

**Terminal Evaluation (TE)**  
**of the Project:**  
**Mainstreaming global environmental priorities into national policies and programmes**  
**(Palau CB2)**  
**Final Evaluation Report**



Bruce Chapman

November 2019

<b>Project Title:</b>	<i>Mainstreaming global environmental priorities into national policies and programmes</i>		
<b>GEF Project ID:</b>	5579	<b>UNDP Project ID:</b>	00094498 00087532 PIMS ID 5049
<b>Region:</b>	Asia and the Pacific	<b>Country</b>	Palau
<b>GEF focal area and objectives (OP/SP)</b>	Multi-Focal Areas – Capacity Development CD2 To generate, access and use information and knowledge CD5 To enhance capacities to monitor and evaluate environmental impacts and trends	<b>Implementing Partner:</b>	Government of Palau – Palau Automated Land and Resources Information System (PALARIS) [transferred from Office of Environmental Response and Coordination (OERC)]
<b>Date of TE Report:</b> 30 October 2019	<b>Evaluation timeframe:</b> July – September 2019	<b>Evaluation team:</b> Bruce Chapman, Independent Consultant (A.P.Evaluation@gmail.com)	

## Palau CB2 – Terminal Evaluation

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## Mainstreaming global environmental priorities into national policies and programmes (CB2)

### Terminal Evaluation

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#### ***Evaluation time frame and date of evaluation report***

The evaluation took place over the period July to October 2019, With an evaluation mission during early September 2019. The report was completed in mid-October 2019.

#### ***Evaluation team members***

The evaluation was undertaken by an independent consultant, Bruce Chapman<sup>1</sup>.

#### ***Acknowledgements***

The Author acknowledges the contribution of all who provided input into the evaluation process and report, in particular PMU staff, who managed the consultation process in Palau, and staff of the UNDP office in Suva.

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## Mainstreaming global environmental priorities into national policies and programmes

### Executive Summary

Table ES1: CB2 Project Summary				
Project Title:		<i>Mainstreaming global environmental priorities into national policies and programmes</i>		
GEF Project ID:	05579		At endorsement (US\$)	At completion (Million US\$)
UNDP Project ID:	00094498 00087532	GEF Financing:	550,000	547,535.32
Country:	PALAU	IA/EA own in-kind:	30,000	30,000
Region:	Asia and the Pacific	Government in-kind	300,000	461,012
Focal Area:	Multi-Focal Areas – Capacity Development	Other in-kind:	300,000	300,000
FA Objectives, (OP/SP):	<b>CD2</b> To generate, access and use information and knowledge <b>CD5</b> To enhance capacities to monitor and evaluate environmental impacts and trends	Total co-financing:	630,000	791,012
Executing Agency:	UNDP	Total Project Cost:	1,180,000	
Other Partners involved	Office of Environmental Response and Coordination (OERC) [transferred to PALARIS]	ProDoc Signature (date project began):		7 May 2015
		(Operational) Closing Date	Proposed: 6 May 2018	Actual: 6 November 2019

### Project Description

CB2 is a cross cutting capacity-building project designed to enhance Palau's capacity in several areas, primarily relating to data management and reporting under the Rio Conventions and other Multilateral Environmental Agreements (MEAs). The design derives from needs and gaps identified in Palau's National Capacity Self-Assessment.

The project addresses three outcome areas:

- I. *Improved management information system for the global environment*
- II. *Strengthened technical capacities for monitoring and evaluating the state of the environment*
- III. *Improved and institutionalized decision-making mechanisms for the global environment*

### Summary Assessment

The CB2 project faced initial challenges in terms of institutional context (government restructure) and ongoing difficulties gaining traction with other agencies in core areas such as coordination of government data systems and analysis. Despite this the project worked to engage with government agencies and national stakeholders, and ultimately delivered tangible benefits with the limited resources (human capacity and funding) available.

### Evaluation Rating Table

Table ES2: Evaluation Ratings			
1. Monitoring and Evaluation	rating	2. IA & EA Execution	rating
M&E design at entry	<b>S</b>	Quality of UNDP Implementation	<b>S</b>
M&E Plan Implementation	<b>MS</b>	Quality of Execution – Executing Agency	<b>S</b>
Overall Quality of M&E	<b>MS</b>		
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance	<b>R</b>	Financial Resources:	<b>MU</b>
Effectiveness	<b>MS</b>	Socio-Political:	<b>L</b>
Efficiency	<b>S</b>	Institutional Framework and governance:	<b>ML</b>
Overall Project Outcome Rating	<b>S</b>	Environmental:	N/A
		Overall Likelihood of sustainability:	<b>ML</b>
5. Impact	rating		
Overall Project Impact rating	<b>M</b>		

### Recommendations

The following recommendations address specific issues raised in this report.

1. **Exit Strategy:** The TE recommends that the PMU pick up the concept of an ‘exit strategy’ as mentioned in the Prodoc and prepare a document that sets out the status of activities under the project and describes what is needed to take the work forward after the close of the project. Without being prescriptive, this could cover several issues from a list / compilation of documents and status of work initiated, through to describing potential areas of future donor support.
2. **Ongoing support:** The TE recommends that UNDP investigates options for ongoing capacity support for Palau to ensure that momentum is maintained in the key area of capacity building for reporting under the Rio Conventions.
3. **Regional CB2 experience:** The TE recommends that UNDP consider an overall assessment of Pacific CB2 projects to identify common issues and constraints.
4. **Lessons learned:** The TE recommends that UNDP-GEF considers the lessons learned identified in this report in relation to future project design, implementation and execution, in particular in the areas of:
  - Capacity constraints in SIDS
  - Project inception phase
  - Risk assessment
  - Monitoring and evaluation



## Acronyms and Abbreviations

APR	Annual Project Report
AWP	Annual Work Plan
BOA	Bureau of Agriculture
BTA	Belau Tourism Association
CCCD	Cross Cutting Capacity Development
CD	Capacity Development
EQPB	Environmental Quality Protection Board
GEF	Global Environment Facility
GIS	Geographic Information System
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreement
MPA	Marine Protected Area
NCSA	National Capacity Self-Assessment
NEPC	National Environmental Protection Council
NGO	Non-Governmental Organization
OERC	Office of Environmental Response and Coordination
P-CoRIE	Palau Coral Reef and Island Ecosystem
PALARIS	Palau Automated Land and Resources Information System
PAN	Protected Areas Network
PB	Project Board
PIC	Pacific Island Countries
PICRC	Palau International Coral Reef Center
PMU	Project Management Unit
Prodoc	Project Document
RTA	Regional Technical Advisor
SIDS	Small Island Developing States
SOE	State Of Environment
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Program
SMART	Specific, Measurable, Attainable, Relevant and Timebound
TE	Terminal Evaluation
UN	United Nations
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme



## Mainstreaming global environmental priorities into national policies and programmes

### Terminal Evaluation Report

#### 1. Introduction

This Report comprises the Terminal Evaluation (TE) of the *Mainstreaming global environmental priorities into national policies and programmes* Project implemented in Palau (known as 'Palau CB2').

##### ***Purpose of the evaluation***

The objectives of the evaluation are to assist the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming.

The terminal evaluation is required to summarize all activities, achievements, and outputs of the project, as well as identifying the extent to which objectives have been met, structures and mechanisms implemented, and capacities developed. The evaluation is framed around the criteria of relevance, effectiveness, efficiency, sustainability and impact, as well as selected cross-cutting issues including gender. The report presents lessons learned drawn from project implementation / execution and puts forward several recommendations.

##### ***Scope & Methodology***

The evaluation has been guided by the on the Terms of Reference (Annex A) and UNDP-GEF guidance on conduct of evaluations, in particular *Guidance for conducting Terminal Evaluations of UNDP-supported, GEF-financed projects* (UNDP Evaluation Office 2012). The evaluation methodology is described in Annex B; the process involved several steps including:

- Review of project documentation, including projects outputs and other relevant reports and documents.
- Evaluation Mission to Palau held over the week of 2 – 6 September 2019.
- Preparation and peer review of a draft TE report prior to its finalisation in October 2019

##### ***Structure of the evaluation report***

This Report is structured in four parts:

1. Introduction
2. Project description and development context
3. Findings
4. Conclusions, lessons learned and recommendations

The Terms of Reference specified that certain aspects of the project be rated according to set rating scales (included in Annex A); these ratings are presented as they arise throughout the report.

Supplementary material is provided in a series of Annexes (Section 5).

## 2. Project description and development context

### Project context

The CB2 project was developed in response to the GEF-funded National Capacity Self-Assessment (NCSA) project conducted in Palau during the period of 2006-2007, which identified environmental information as a constraint for good environmental decision-making. The report emphasized the need for more comprehensive datasets to be made available to stakeholders, including decision-makers, and also a greater stakeholder capacity to analyse and use this information in related policy and programme making.

Accordingly, the project was designed to strengthen Palau's capacities to meet national and global environmental commitments through improved management of environmental data and information. To achieve this the Project was designed to be delivered through three components, as described in the Project Document (Prodoc):

- IV. ***Improved management information system for the global environment:*** This component focuses on improving existing management information systems to measure achievements towards global environmental objectives. It will concentrate on assessing and strengthening those sets of measurement methodologies, negotiating agreements towards harmonizing these and institutionalizing them within the relevant agencies and sharing protocols in a cost-effective manner.
- V. ***Strengthened technical capacities for monitoring and evaluating the state of the environment:*** This component will strengthen technical capacities to monitor and evaluate the state of the environment in Palau. While the first component focuses on strengthening the institutional and organizational capacities for improving data and information collection, management and sharing, this component focuses on the strengthening of human capacities to use improved data and information for strategic decision-making in the interest of meeting global environmental obligations.
- VI. ***Improved and institutionalized decision-making mechanisms for the global environment:*** The third component will also focus on enhancing the institutional sustainability of capacities developed under the project through the assessment and targeted strengthening of monitoring and evaluation processes. As such, this component will be strategically implemented alongside component/outcome 1 that will strengthen the institutional linkages of data and information systems across agencies and stakeholder organizations. Lessons learned and best practices will be shared in the region.

### ***Project start and duration***

The Project was designed to be implemented over the period 2015-2018 but was extended to close in November 2019 (discussed in Section 3 Findings).

