation Strategy (ICCAS)”	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) GIZ	Ongoing till 12/2018	Develop an integrated water resource and coastal zone management component Mainstreaming of climate change adaptation considerations into the national planning process Promoting measures to enable Grenada to access climate finance for adaptation activities in the long term	Complementary activities on PAs
	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) UNDP	Ongoing till 12/2018	Small-scale adaptation measures The fund supported 27 projects in Grenada, Carriacou and Petite Martinique Raises awareness and knowledge of climate risks	Community-based adaptation projects – livelihood projects
	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB)	2013-2017	Declare new MMAs and strengthen existing MMAs Build strong constituencies for sustainable livelihoods and ocean use	Grande Anse MPA was the result of the project

Managed Areas Network (ECMMAN)”	TNC		Improve and update an Eastern Caribbean Decision Support System (ECDSS) that provides accessible decision making tools and incorporates current ecological, socio-economic, and climate change data Institute sustainability mechanisms to support the MMA network, including regional political commitments and actions, collaboration mechanisms on marine and coastal resources and sustainable financing	
“Sustainable Financing & Management of Eastern Caribbean Marine Ecosystem”	World Bank/GEF TNC	2011-2016	Established a Caribbean Biodiversity Fund (CBF) and helped set up national-level trust funds in the 5 participating countries including Grenada. The Grenada Sustainable Development Trust Fund is the national-level fund in Grenada. The Fund is expected to be operational by May of this year. The CEO is expected to be hired by May. The corpus of that fund will come from two sources initially, the Debt for Nature Swap and the Caribbean Biodiversity Fund (CBF). The Debt for Nature Swap funds will serve as the 1:1 matching fund required by the CBF. The CBF gives a 2 year grace period during which time it is not necessary to match the CBF funds. It is expected that the Debt for Nature swap will be finalized by that time.	
“Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco)”	GEF	Ongoing 2014-2019	Development and Implementation of Integrated Targeted Innovative, climate-change resilient approaches in sustainable land management (SLM), integrated water resources management (IWRM) and maintenance of ecosystem services Strengthening of the SLM, IWRM and ecosystems Monitoring, and Indicators framework Strengthening of the Policy, legislative and institutional reforms and capacity building for SLM, IWRM and ecosystem services management taking into consideration climate change resilience building Enhancing knowledge exchange, best practices, replication and stakeholder involvement	
“Management of coastal resources and conservation of marine biodiversity in the Caribbean”	GIZ CARICOM / Caribbean Aqua/Terrestrial Solutions (CATS)	2012-2017	Halt the serious impacts of (i) un-adapted use of terrestrial and marine areas and (ii) climate change on biodiversity, marine and coastal protected areas and their ecosystem services	
“Adaptation of Rural Economies and Natural Resources to Climate Change”	GIZ CARICOM / Caribbean Aqua/Terrestrial Solutions (CATS)	2014-2015	Water quality assessment along the Molinière-Beauséjour Watershed draining into the Molinière-Beauséjour Marine Protected Area in Grenada Implementing a Ridge-to-Reef approach collaborating with the North East Farmers Organisation (NEFO)	Setup protocol based on project activities
“Land Degradation Assessment in Small Island Developing States (SIDS)”	FAO	<2014	Assess and map land degradation and sustainable land management	
“Restoration of Community Co-Management of Mangroves (RECOMM)”	GIZ Forestry Dpt & Environment Division / Grenada Fund for Conservation (GFC)	2014-2017	Strengthen the resilience of mangrove and coastal ecosystems and create sustainable livelihoods for the community	Mangroves conservation approach
“Caribbean Regional Oceanscape Project (CROP)”	World Bank / GEF OEI	2018-	Developing a marine spatial plan (“Marine Managed Area” with different zones) Revise Blue Growth Master Plan (Coastal master plan)	
Various projects (subcontracting)	Windward Islands Research and Education Foundation		East Caribbean Bee Research and Extension Centre (ECBREC) Eastern Caribbean Marine Managed Area Network Implementing Renewable Energy and Preventing Land Degradation: An Intervention in the Nutmeg	Apiculture activities and water quality protocols

			Industry in Grenada The Environmental Testing Unit (ETU) at St. George's University Controls Quality of Drinking and Bathing Waters	
Various projects (subcontracting)	Grenada Fund for Conservation		Community Based Restoration and Management of the Mangroves of Woburn Bay MPA Grand Etang Viewing and Wildlife	Expertise on mangroves
"Coastal protection for climate change adaptation in the small islands states in the Caribbean"	Kfw Caribbean Community Climate Change Centre (5Cs) - GOAM	2014-2018	Investments for sustainable improvements of coastal ecosystems relevant for climate change adaptation including measures related to the protection and sustainable management of ecosystems relevant for adaptation, to the rehabilitation or substitution of ecosystems relevant for adaptation and to the monitoring of coastal ecosystems. Assistance in the preparation and implementation of Local Adaptation Measures including monitoring of project goals and impacts and systematization and dissemination of project experiences (best practices and lessons learnt)	
"Caribbean Marine Biodiversity"	USAID TNC	2014-2019	Establish effective, functional marine conserved areas and sustainable fisheries Protect and successfully manage at least 3.9 million hectares of nearshore coastal and marine habitat Establish reliable funding for marine and coastal conservation through the Caribbean Biodiversity Fund—an endowment fund providing long-term financial support for conserved area management today and into the future Demonstrate sustainable fishing practices and alternate livelihoods to benefit hundreds of fishers and community members Establish relationships with key private sector companies that promote ecotourism in support of marine conservation efforts	
"Market Access and Rural Enterprise Development Programme (MAREP)"	GoG, IFAD, Caribbean Development Bank	2011-2018	Training of MALFFE extension staff and other service providers (producing organic manure, compost liquid fertilizer)	Composting unit
"International Water Stewardship Programme (IWASP)"	German Federal Ministry for Economic Cooperation and Development (BMZ) / UK Department for International Development (DfID) MALFFE, NAWASA, the Grenada Hotel and Tourism Association (GHTA), the Inter Agency Group of Development Organisations (IAGDO) and St. George's University.	2013-2018	Improve water security for more than 60,000 people by 2018 through the strengthening of public institutions related to water management and reducing water risks for the private and public sectors and civil society	

Annex 10: Evaluation Report Clearance Form

(To be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____