### ***Problems that the project sought to address***

As noted above, the Project was designed in response to Palau's NCSA, completed over the period 2006-07. The NCSA identified a series of actions to address implementation gaps in meeting Rio Convention obligations. In line with the Rio Conventions, these priority actions were categorized by

thematic and crosscutting sectors: i) biodiversity, ii) climate change, iii) land degradation and iv) crosscutting. The NCSA proposed that actions to enhance capacity gaps be focussed at three levels: systemic, institutional and individual. In essence, the current Project follows this model in the three project components described above. The Project Document notes that without the Project needs/gaps would remain in the areas of:

- Capacity to address environmental data needs
- Adequacy of environmental information
- Government staff capacity to develop and sustain an environmental monitoring system
- Capacity to understand and respond (strategically) to global environmental directives

Importantly, the Prodoc also highlights the fact that Palau, like other Small Island Developing States (SIDS) 'has critical constraints including limited number of government staff involved in environmental management, and a limited budget.... At the same time environmental data is scattered and fragmented.'. The Project therefore 'takes an incremental approach' towards strengthening the national systems / and staff capacities.

#### *Immediate and development objectives of the project*

The stated **goal** of the Project is

*to develop innovative and sustainable capacities to create a more resilient environmental management information system that will support a better environmental decision-making process.*

The Project **objective** is

*to strengthen Palau's capacities to meet national and global environmental commitments through improved management of environmental data and information.*

Project delivery is designed around three expected **outcomes**:

- I. Improved management information system for the global environment
- II. Strengthened technical capacities for monitoring and evaluation of the global environment
- III. Improved decision-making mechanisms for the global environment institutionalized

#### ***Baseline Indicators established***

The Project Results Framework includes detailed elaboration of indicators at the level of Objective, Outcomes, and Outputs. In each case a baseline is described, and an end-of-project target identified, along with some discussion of information sources, risks and assumptions associated with each indicator. The project outcomes and indicators are described in more detail in the Project Results Framework attached as Annex D, and project achievements against indicator targets discussed in section 3.3.

#### *Main stakeholders*

A set of key stakeholders was identified in the Prodoc as set out in Table 1.

<b>Table 1: CB2 Stakeholders</b>	
<b>Stakeholder</b>	<b>Anticipated role in the Project</b>
Office of Environmental Response and Coordination (OERC)	<ul style="list-style-type: none"> <li>To ensure that the project is implemented through the partner agencies and the OERC Annual Report; the ROP State of the Environment Report and other international Reporting requirements (i.e. UNFCCC, GHG Inventories UNCBD and UNCCD) are completed each year.</li> </ul>
Bureau of Planning and Statistics (BPS)	<ul style="list-style-type: none"> <li>Train on data collection and analysis for greenhouse gas inventory and vulnerability and adaptation. Establish an Environmental Working Committee under the Bureau of Budget and Planning</li> <li>Develop data acquisition protocols</li> <li>Develop standard reporting requirements aligned with National reporting for the State of the Environment (SOE) Report. Completion of National Census and HIES and other national surveys are completed.</li> </ul>
National Environmental Protection Council (NEPC)	<ul style="list-style-type: none"> <li>Establish a working group for harmonization of environmental data</li> <li>Develop the format and publication specification for the SOE</li> </ul>
Palau Automated Land and Resources Information Systems (PALARIS)	<ul style="list-style-type: none"> <li>Collect real time metadata for shape fields and GIS spatial analysis for all States</li> <li>Develop a standardized database with all entities in the environmental sector for data collection analysis and annual reporting</li> </ul>
Environmental Quality Protection Board (EQPB)	<ul style="list-style-type: none"> <li>Develop a standardized reporting cover sheet for the contents of EA and EIS to extract vital environmental data for analyze and reporting for the SOE report on land use change and impacts to environment</li> <li>Build upon data base to expand information on permits and violation</li> <li>Develop an environmental M&amp;E certification program for State Conservation Officer including a standardized report form to monitoring environmental impacts to be part of the SOE report.</li> </ul>
Bureau of Agriculture (BOA)	<ul style="list-style-type: none"> <li>Develop a database system to input size of farms, types of crops, production information by crop</li> <li>Develop and link data bases that tracks seedlings to saplings to areas of planting and survival</li> <li>Link and harmonize custom database with Bureau of Budget and Planning database for SOE report</li> </ul>
BOA - National Invasive Species Committee (NISC)	<ul style="list-style-type: none"> <li>Link databases from surveys for invasive species with BBP and PALARIS</li> </ul>
BOA-Forestry Division	<ul style="list-style-type: none"> <li>Collect, Analyze and link fire database including sizes of fires with Land use change metadata and EPQB permit data to address land use change over time</li> <li>Use the Terrestrial Monitoring Protocol Indicators to develop a database for forest addressing forest health to be inputted into the SOE</li> </ul>
BOA-Forestry Division	<ul style="list-style-type: none"> <li>Use indicators in Forestry Strategic Plan to develop a database linked BBP PALARIS for input into the SOE Report</li> <li>Develop a database for food production, sapling production and monitoring data for crops</li> </ul>
Bureau of Marine Resources (BMR)	<ul style="list-style-type: none"> <li>Link and harmonize databases from export with SOE report to report total fisheries export</li> </ul>
Belau National Museum	<ul style="list-style-type: none"> <li>Incorporate existing plant database with the SOE report</li> <li>Link database from bird monitoring program &amp; herbarium collection database with NBSAP goals SOE Report</li> </ul>
Protected Areas Network (PAN)	<ul style="list-style-type: none"> <li>Develop standardize database and reporting formats to linking progress in PAN sites based upon the marine, terrestrial and socio-economic protocols.</li> </ul>
Palau Community College (PCC)	<ul style="list-style-type: none"> <li>Conduct GIS training for staff tasked with data collection, analysis and reporting for SOE Report</li> <li>Develop database for PCC-CRE food security programs that include areas of farms, types of crops and distribution from taro propagation program</li> <li>Extract environmental data from EA and EIS at PCC Library for land use change for CCC and SOE</li> </ul>

Palau International Coral Reef Center (PICRC)	<ul style="list-style-type: none"> <li>• Link marine monitoring databases with PALARIS for annual SOE Report</li> <li>• Use indicators from the Marine Monitoring Protocols established for the PAN sites and other monitoring programs to report on the status of the Coral Reefs that is incorporated into the SOE</li> </ul>
Coral Reef Research Foundation (CRRF)	<ul style="list-style-type: none"> <li>• Work to establish Collection and Data Sharing Policy</li> <li>• Develop a user friendly website to access CRRF collections information including imagery, geospatial information and species identification</li> <li>• Work with EQPB, PICRC and BMR to develop a Status of the Coral Reefs and State of the Environment report to be linked with the SOE Report</li> </ul>
Energy Office	<ul style="list-style-type: none"> <li>• Work with BBP and PALARIS to develop and harmonize all energy related data for monitoring change in energy efficient and renewable energy systems and GHG emissions levels</li> </ul>
Palau Conservation Society (PCS)	<ul style="list-style-type: none"> <li>• Integrate environmental information into educational institutions</li> </ul>
Palau Public Utilities Corporation (PPUC)	<ul style="list-style-type: none"> <li>• Implementation of Energy and Water Policy through data collection analysis and dissemination of the best available environmental information for decision makers regarding sustainable development of water and energy resources and waste management.</li> </ul>

During the course of the project there were significant changes in agency and stakeholder roles. These are described in Section 3.2 (project implementation).

### **Expected Results**

The expected results are set out in the Project Results Framework. The outcomes and outputs are summarised in Table 2.

<b>Table 2: Summary – objective, outcomes and outputs</b>	
<b>Objective:</b>	To strengthen Palau's capacities to meet national and global environmental commitments through improved management of environmental data and information
<b>Outcome 1:</b>	<b>Improved management information system for the global environment</b>
Output 1.1	Harmonized collection and measurement methodologies of key data and information.
Output 1.2	Existing databases and information systems are strengthened and networked to improve access to environmental data and information.
Output 1.3	Agencies' data management protocols are revised to improve access.
<b>Outcome 2:</b>	<b>Strengthened technical capacities for monitoring and evaluation of the global environment</b>
Output 2.1	Training on new and improved data and information collection and measurement methodologies.
Output 2.2	Training on analytical skills to analyze/measure environmental trends.
<b>Outcome 3:</b>	<b>Improved decision-making mechanisms for the global environment institutionalized</b>
Output 3.1	Key agencies and OERC mandates have been revised and strengthened to catalyze improved decision-making for the global environment.

### 3. Findings

#### Overall Project narrative

To provide an overview of project implementation and timing, selected key events are highlighted below:

<b>Table 3: Selected project events and timing</b>	
2015:	<ul style="list-style-type: none"> <li>• Project start</li> <li>• Inception Workshop (November 2015)</li> <li>• Project Unit staff appointed</li> <li>• Report on Inventory of Environmental data sets</li> <li>• Review protocols for data sharing</li> </ul>
2016:	<ul style="list-style-type: none"> <li>• National government [agency] reorganization</li> <li>• PMU role transferred from Office of Environmental Response and Coordination (OERC) to National Environmental Protection Council (NEPC)</li> <li>• Report in information gaps</li> <li>• Identify information technologies</li> <li>• Training need analysis; training activities</li> <li>• Structures for working group initiated</li> <li>• Identified 'Top Tier' stakeholders</li> <li>• Review of institutional mandates</li> </ul>
2017:	<ul style="list-style-type: none"> <li>• Establish national SDG core indicators list</li> <li>• Palau State of the Environment Report 2017</li> <li>• 1<sup>st</sup> National environmental symposium</li> <li>• MoU's with Top 3 agencies in development</li> </ul>
2018:	<ul style="list-style-type: none"> <li>• Training provided (excel / database management)</li> <li>• NEPC SOP, Strategic Plan and Action Plan</li> <li>• 2<sup>nd</sup> National environmental symposium</li> <li>• Link established with Inform Project for Central database</li> <li>• Project extension requested / approved</li> </ul>
2019:	<ul style="list-style-type: none"> <li>• Palau State of the Environment Report 2019</li> <li>• Palau Voluntary National Report on the SDGs completed and submitted to the UN</li> <li>• Terminal Evaluation</li> <li>• Project Closure</li> </ul>

#### 3.1 Project Design / Formulation

##### ***Analysis of Results Framework (Project logic /strategy; Indicators)***

The overall rationale and project logic appear sound. The Project responds directly to needs and gaps identified in the preceding NCSA through addressing systemic, technical and individual capacity constraints. The Project Strategy is straightforward in that 'the expected achievements of [the] project are a set of improved capacities to sustain an environmental body of knowledge in Palau that will contribute in meeting and sustaining Rio Convention objectives'.

Similarly the Project Results Framework sets out a suite of outcomes, outputs (including sub-outputs) and indicators that are internally consistent and make logical sense. From the perspective of the TE however it is not clear to what extent the structure and output content reflects the specific needs of Palau, as distinct from a generic set of outputs and activities that might apply in any country implementing a similar capacity-building project. To illustrate, an excerpt from the Provisional Work



Plan (incorporated into the Prodoc) shows a generic set of activities that follow a logical progression that are to be carried out in sequence (Table 4).

Activity	Description	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
<b>Output 2.1</b>	Training on new and improved data and information collection and measurement methodologies.												
2.1.1	Conduct a training needs analysis				■	■	■						
2.1.2	Develop a training programme					■	■	■					
2.1.3	Deliver training activities							■	■	■	■	■	■
<b>Output 2.2</b>	Training on analytical skills to analyze/measure environmental trends.												
2.2.1	Conduct a training needs analysis					■	■	■					
2.2.2	Develop a training programme						■	■	■				
2.2.3	Deliver training activities								■	■	■	■	■

The pattern shown in Table 4 above is echoed throughout the provisional work plan and, to some extent in Annual Work Plans under the project. The sequencing suggests that the initial work to identify needs and ways to address them could be completed quickly, and the bulk of the project directed at implementing these actions. In practice this proved to be not the case as, momentum stalled in some areas.

With respect to indicators, it is acknowledged in the Prodoc that projects that address cross-cutting issues such as capacity development do not lend themselves to 'typical programmes indicators'. In the environmental field indicators usually address environmental change directly (level of greenhouse gas emissions, area under protection, status of endangered species etc). Instead of assessing environmental change, the CB2 measures focus on 'output, process, and performance indicators that are proxies [for]..improved capacity'.

The indicators incorporated in the project design are largely consistent with 'SMART'<sup>2</sup> criteria, with the results framework including baseline measures, end of project targets and sources of verification. The framework includes both quantitative and qualitative measures, and in some cases adopts measures that are readily available/measurable as proxies for more fundamental measures that cannot be measured in a cost-effective way. Several of the indicators refer to aspects of improved governance and inclusion<sup>3</sup>, but none of the indicators (or associated commentary) refer explicitly to gender equality or women's empowerment. There is one reference to 'adequate disaggregated data' in relation to environmental information.

<sup>2</sup> 'SMART' represents an approach to indicator design that incorporates several criteria: Specific, Measurable, Attainable, Relevant and Timebound (this is just one of several versions of the attributes, but they are broadly of this form).

<sup>3</sup> By reference to the 'Capacity Development ScoreCard' (Annex F)

### **Assumptions and Risks**

Risks and assumptions were explicitly addressed in the project design through a risk table derived from the assessment of risks (and assumptions) embedded in the Project Results Framework. The content of the risk table is illustrated in Table 5 which presents an excerpt from the Risk table in the Prodoc; in each case there is a risk description, risk level (or rating), and associated assumption.

<b>Table 5: Excerpt from project risk/assumptions table</b> (Prodoc p 41-2)		
<b>Risk</b>	<b>Level</b>	<b>Assumptions</b>
Communications and national reports are not submitted on time	Low	Communications and national reports are submitted on time and include up-to-date environmental information

It is clear from the table above that the conclusion that the risk level is 'low' is based on the assumption that it will not occur, rather than any specific mitigation actions. It follows that the table (and accompanying discussion) has little to say on how any of the risks might be managed (mitigated). On this issue the Prodoc states that 'the review of these risks indicates that these risks are manageable through the project's learn-by-doing approach'; an approach which, in effect, assigns responsibility for risk management to the PMU staff.

The TE considers that while the array of risks identified is reasonable, the project design falls short in the area risk management, and that this had consequential effects on the role of the PMU in implementing the project.

### ***Lessons from other relevant projects (e.g., same focal area) incorporated into project design***

The Prodoc rationale for the project focusses largely on the country-driven nature of the design. In particular, the design draws on the work of the NCSA, including the stakeholder engagement embodied in the NCSA process, to guide the content and delivery. The design is based around the concept that the project addresses national needs identified through a comprehensive nationally driven process; in this sense national government commitment to the project is assumed to be strong. The design emphasises general challenges associated with capacity development, and describes additional challenges faced by Small Island Developing States (SIDS).

There is some discussion in the Prodoc on the GEF Cross Cutting Capacity Development (CCCD) focal area, emphasising the approach to measurement and indicators for projects that deal with capacity development as a generic issue, rather than promoting a specific environmental outcome. A key element in this is the 'capacity development scorecard' developed by UNDP, UNEP and GEF; this tool is cited in the project Objective indicators and baseline.

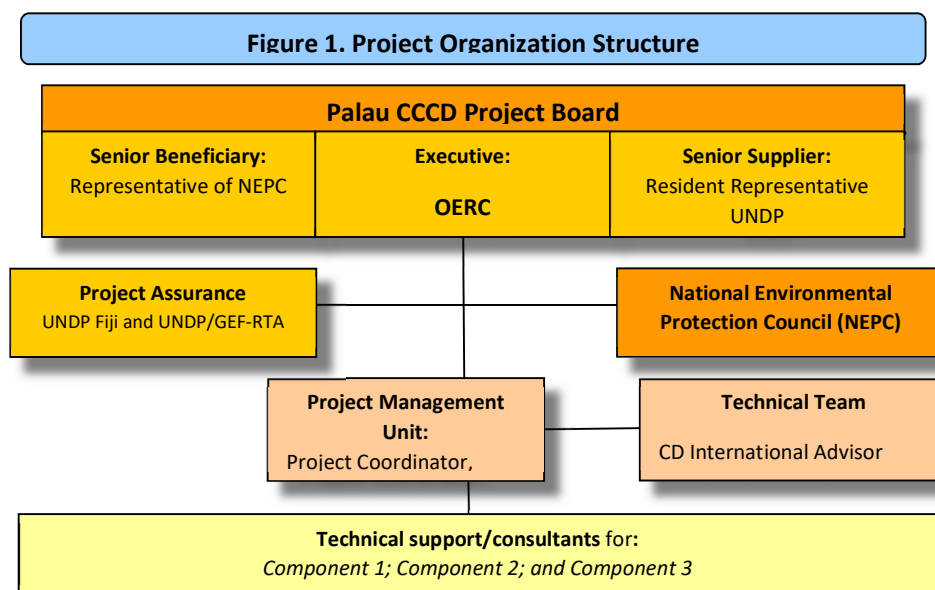
There is also reference to Palau's participation in another project: '*Building National and Regional Capacity to Implement MEAs by Strengthening Planning, and state of Environment Assessment and Reporting in the Pacific Islands*' (known as 'Inform'). The role of the Inform project, implemented through the Secretariat of the Pacific Regional Environment programme (SPREP), is discussed further under section 3.3 (project results).

### **Replication approach**

In relation to replicability, the Prodoc again highlights the ‘national need’ addressed by the project, stating that ‘the project will support the development of a public good that will be used by the public and in particular by decisions-makers / policy-makers’. The Prodoc is clear that the project ‘is not about piloting or demonstrating a new approach or a new system’ but is designed to strengthen systemic and individual capacity. One outcome (‘catalytic role’) is expected to be to demonstrate the value of the achievements in this field.

### **Management arrangements**

The management arrangements, as designed, are shown in Figure 1; the Prodoc reports that this arrangement is consistent with UNDP’s National Implementation Modality as agreed with the Government of Palau. The arrangement shows the Palau Implementing Partner, responsible for executing the project, as the Office of Environmental Response and Coordination (OERC).



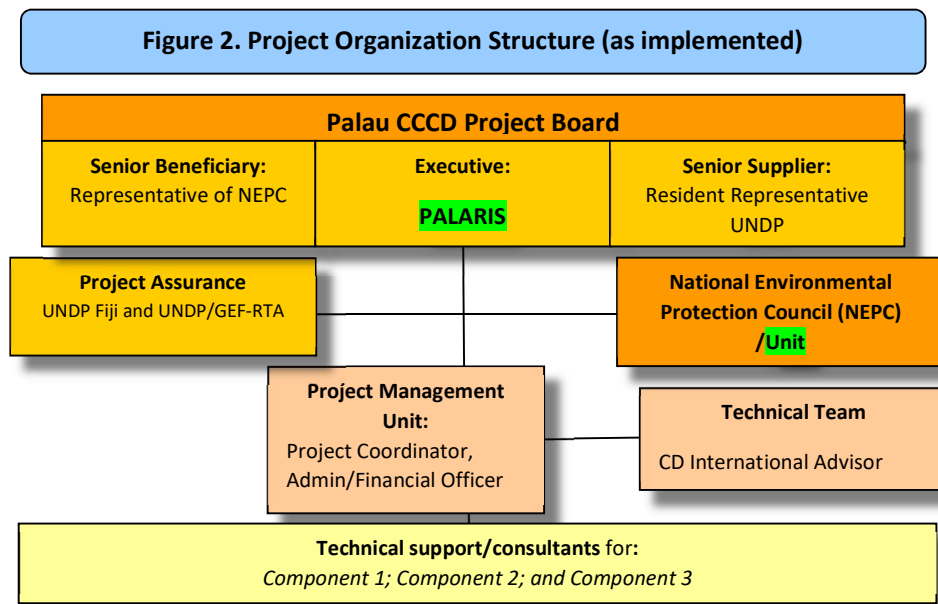
The general management structure remained in place for the duration of Project, with one key change. During the initial phase of the Project a restructuring of government agencies led to the transfer of responsibility for executing the project from OERC (housed in the Office of the President) to Palau Automated Land and Resources Information Systems (PALARIS). PALARIS sits within the Bureau of Budget and Planning under the Office of the Minister of Finance. The rationale for this change appears to have been to manage certain environmental roles through the relevant line agencies rather than the Office of the President (OERC itself was disbanded in early 2016 as part of this process).

For the CB2 project, the change led to the Project Management Unit (PMU) being established in the office of PALARIS, alongside other offices within the Bureau of Budget and Planning:

- Office of Management and Budget

- Office of Planning and Statistics
- Office of Climate Change
- Office of Project Management

The resulting management structure is shown in Figure 2; note that a support Unit for the National Environmental Protection Council is also housed in PALARIS. The implications and effectiveness of this arrangement are discussed in section 3.2.



The PMU has comprised a Project Coordinator (half time) and Admin / Financial Officer (full time).

### ***Planned stakeholder participation***

Table 1 above (Section 2) shows the list of stakeholders as at the design stage of the Project. During the early / inception phase of project implementation it was decided, in the interests of practicality, to refine the stakeholder relations through identifying tiers of stakeholders with different roles in the project. This established a Three Tier system (A, B, C) reflecting the level of agency engagement. Table 6 provides a description of the roles of this smaller group of agencies in the CB2 project.

<b>Table 6: Stakeholders Anticipated Roles in Implementing the Project</b>			
	<b>Stakeholder</b>	<b>Role in the Project</b>	<b>Involvement in CB2 as of Aug 28, 2019</b>
1	Bureau of Planning and Statistics (BPS)	<ul style="list-style-type: none"> <li>• Train on data collection and analysis for greenhouse gas inventory and vulnerability and adaptation. Establish an Environmental Working Committee under the Bureau of Budget and Planning</li> <li>• Develop data acquisition protocols</li> <li>• Develop standard reporting requirements aligned with National reporting for the State of the Environment (SOE) Report. Completion of National Census and HIES and other national surveys are completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Bureau that hosts the CB2 PMU</li> </ul>
2	National Environment Protection Council (NEPC)	<ul style="list-style-type: none"> <li>• Establish a working group for harmonization of environmental data</li> <li>• Develop the format and publication specification for the SOE</li> </ul>	<ul style="list-style-type: none"> <li>• Serves as the CB2 PMU</li> </ul>
3	Palau Automated Land and Resources Information Systems (PALARIS)	<ul style="list-style-type: none"> <li>• Collect real time metadata for shape fields and GIS spatial analysis for all States</li> <li>• Develop a standardized database with all entities in the environmental sector for data collection analysis and annual reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Executing agency for CB2</li> <li>• NEPC sits within PALARIS</li> </ul>
4	Environmental Quality Protection Board (EQPB)	<ul style="list-style-type: none"> <li>• Develop a standardized reporting cover sheet for the contents of EA and EIS to extract vital environmental data for analyze and reporting for the SOE report on land use change and impacts to environment</li> <li>• Build upon data base to expand information on permits and violation</li> <li>• Develop an environmental M&amp;E certification program for State Conservation Officer including a standardized report form to monitoring environmental impacts to be part of the SOE report.</li> </ul>	<ul style="list-style-type: none"> <li>• Top Tier A organization for CB2</li> </ul>
5	Bureau of Agriculture (BOA)	<ul style="list-style-type: none"> <li>• Develop a database system to input size of farms, types of crops, production information by crop</li> <li>• Develop and link data bases that tracks seedlings to saplings to areas of planting and survival</li> <li>• Link and harmonize custom database with Bureau of Budget and Planning database for SOE report</li> </ul>	<ul style="list-style-type: none"> <li>• Top Tier B organization for CB2 (includes all BOA Divisions)</li> </ul>
6	BOA-Forestry Division	<ul style="list-style-type: none"> <li>• Collect, Analyze and link fire database including sizes of fires with Land use change metadata and EPQB permit data to address land use change over time</li> <li>• Use the Terrestrial Monitoring Protocol Indicators to develop a database for forest addressing forest health to be inputted into the SOE</li> <li>• Use indicators in Forestry Strategic Plan to develop a database linked BBP PALARIS for input into the SOE Report</li> <li>• Develop a database for food production, sapling production and monitoring data for crops</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Top Tier B organization for CB2</li> </ul>
7	Bureau of Marine Resources (BMR)	<ul style="list-style-type: none"> <li>• Link and harmonize databases from export with SOE report to report total fisheries export</li> </ul>	<ul style="list-style-type: none"> <li>• Top Tier C organization for CB2</li> </ul>

### ***Linkages between project and other interventions within the sector***

The project design includes an extensive list of relevant national policies, strategies and agency priorities that may bear on the project activities. During project execution, opportunity taken over the four-year period to gain traction through working with activities and actions of partner agencies; notably those of the three Top Tier Agencies (ref below) in development of several major documents.

Two other GEF projects being implemented concurrently in Palau, both with significantly greater resources than CB2. These are described in brief below. The text excerpts illustrate a common interest in coordination and data management, though without explicit reference to the CB2 project.

#### **GEF 5: Advancing Sustainable Resource Management to Improve Livelihoods and Protect Biodiversity on Palau**

A Ridge-to-Reef project:

To effectively and sustainably use biodiversity and maintain ecosystem goods and services in Palau by building institutional capacity to integrate the Palau Protected Area Network (PAN) with the Sustainable Land Management (SLM) initiative, and fostering a ridge-to-reef approach across and within these initiatives

GEF Agency: UNEP

Term: 2016 - 21

GEF funding (grant): approx. 3.7m

Prodoc text excerpt (p65):

A partnership model will facilitate information sharing as well as identification of gaps and redundancies. It will also model innovative approaches to streamlining and aligning activities and reducing disputes within a country's environment sector. Infrastructure to enable sharing and modernize data systems in Palau will also help with such identifications and reduce gaps and waste.

#### **GEF 6: Integrating Biodiversity Safeguards and Conservation into Development in Palau**

To mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau

GEF Agency: UNDP

Focal areas: Land degradation, biodiversity

Term: 2018 - 2024

GEF funding (grant): approx. 3.7m

Prodoc text excerpt (p36):

There are numerous databases and information sharing platforms in Palau to which the project will contribute. Data collection for land/seascape planning will be integrated with the national GIS database housed at PALARIS.... A database will be developed for the biosecurity division that is comprehensive of their needs, superseding the current outdated and non-comprehensive system in operation.

## **3.2 Project Implementation**

### ***Adaptive management***

At the outset the PMU began to address project implementation along the lines set out in the project design and provisional work plan. The project faced challenges in these early stages and a report from June 2016 commented on the slow implementation (although a number of activities were in progress). Some of the reasons for delay were external to the project<sup>4</sup>; in particular the government institutional restructuring that resulted in the disestablishment of OERC and transfer of the PMU function to PALARIS. This affected project firstly through the location of the PMU, and secondarily through

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<sup>4</sup> This also included climatic influences, as 'Palau [was] in a State of Emergency due to extreme drought' in early 2016, – diverting agency attention and resources.

creating a new set of institutions that differed from those envisaged in the project design. It further affected the ability of the PMU to influence the range of agency coordination issues.

The PMU responded to these issues in several ways, including adopting a more targeted approach focussing on ‘Top Tier’ agencies (i.e. Bureau of Marine Resources, Bureau of Agriculture and Environmental Quality Protection Board). Such changes were made as required in response to circumstances and in order to ‘gain traction’ in different areas. These shifts in emphasis were managed directly by the PMU and the rationale and changes explained in quarterly reports provided to UNDP.

The TE considers that the process adopted is broadly consistent with the ‘learn-by-doing’ approach described in the Prodoc.

The key change in terms of project implementation was the project extension sought, and approved, in 2018. Documentation dated February 2018 explains the rationale for an extension and sets out reasons for delayed progress and limited expenditure, including:

1. **Late start of the project** – The CB2 Inception Workshop took place at the end of 2015, even though the project’s start date was April that year.
2. **Institutional rearrangement** - With the dissolution of OERC, PALARIS picked up the role of Executing Agency, hosting the CB2 PMU.
3. **Narrower focus on Top Tier agencies** - At the beginning of implementation in late 2015/early 2016, the focus of CB2 project was directed the selected Top Tier agencies, however this limited the number of agencies and reduced the rate of expenditure on equipment.
4. **Delays in setting up Central Database** – There were delays in securing an IT consultant for this work. Additionally, the delayed establishment of the Central Database also inhibited other planned activities (e.g. training).
5. **NEPC-Unit (CB2 PMU) leading national SDG implementation** - The SDG implementation effort at the national level is also being led by NEPC (CB2’s PMU), drawing staff away from CB2 activities
6. **Equipment procurement delays** – The Palau Procurement Policy states that all purchases must be made in Palau, through Palau companies. This has caused delays in procurement.

The project extension and changes at activity level did not involve any change to the project design or outputs as set out in the Project Results Framework.

#### ***Feedback from M&E activities used for adaptive management***

The formal means for communicating adaptive changes has been through quarterly reports prepared by the PMU and submitted to UNDP. The quarterly reports provide quite detailed descriptions of progress / activities and challenges as well as, in some cases, information and comment on project finances. The information in quarterly reports is consolidated into Annual Progress Reports (APRs) prepared by UNDP in conjunction with the PMU (and GEF CTA). Annex E provides an example of the content of the APRs, providing a sequence of excerpts relating to Output 1 over the course of the project.

There is some evidence of the reporting process serving as a basis for dialogue between the PMU and UNDP; this is shown to a limited extent in written queries relating to the content of reports. Discussions with the PMU highlighted that further dialogue / interaction has taken place through other media (e.g. email, skype discussions). Though this clearly took place, the process has not left records

that are available to the TE. In particular, there is little written documentation that records agreements about shifts in emphasis for the project, or how challenges were dealt with. For example:

- a) The shift of instructional home for the PMU from OERC to PALARIS occurred in early 2016, yet some documents (e.g. Results framework) continued to refer to OERC.<sup>5</sup>
- b) While there is clear documentation on the request for an extension, the TE was not made aware of any formal documentation setting out the outcome/ approval of this request.

### **Project Finance**

Financial information for the project was made available to the TE in several forms:

- Annual work programme and budget
- Multi-year work programme and budget
- Quarterly reports
- Annual Progress Report (APR)
- Audit Report
- Other documentation (e.g. request for project extension)

Summary finance information is presented in tables 7 -10 below.

### **Outcome 1**

<b>Table 7: Summary Finances Output 1</b>						
Activity	Description	Budgeted Amount as per ProDoc (USD)	Actual Project Expenditure Sept 2015- Dec 2017 Fiscal Year) – USD	Jan- Dec 2018 (USD) [Budget]	Jan - June 2019 (USD) [Budget]	Balance end 2019
<b>Outcome 1: Improved management information system for the global environment</b>		<b>204,200</b>	<b>91,504</b>	<b>35,396</b>	<b>7,294</b>	<b>70,006</b>
<b>Output 1.1</b>	<b>Improved management information system for the global environment</b>	(\$)	(\$)	(\$)	(\$)	
1.1.1	Undertake an inventory of environmental information data sets compiled in Palau.	20,000	19,000	0	1,000	0
1.1.2	Identify the environmental reporting obligations in Palau	20,000	18,500	1,500	0	0
1.1.3	Identify environmental information needs of key stakeholders	25,000	5,000	20,000	0	0
1.1.4	Identify environmental information gaps	20,900	4,000	16,900	0	0
1.1.5	Develop and implement an action plan	29,200	5,000	24,200	0	0
<b>Output 1.2</b>	<b>Existing databases and information systems are strengthened and networked to improve access to environmental data and information</b>					
1.2.1	Identify the information technologies (IT) used	20,000	10,000	10,000	0	0
1.2.2	Develop an IT architecture	11,500	1,000	10,500	0	0
1.2.3	Implement activities to address key IT architecture gaps	17,000	15,000	2,000	0	0
<b>Output 1.3</b>	<b>Agencies' data management protocols are revised to improve access.</b>					
1.3.1	Review the protocols in place for environmental data sharing	7,500	4,405	3,095	0	0
1.3.2	Address the key sharing arrangement gaps	33,100	15,000	6,748	11,352	0

<sup>5</sup> The TE notes that this in itself has not caused any difficulty, and it may well be that the benefit associated with making the relevant changes was genuinely not worth the cost.



## Outcome 2

Table 8: Summary Finances Output 2						
Activity	Description	Budgeted Amount as per ProDoc (USD)	Actual Project Expenditure Sept 2015- Dec 2017 Fiscal Year) – USD	Jan- Dec 2018 (USD) [Budget]	Jan - June 2019 (USD) [Budget]	Balance end 2019
<b>Outcome 2: Strengthened technical capacities for monitoring and evaluation of the global environment</b>		<b>207,200</b>	<b>86,959</b>	<b>84,715</b>	<b>25,275</b>	<b>10,251</b>
<b>Output 2.1</b>	<b>Training on new and improved data and information collection and measurement methodologies.</b>					
2.1.1	Conduct a training needs analysis	22,200	2,900	19,300	0	
2.1.2	Develop a training programme	25,000	3,200	21,800	0	
2.1.3	Deliver training activities	60,000	25,000	35,000	0	0
<b>Output 2.2</b>	<b>Training on analytical skills to analyze/measure environmental trends.</b>					
2.2.1	Conduct a training needs analysis	24,000	5,000	10,439	8,561	0
2.2.2	Develop a training program	25,000	12,419	12,581	0	0
2.2.3	Deliver training activities	51,000	15,000	36,000	0	0

## Outcome 3

Table 9: Summary Finances Output 3						
Activity	Description	Budgeted Amount as per ProDoc (USD)	Actual Project Expenditure Sept 2015- Dec 2017 Fiscal Year) – USD	Jan- Dec 2018 (USD) [Budget]	Jan - June 2019 (USD) [Budget]	Balance end 2019
<b>Outcome 3</b>		<b>91,100</b>	<b>13,711</b>	<b>3,555</b>	<b>10,000</b>	<b>63,834</b>
<b>Output 3.1</b>	<b>Key agencies and OERC mandates have been revised and strengthened to catalyze improved decision-making for the global environment</b>					
3.1.1	Structure and support activities of a working group	35,000	22,000	10,000	3,000	
3.1.2	Review institutional mandates	29,900	4,320	23,539	2,041	
3.1.3	Implement identified key opportunities	26,200	3,245	10,050	12,905	0

## Project Management

Table 10: Summary Finances Project Management						
Activity	Description	Budgeted Amount as per ProDoc (USD)	Actual Project Expenditure Sept 2015- Dec 2017 Fiscal Year – USD	Jan- Dec 2018 (USD) [Budget]	Jan - June 2019 (USD) [Budget]	Balance end 2019
<b>Project Management</b>		<b>47,500</b>	<b>22,562</b>	<b>1,022</b>	<b>3,118</b>	<b>20,798</b>
<b>A</b>	Locally recruited personnel: Project Assistant	33,600	33,015	585	0	0
<b>B</b>	Office supplies, equipment, miscellaneous and communications	3,078	848	1,633	597	0
<b>C</b>	Travel				0	0
<b>D</b>	Direct Project Services (DPCs)	2,822		2,822	2,822	0
<b>E</b>	Audit fee	8,000		81	7,919	0
<b>Total</b>		<b>\$550,000</b>	<b>\$214,736</b>	<b>\$124,689</b>	<b>\$45,687</b>	<b>\$164,889 at 1 July 2019)</b>

The tables above<sup>6</sup> show that the rate of disbursement was relatively slow in the early stages of the project but was scheduled to accelerate over the final months prior to closure. Table 10 shows a balance of approximately US\$104,000 as at 1 July 2019; the TE understands that much of this is programmed for certain delayed procurement processes, along with PMU costs. The final status of expenditure and project funds was not available at the time of the TE.

### *Issues relating to finances*

Project records show some areas of difficulty and/or misunderstandings relating to project finances. Examples are:

- Procurement – difficulties were encountered with the use of Palau Government procurement processes for purchase of certain goods under the project. Government processes require local sourcing which proved problematic for specialised products. In some cases, this had to be resolved through direct purchase by the PMU and subsequent reimbursement.
- Delayed transfer of funds – quarterly reports identify the ‘lack of funds’ causing difficulty to the extent that the PMU requested ‘bridging’ funds from the Palau treasury to cover essential purchases. This appears to have been due to some form of misunderstanding between the PMU and UNDP which took some time to resolve.
- Finance training – Although training was delivered on project finance practices, it appears that some misunderstandings relating to procedure persisted until the project was well underway.

### *2019 Audit*

The most recent audit report, dated, April 2019, rated most of the Implementing Partner’s (i.e. Palau Government / PMU) as ‘satisfactory’; this applied to functions of programme management, human resources, finance, and general administration. Two further functions were rated ‘partially satisfactory’ (procurement, asset management) and several recommendations made to address these.

<sup>6</sup> Note that tables 7, 8, 9 and 10 are abridged versions of finance summaries provided by the PMU.

### Co-finance

The projected quantum of co-financing at project endorsement is shown in Table 11, along with actual figures as advised at the time of the TE. Palau co-finance commitments at endorsement were provided by three agencies; Palau International Coral Reef Center (PICRC), PALARIS and the Bureau of Agriculture; these sum to US\$600,000.

The PMU provided further detail illustrating additional government in-kind support (Table 12); this additional expenditure represents in-kind contributions from government agencies other than PALARIS and the Bureau of Agriculture. These additional funds are all included in the 'actual' figures for Palau Government in-kind support in Table 11 (i.e. the planned/actual US\$300,000 plus the additional US\$161,012 in Table 12; summing to US\$461,012). The TE notes that the estimate of government contribution is likely to be conservative, and that the government overall has contributed very significantly to the project's implementation.

Co-financing (type / source)	UNDP own financing (US\$)		Palau Government (US\$)		Partner Agency (PICRC) (US\$)		Total (US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants								
Loans / Concessions								
• In-kind support	\$30,000	30,000	\$300,000	\$461,012	\$300,000	\$300,000	\$630,000	\$791,012
• Other								
<b>Totals</b>	<b>\$30,000</b>	<b>30,000</b>	<b>\$300,000</b>	<b>\$461,012</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$630,000</b>	<b>\$791,012</b>

Services/Time/Facility/ Donations rendered by:		
1. NEPC Members (19 members)	5 mtg per year	\$5,700.00
2. CB2 Project Coord 49% salary	paid by ROP Gov	\$78,312.00
3. Partner contributions meetings	SOE planning meeting space, NEPC meeting/lunch (Ministry of Health, PICRC, Ministry of Justice)	\$5,000.00
4. 1st National Environment Symposium (NES) contributions by partners	Venue, Catering, Moderators, Rapporteurs, Media	\$15,000.00
5. 2nd National Environment Symposium (NES) contributions by partners	Water dispensers, water, gift bags, folders, media, printing of program, SOE awareness brochures etc)	\$15,000.00
6. 1st and 2nd State of the Environment Report	Planning meetings, awareness materials	\$ 2,000.00
7. Fund Management Support from the Ministry of Finance	1. Chief of Grants Division, National Treasury 2. Senior Budget Analyst, Budget and Planning 3. Chief of Procurement, National Treasury	\$30,000.00
8. Office Vehicle	for office use (1 vehicle assigned by ROP Gov for this project)	\$10,000.00
	<b>total estimation</b>	<b>161,012.00</b>

### **Monitoring and evaluation: design at entry and implementation**

The Project Document sets out the Monitoring and Evaluation arrangements for the project, comprising the elements set out below, each with a brief comment on status as at the TE:

- *Project inception workshop*  
TE comment: the project inception meeting took place in November 2015
- Project inception report  
TE comment: brief notes of the inception meeting were provided to the TE.
- Day-to-day monitoring of implementation progress – by the project coordinator  
TE comment: this appears to have been delivered as part of the project coordinator’s core role, summarised in quarterly reports
- Annual monitoring – through the Annual Project Board meeting  
TE comment: The TE is aware of only one Project Board Meeting being held during the project term<sup>7</sup>.
- A mid-term review – this is optional: ‘may be conducted’.  
TE comment: the option was taken to not conduct a mid-term review (not budgeted in the Prodoc)
- Independent final evaluation  
TE comment: i.e. this Report.
- Terminal review meeting – meeting of the Project Board  
TE comment: scheduled to occur after completion of the TE

The Prodoc also includes a Monitoring Work Plan and Budget which covers aspects of the above along with some additional items, notably; annual audit, and annual visits to field sites. The total indicative cost is estimated at US\$31,000, excluding ‘project team staff time and UNDP staff and travel expenses.

Two other M&E related activities are relevant:

- a) Early in the project an ‘activity inventory’ was prepared by UNDP as a monitoring tool. It appears that this was used initially but quickly fell into dis-use.
- b) Although not identified as a Monitoring activity, the Prodoc also states (in the context of replicability and lessons learned) that an ‘exit strategy’ should be prepared six months before the end of the project.

*Assessment: M&E design at entry*

In terms of M&E provisions in the design, the arrangements are comprehensive, covering aspects of monitoring (progress and governance), reporting and evaluation. From the TE’s perspective, the overall level of monitoring in the design may have been more than was genuinely required for a project of this size and scope, especially in view of the modest budget allocation.

*Rating*

Issue: <b>Monitoring and evaluation: design at entry</b>	
Rating at TE:	Satisfactory

Assessment: M&E implementation

*Quality of quarterly reporting*

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<sup>7</sup> No record of this meeting has been sighted by the TE.

As noted above the quarterly reports provide quite detailed information on project activities. The reports are structured around the project outputs, but also include commentary on issues that affect the whole project, presented as additional narrative outside the output format. In this sense they are useful for project monitoring; however, they generally do not comment on progress towards indicators and targets, rather, they focus on activities and challenges.

#### *Quality of monitoring*

From the UNDP side, there has been regular turnover of staff responsibility for monitoring the project. This has led to some loss of continuity in relation to project planning, monitoring and guidance to the PMU. It is not clear that the level of direct monitoring envisaged in the M&E design has occurred (e.g. Board meetings, site visits).

#### *Rating*

It can be seen that while many aspects of the overall monitoring regime have been delivered, some have fallen short, notably the convening of regular board meetings. While regular reports have been submitted, the reporting has not been used to inform overall progress against outcomes and targets in a systematic way.

Issue: <b>Monitoring and evaluation: implementation</b>	
Rating at TE:	Moderately Satisfactory

Viewed overall the M&E arrangements have been delivered at a sufficient level in relation to the project objectives and resources, without fully utilising the potential linkages to overall project targets.

Issue: <b>Monitoring and evaluation: Overall quality of M&amp;E</b>	
Rating at TE:	Moderately Satisfactory

### ***UNDP and Implementing Partner implementation / execution***

#### *PMU / project execution*

The PMU faced challenges from inception, as this phase coincided with significant government restructuring of agencies that directly affected the PMU hosting arrangements. The project itself also presented a significant challenge, as it required a part-time project coordinator to engage across a range of stand-alone government agencies to promote coordination and sharing of data (and associated systems).

In terms of governance, the PMU convened an *ad hoc committee* in 2016 to discuss activities and work planning, however the TE found no records showing that this continued to operate in this form.

Faced with these challenges, the PMU took a truly adaptive approach to its work, seeking out opportunities to align with concurrent projects and activities as they arose, and use these as a vehicle to achieve CB2 outcomes. In this the PMU proved quite successful, contributing to a range of significant activities and events as described in section 3.3.

#### *Rating*

Issue: <b>Quality of Execution [PALARIS / PMU]</b>	
Rating at TE:	Satisfactory

#### *UNDP Implementation*

UNDP appears to have taken a ‘light-handed’ approach to project implementation, allowing the project to follow its own path to a large extent. In one sense this has been positive, allowing the PMU to identify opportunities and work with them, without an unduly restrictive interpretation of project outcomes (or the path toward them) being imposed from outside.

On the other hand, stakeholders commented on the limited nature of technical support provided by UNDP in key areas (e.g. database / information management), or guidance on methods / techniques for engaging agencies in cross-cutting capacity building initiatives. The TE is not aware of any specific request for support in these areas, however the project quarterly reports describe some of the challenges in detail.

As noted earlier, changes in staff responsibility for the project in the UNDP Suva office may have contributed to this.

#### Rating

Issue: <b>Quality of UNDP Implementation</b>	
Rating at TE:	Satisfactory

#### *Overall quality of implementation / execution*

The working relationship between the implementing and executing agencies appears to have been constructive, and specific difficulties (e.g. in relation to finances) appear to have been resolved through ongoing dialogue.

As noted under ‘adaptive management’, the documentation of changes in project direction / emphasis has been lacking in some instances.

#### Rating

Issue: <b>Overall quality of Implementation / execution</b>	
Rating at TE:	Satisfactory

### 3.3 Project Results

#### *Overall results*

Overall results have been considered in two ways:

- I) Through a systematic assessment of progress towards indicator targets
- II) Through a more focussed review of selected achievements under the project

#### *Progress towards indicators*

The Project Results Framework attached as Annex D includes a description (quantitative / qualitative) of progress towards indicator targets as at the TE. In the case of the Objective measures in the Framework, the capacity development rating is derived from an updated Capacity Development Scorecard for Palau provided by the PMU<sup>8</sup> (Annex F).

Viewed overall this assessment shows that progress has been made towards many of the indicator targets. Although in many cases the targets have not been fully achieved, the outcomes are consistent with the 'incremental approach' underpinning the project design.

With respect to the capacity development scorecard, the results show improvement across 6 of the 15 fields. The greatest improvement is shown in the fields; 'Existence of cooperation with stakeholder groups', and 'Existence of environmental education programmes' (score improved from 1 to 3). It is notable that the rating is assessed to have declined in one field; 'Adequacy of the project/programme monitoring process'. The overall rating score is 30 out of a possible 45; this compared to the baseline rating of 23 / 45. This represents significant improvement without achieving the overall indicator target (32/45).

#### *Selected specific Achievements*

#### Outcome 1 – Improved management of information system for the global environment

##### **National central database**

During the early phase of the project significant effort was put into identifying baseline information on reporting requirements for Palau, focussing on the Rio Conventions. This resulted in the production of three information papers:

- Environmental information gaps and stakeholder needs
- Inventory of environmental databases
- Protocols for data sharing and reporting obligations

Associated with this, ongoing discussions / investigations were held with PALARIS, and other relevant agencies, towards developing a national central database for Palau. For a variety of reasons (technical requirements, agency roles, availability of expertise etc) this did not result in

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<sup>8</sup> The PMU undertook a self assessment of the scorecard as an input into the TE, providing a current rating that can be compared with the baseline assessment in the Prodoc.

the establishment of the central database. In response, the PMU looked for other means to achieve a similar outcome and aligned the central database concept with regional work being implemented under the 'Inform'<sup>9</sup> project run through the Secretariat of the Pacific Regional Environment Programme (SPREP). The intention is to use the Inform platform to host relevant national data / documentation in a way that is accessible to Palau, while remaining confidential where necessary (refer Box 1). At the same time, PALARIS hosts data from certain agencies in a database accessible by arrangement.

Box 1:

### The Inform Project

This project will establish a Pacific Island Country (PIC) network of national and regional databases for monitoring, evaluating, and analysing environmental information to support environmental planning, forecasting, and reporting requirements at all levels.

The goals of this project are to:

- Strengthen the legal, policy, and planning frameworks to support collection and sharing of environmental data
- Establish a network of national and regional databases for monitoring the state of the Pacific environment
- Strengthen Convention reporting, policy development, and monitoring and evaluation requirements on the state of the global, regional, and national environment
- Facilitate the use of environmental data for national planning and sustainable development.
- Generate data through the planning and impact assessment processes.
- Assist PICs with meeting legislated national reporting requirements including State of Environment (SoE) reporting.
- Establish capacity at the national and regional levels to manage a network of national and regional databases.
- Build institutional capacities of governments to share data, information and knowledge to enable streamlined reporting and informed decision-making

Inform utilises three main tools:

1. National portals (For Palau see: [palau-data.sprep.org](http://palau-data.sprep.org))
2. A regional portal which harvests the public data from each national portal and holds regional datasets ([pacific-data.sprep.org](http://pacific-data.sprep.org))
3. Reporting tool to re-use indicators (online but not public access)

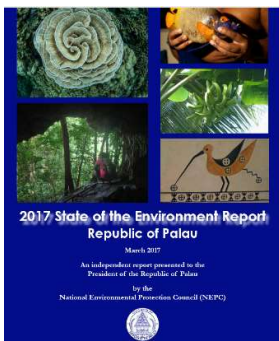
[source: SPREP]

### Palau State of the Environment (SoE) Reports

Palau has produced two SoE reports during the term of the project; each takes a different form which illustrates progress made in relation to identification of indicators, access to environmental information, and advances data presentation.

<sup>9</sup> Full title: Building National and Regional Capacity to Implement Multilateral Environment Agreements (MEA) by Strengthening Planning and State of Environment Assessment and Reporting In The Pacific

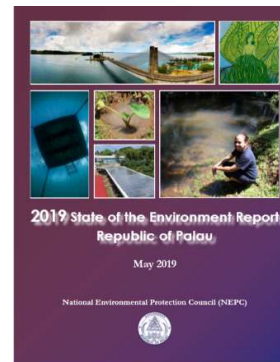




The first SoE report (2017) presented information on 147 different indicators. The Report had been in preparation since 2016, and had been subject to review / scrutiny by the NEPC (see below), which raised questions about the indicators and content.

This spurred a fundamental review of indicators as they apply to SoE and other reporting (e.g. for SDGs).

The second SoE report 2019 took a different approach, using a reduced / refined set of indicators addressing gaps and ambiguities in the first SoE Report, as well as new data assisted by improvements in data access and analysis.



## Outcome 2 – Strengthened technical capacities for monitoring and evaluating the state of the environment

### **Training and equipment**

The project undertook a review of training needs and implemented a series of training programmes, mainly in the field of database management and analysis (excel and access programmes). EQPB received technical support to update their central environmental assessment database, which is used to guide approval of building and earth moving permits. Additional training was targeted at supporting institutional strengthening.

The project has been responsible for purchase of equipment. This has taken a variety of forms; much of it has been directed towards basic office needs and equipment, while some has targeted more specific technical areas. An example of the latter is the purchase of drones to enable more efficient data collection by the Bureau of agriculture<sup>10</sup>

## Outcome 3 – Improved decision-making mechanisms for the global environment institutionalized

### **National Environmental Protection Council (NEPC)**

At the outset of the project the NEPC had effectively been in abeyance; the TE was advised that ‘by 2014 [NEPC] had been inactive for over five years – yet still had a critical national role’. The CB2 project played a key role in re-establishing the NEPC; the committee reportedly met five times each year over the term of the project. As suggested above, the NEPC played a major role in the production of the SoE, as the SoE report is developed and presented to the President under its (NEPC’s) auspices. Note also that the NEPC comprises 21 members (heads of environmental agencies), ten of whom are also members of the CB2 *ad hoc committee*.

<sup>10</sup> Note that drone procurement has been subject to delay, and had not been completed at the time of the TE.

## National Environmental Symposium (NES)

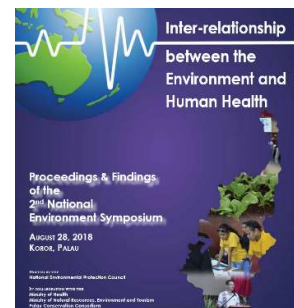
The inaugural National Environmental Symposium was hosted by NEPC in 2016 with support from CB2. The symposium attracted over 200 participants and involved 47 different presenters.



The symposium incorporated several innovative features; it brought together representatives from national government, traditional leadership, and community and resource practitioners. Participation was in-person or ‘via WAVE Radio and Eco FM’.

The NES process brings together participants to address a specific theme, develop priorities and recommend actions. The NES process was deemed highly successful in engaging a wide range of stakeholders; a second NES was convened in 2019, and future NES scheduled to be held every two years.

CB2 reporting noted that ‘the 2nd National Environment Symposium (2nd NES) [was] a national platform to...raise top environmental issues from different ‘voices’ – national government, state governments, NGOs and even the younger kids, from primary to secondary to tertiary level. The issues raised, shared and discussed at the 2nd NES were consolidated and presented to the leaders (President and his cabinet, the National Congress, state government Governors, traditional leaders and women’s groups) at [a] separate gathering requested for this purpose.’



Both the NEPC and NES provided mechanism for stakeholder engagement in decision-making by providing opportunities for direct involvement in developing priorities and recommendations to the government.

## Voluntary National Review

CB2 activities also played an important role in the development of Palau’s Voluntary National Report (VNR) of progress toward the Sustainable Development Goals (SDGs) to the UN. Prior to the development of the review itself, CB2 assisted with the generation of a national core SDG indicator set through discussion with stakeholders.

## Rating

In view of the overall progress towards indicators and targets (incremental progress without achieving all target levels), along with CB2's wider contributions to a range of related and complementary activities, the TE considers that CB2 has supported significant achievements.

Issue: <b>Assessment of Outcomes - Overall project outcome rating</b>	
Rating at TE:	Satisfactory

### **Relevance**

The overall design is clearly based on the outcome of the NCSA process that preceded it; the Prodoc refers repeatedly to the outcomes of the NCSA and the way that these have been incorporated into the design content. The NCSA itself has its origins in the requirements (reporting etc) of the Rio Conventions. In addition, the design identifies an extensive list of national and multilateral initiatives that are potentially relevant to CB2.

Implementation of the project has been firmly embedded in current and ongoing government activities, and contributed to developing the government's environmental priorities.

In relation to UNDP and GEF programming, the Prodoc cites linkages with the GEF-6 CCCD strategy as well as regional and national (Palau) UN Development Assistance Framework (UNDAF) areas and outcomes:

**Regional UNDAF Focus Area:** Environmental Management, Climate Change and Disaster Risk Management

**Regional UNDAF Outcome 1.1:** Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management

**Palau UNDAF Outcome 1.1:** National and local authorities and partners sustainably manage and utilize Palau's natural resources, mitigate and adapt climate change and natural disasters

Rating

Issue: <b>Assessment of Outcomes – Relevance</b>	
Rating at TE:	Relevant

### **Effectiveness & Efficiency**

Effectiveness of the CB2 project is closely associated with the review of 'overall results' above. The level of achievement described in that section shows that the project has been successful in a range of activities, though falling short of achieving the formal indicator targets. This represents incremental progress, while acknowledging the challenges faced.

Rating

Issue: <b>Assessment of Outcomes – Effectiveness</b>	
Rating at TE:	Moderately Satisfactory

Efficiency can be assessed by looking at the project achievements in relation to the resources available; this involves both a sense of 'value for money' and consideration of how the PMU has gone about the

work. The TE considers that the project achievements represent a reasonable return in relation to the project resources. The TE observations of PMU records and processes indicate a prudent and careful approach to project funding, with no evidence of funds being deployed on non-relevant or low value activities.

#### Rating

Issue: Assessment of Outcomes – Efficiency	
Rating at TE:	Satisfactory

#### **Country ownership**

The project design has been directly derived from the content of Palau’s NCSA. In terms of implementation, the project activities have been aligned with existing agency activities and international reporting obligations.

#### **Mainstreaming**

As for country ownership, it is clear that activities have been undertaken with the specific intent of improving processes for government agencies (and others) in meeting data and reporting requirements for national needs and international requirements.

With respect to UNDP programming, the project appears to have been delivered largely independently of other UNDP and GEF programming in Palau. As noted above, two contemporary GEF-funded projects each have their own data-related activities and make little reference to the CB2 project in their respective project documents. The project’s focus on capacity development in relation to environmental priorities (Rio Convention reporting) means that reference to other UNDP priorities is limited to aspects of improved governance, climate change and resilience.

#### **Sustainability**

Sustainability is considered in relation to several factors. Financial resources have been provided to co-finance the project through the Palau government and one non-government agency, as listed under ‘finances’ above. While these sources of resourcing may remain post-project, it is likely that it will be focussed on agency needs rather than cross-agency capacity building as under CB2. This raises the issue of whether additional resources may be available from donors to maintain progress in this field.

Issue: <b>Sustainability – Financial resources</b>	
Rating at TE:	Moderately Unlikely

The project has taken significant steps to support stakeholder engagement in priority-setting and policy-making, notably through the two national environmental symposia. The TE understands that there is now a commitment to continue with the NES as an ongoing series addressing different environmental / social themes.

Issue: <b>Sustainability – Socio-political</b>	
Rating at TE:	Likely

Significant government agency restructuring occurred in the initial phase of the project. While future governments may continue to review agency roles at any time, in the meantime the current institutional structure is stable. In terms of governance, the CB2 project has been associated with re-invigorating the NEPC as a key cross-agency committee dealing with environmental issues.

Issue: <b>Sustainability – Institutional framework and governance</b>	
Rating at TE:	Moderately Likely

As a cross-cutting project dealing primarily with capacity building in the fields of data management and government coordination, it has not had a direct role in environmental protection or management and is therefore not rated in this field.

Issue: <b>Sustainability – Environmental</b>	
Rating at TE:	N/A

Overall the TE considers that some of the processes and activities will be sustained through existing commitments, however there will be an ongoing need for financial resources to maintain some of the process initiated under the project.

Issue: <b>Sustainability – Overall likelihood of sustainability</b>	
Rating at TE:	ML

### **Impact**

Impacts arising from the project are reflected in:

- Increase in agency alignment in relation to data collection and reporting, supporting national needs and international requirements; key examples are the two SoE Reports and the VNR.
- Increase in human / technical capacity relating to data management albeit minor
- Certain institutional roles strengthened (e.g. NEPC)
- Significant enhancement of process for stakeholder engagement in environmental policy (two NES)

### **Gender**

The CB2 prodoc states, in relation to gender, that:

*the project implementation team will also make every effort to be inclusive, including involving a large number of women in its activities. As much as possible, training activities will include an equal number of men and women and project activities will be monitored and data collected will be gender disaggregated as well as the project progress reporting. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions.*

The TE was not advised of any specific efforts to collect gender-disaggregated data on participation in project activities. However stakeholder discussions and project records showed prominent participation of women in government processes. The two NES events were inclusive in character with specific inclusion of women's groups, along with traditional leaders, as noted above<sup>11</sup>.

### **Rating**

<sup>11</sup> The lead-off speaker at the 1<sup>st</sup> NES was a participation / gender specialist.

Overall there is good evidence of positive impacts of the project; at the same time the project is modest in terms of resources and the scale of achievements.

Issue: <b>Impact</b>	
Rating* at TE:	Minimal

\* Impact rating is on a three-point scale: Significant; Minimal; Negligible

## 4. Conclusions, lessons & Recommendations

### Conclusion

The CB2 project faced initial challenges in terms of institutional context (government restructure) and ongoing difficulties gaining traction with other agencies in core areas such as coordination of government data systems and analysis. Despite this the project worked to engage with government agencies and national stakeholders, and ultimately delivered tangible benefits with modest resources (human capacity and funding) available. As one stakeholder stated; ‘without this project, none of this would have been done’ (referring to key achievements such as SoE and NES).

### Lessons Learned

Some generic lessons learned from the project are discussed below:

#### *i Limited capacity / SIDS*

The difficulties gaining traction with other agencies were not anticipated by the PMU, as this kind of institutional risk had been played down in the project design. As one stakeholder put it, it was expected that once the data needs and gaps had been identified, relevant agencies would take the initiative and deposit the information of their own volition. In practice continual engagement was needed to work with agencies on data access and the potential use of common systems and methods.

This illustrates clearly that capacity development, where it involves establishing cross-agency cooperation and sharing of data, requires ongoing work and support. This can be difficult to manage where resources (e.g. staff) are limited; especially so in the context of SIDS, which are characterised by:

- Small government administrations
- Limited resources – in some cases struggling to support basic office equipment and supplies
- Staff playing multiple roles and facing multiple challenges, along with staff movement / turnover
- In the field of MEAs and the Rio Conventions - the requirement to travel often, leaving roles unattended

One effect of these conditions is that there is little or no ‘spare’ capacity in the system that can be redirected to coordination / capacity building initiatives. This recalls the purpose of the CB2 project – to build capacity – so an important lesson is that the challenges of capacity building are compounded when capacity is already low and particularly where small population size limits the overall pool of human resources. In this context, ‘capacity building’, if poorly delivered, can impose an additional burden on small administrations. The expectations for projects such as CB2 need to be tailored to this context.

While this report covers CB2 as delivered in Palau, the TE is aware that other CB2 projects are being implemented in the Pacific Islands region. With respect to the overall suite of Pacific CB2 projects, it would be useful to compare the experience across other Pacific SIDS using UNDP-GEF CB2 support, with the aim of identifying common themes that might inform future work.

#### *ii Institutional home*

Experience during the project raised the issue of the most appropriate institutional home for cross cutting capacity building projects. CB2 encountered this early in its execution during government agency restructuring. In this case, the decision was taken to place the PMU in a line agency that would

have an ongoing role in the core fields of the project. The key reason for this was to encourage continuity of institutional support throughout the project and subsequently; an aim that has been partially successful.

### iii *Inception phase*

Some difficulties at the beginning of the project execution could have been avoided with more emphasis on preparation and training. The TE notes that training was delivered at points during project execution, however delays or mis-steps in project execution could be addressed by stronger focus on effective delivery of the project start-up phase e.g. PMU institutional hosting arrangements; staff appointments; training in key areas such as finance, procurement reporting / M&E systems.

### iv *Monitoring and evaluation*

There were some weaknesses identified in the M&E system, including:

- Inadequate documentation of project decisions and changes
- Reporting not well connected to the results framework
- Little reference to the M&E plan (as included in the Prodoc) during execution.

The quarterly and annual reports served well to describe the activities and challenges of the project, but the TE saw little evidence of how issues raised were then addressed between the IA and EA (this may be a result of poor documentation rather than inaction). It is important for project execution that the reporting is maintained and is done in a way that is useful for tracking progress and documenting any necessary changes.

### iv *Project design – assessment of risks*

The project design did not present a realistic assessment of risks. Risks were identified, but it seemed to be assumed that the existence of the project would, in itself, eliminate those risks. This gave a misleading impression of the real challenges faced by the PMU. Future project designs should be more candid in their documentation of risks and mitigation options.

### v *Ongoing need for resources*

Palau continues to face capacity challenges relating to data acquisition, systems and management for both national needs and international reporting. It is clear that long-term effort is needed to enhance capacity, so further support in this area would have ongoing benefits.

### vi *What worked well – not so well? Some examples:*

- a) IA flexible approach – The flexibility around project delivery shown by the IA (UNDP Suva Office) was appreciated by the PMU. At the same time there was a sense that additional meaningful guidance would have been useful.
- b) Working with the possible – the PMU found ways of working with agencies proved more effective when focussed on a shared or agency objective. An example of this was the collective approach to national reporting requirements such as the VNR – where the work had to be delivered to internationally set deadline. In effect the common imperative served as a ‘tail-wind’ to propel shifts in agency behaviour – with benefits to all parties.
- c) In contrast, some of the training-related activities were seen as a missed opportunity; although training was delivered, it proved difficult to schedule training at times when agency staff could participate (largely due to the issues cited in *i* above). This aspect of the project could have been more effective with greater flexibility around delivery of training.



- d) The NES appears to be a very successful initiative that has been adopted with enthusiasm as a means for engaging stakeholders in meaningful discussions on important environmental and social issues.

## Recommendations

The following recommendations address specific issues raised in this report.

1. **Exit Strategy:** The TE recommends that the PMU pick up the concept of an 'exit strategy' as mentioned in the Prodoc and prepare a document that sets out the status of activities under the project and describes what is needed to take the work forward after the close of the project. Without being prescriptive, this could cover several issues from a list / compilation of documents and status of work initiated, through to describing potential areas of future donor support.
2. **Ongoing support:** The TE recommends that UNDP investigates options for ongoing capacity support for Palau to ensure that momentum is maintained in the key area of capacity building for reporting under the Rio Conventions.
3. **Regional CB2 experience:** The TE recommends that UNDP consider an overall assessment of Pacific CB2 projects to identify common issues and constraints.
4. **Lessons learned:** The TE recommends that UNDP-GEF considers the lessons learned identified in this report in relation to future project design, implementation and execution, in the areas of:
  - Capacity constraints in SIDS – taking greater account of capacity limitations in project design and execution
  - Project inception phase – ensuring due preparation to avoid delays from the outset
  - Risk assessment – incorporating realistic risk assessment and mitigation into project design
  - Monitoring and evaluation – adequate resources and appropriate use of M&E tools

## Section 5 Annexes

Annex A: Terms of Reference

Annex B: Methodology

- List of documents reviewed
- TE mission itinerary / schedule
- List of persons interviewed
- Interview question / template

Annex C: Evaluation Question Matrix

Annex D: Project Results Framework

Annex E: Annual Reporting (APR) example

Annex F: Capacity Development Scorecard

Annex G: Evaluation Consultant Agreement Form

Annex H: Evaluation Report Clearance Form

Audit Trail is attached as a separate annex to the Terminal Evaluation Report

## Annex A: Terms of Reference

### TERMINAL EVALUATION TERMS OF REFERENCE

#### INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the Mainstreaming global environmental priorities into national policies and programmes (Palau CB2) (PIMS 5049.)

The essentials of the project to be evaluated are as follows:

Project Title:	<i>Mainstreaming global environmental priorities into national policies and programmes</i>			
GEF Project ID:	05579		At endorsement (Million US\$)	At completion (Million US\$)
UNDP Project ID:	00094498 00087532	GEF Financing:	550,000	383,248
Country:	PALAU	IA/EA own (Grant):	30,000	30,000
Region:	Sia and the Pacific	Government in-kind	300,000	300,000
Focal Area:	Multi-Focal Areas – Capacity Development	Other:	300,000	
FA Objectives, (OP/SP):	<b>CD2</b> To generate, access and use information and knowledge <b>CD5</b> To enhance capacities to monitor and evaluate environmental impacts and trends	Total co-financing:	630,000	
Executing Agency:	UNDP	Total Project Cost:	1,180,000	
Other Partners involved	Office of Environmental Response and Coordination (OERC)	ProDoc Signature (date project began):		7 May 2015
		(Operational) Closing Date	Proposed: 6 May 2018	Actual: 6 November 2019

#### OBJECTIVE AND SCOPE

The project was designed to strengthen Palau's capacities to meet national and global environmental commitments through improved management of environmental data and information. In response to the GEF-funded National Capacity Self-Assessment (NCSA) project conducted in Palau during the period of 2006-2007, which identified environmental information as a constraint for good environmental decision-making. The reported emphasized on the need for more comprehensive datasets to be made available to stakeholders including decision-makers and a greater capacity of stakeholders for analyzing and using this information in related policy and programme making. In doing so the objectives will be achieved through three components:

- I. Improved management information system for the global environment: This component focuses on improving existing management information systems to measure achievements towards global environmental objectives. It will concentrate on assessing and strengthening those sets of measurement methodologies, negotiating agreements towards harmonizing

these and institutionalizing them within the relevant agencies and sharing protocols in a cost-effective manner.

- II. Strengthened technical capacities for monitoring and evaluating the state of the environment: This component will strengthen technical capacities to monitor and evaluate the state of the environment in Palau. While the first component focuses on strengthening the institutional and organizational capacities for improving data and information collection, management and sharing, this component focuses on the strengthening of human capacities to use improved data and information for strategic decision-making in the interest of meeting global environmental obligations.
- III. Improved and institutionalized decision-making mechanisms for the global environment: The third component will also focus on enhancing the institutional sustainability of capacities developed under the project through the assessment and targeted strengthening of monitoring and evaluation processes. As such, this component will be strategically implemented alongside component/outcome 1 that will strengthen the institutional linkages of data and information systems across agencies and stakeholder organizations. Lessons learned and best practices will be shared in the region.

The Terminal Evaluation will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

#### EVALUATION APPROACH AND METHOD

An overall approach and method<sup>12</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Palau. Interviews will be held with the following organizations and individuals at a minimum: Office of Environmental Response and Coordination (OERC), Bureau of

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<sup>12</sup> For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

Agriculture (BoA), Palau International Coral Reef Center (PICR), Palau Automated Land and Resources Information System (PALARIS). A list of stakeholders can also be referenced from the project document. The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

#### EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

<b>Evaluation Ratings</b>					
<b>1. Monitoring and Evaluation</b>		<i>Rating</i>	<b>2. IA &amp; EA Execution</b>		<i>rating</i>
M&E design at entry			Quality of UNDP Implementation		
M&E Plan Implementation			Quality of Execution – Executing Agency		
Overall Quality of M&E					
<b>3. Assessment of Outcomes</b>		<i>Rating</i>	<b>4. Sustainability</b>		<i>rating</i>
Relevance			Financial Resources:		
Effectiveness			Socio-Political:		
Efficiency			Institutional Framework and governance:		
Overall Project Outcome Rating			Environmental:		
			Overall Likelihood of sustainability:		

#### PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type / source	UNDP own financing (mill.US\$)		Government (mill.US\$)		Partner Agency (mill.US\$)		Total (mill.US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	\$30,000	30,000	\$300,000					
Loans / Concessions								
• In-kind support			\$300,000	\$300,000	\$300,000	\$308,900	\$600,000	\$638,900
• Other								
<b>Totals</b>			\$300,000	\$300,000	\$300,000	\$308,900	\$600,000	\$638,900

## MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

## IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

## IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Suva, Fiji. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

### **Rating scales for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution**

- 6: Highly Satisfactory (HS): no shortcomings
- 5: Satisfactory (S): minor shortcomings
- 4: Moderately Satisfactory (MS)
- 3. Moderately Unsatisfactory (MU): significant shortcomings
- 2. Unsatisfactory (U): major problems
- 1. Highly Unsatisfactory (HU): severe problems

### **Sustainability Ratings**

- 4. Likely (L): negligible risks to sustainability
- 3. Moderately Likely (ML)
- 2. Moderately Unlikely (MU): significant risks
- 1. Unlikely (U): severe risks

### **Relevance Ratings**

- 2. Relevant (R)
- 1. Not relevant (NR)

**Impact Ratings**

3. Significant (S)
2. Minimal (M)
1. Negligible (N)

**Additional ratings where relevant:**

- Not Applicable (N/A)
- Unable to Assess (U/A)

## **Annex B: CB2 Terminal Evaluation Methodology**

### **Evaluation approach and methodology**

The objectives of the evaluation were to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The review process was based around a participatory approach, in collaboration with key stakeholders in the field and with the UNDP Project Team. The review as a whole aimed to provide a succinct and useful assessment of achievement under the project, identify lessons learned, and present recommendations based on evidence and analysis.

#### *Evaluation methods*

Two primary methods were used to gather information:

*Project documentation:* A range of project-related documentation was reviewed to inform the evaluation

*Interviews with stakeholders:* Interviews with key stakeholders were used to supplement the written documentation and provide an opportunity to for project participants and beneficiaries to present their views directly. The approach was developed in order to gain maximum input from key stakeholders in the limited time available.

The evaluation also considered gender aspects of the project as set out in the project design; project documentation and project outputs, along with participation of women in project-related processes.

In line with the terms of reference, the review was undertaken in several stages:

#### 1. Preparation / Inception

The initial stage involved dialogue between the TE consultant and project personnel and UNDP counterparts to confirm the objectives, methodology, approach, and timeframe.

#### 2. Review of Project documentation

The review assessed evidence from a wide range of documentation relevant to the project including project documentation as well as documentation from other relevant processes (records, reports, decisions, policies etc).

A list of documentation reviewed is presented below:

#### **Project design documents**

UNDP GEF Project Document: Mainstreaming global environmental priorities into national policies and programmes – Palau

GEF Project Information Form (PIF): Mainstreaming global environmental priorities into national policies and programmes – Palau

GEF Request for CEO Approval: Mainstreaming global environmental priorities into national policies and programmes – Palau

#### **Induction Workshop**

Palau CB2-CCCD Induction Workshop discussion points. November 2015

#### **Activities Inventory**



Palau CB2/CCCD Project - Activities Inventory – December 2016

**Project reports**

Quarterly Reports

- CB2 2016 1<sup>st</sup> Quarter Report
- CB2 2016 2<sup>nd</sup> Quarter Report
- CB2 2016 3<sup>rd</sup> Quarter Report
- CB2 2016 4<sup>th</sup> Quarter Report
- CB2 2017 combined 2<sup>nd</sup> and 3<sup>rd</sup> Quarter Report
- CB2 2017 4<sup>th</sup> Quarter Report
- CB2 2018 1<sup>st</sup> Quarter Report
- CB2 2018 2<sup>nd</sup> Quarter Report
- CB2 combined 2018 3<sup>rd</sup> and 4<sup>th</sup> Quarter Report plus 2019 1<sup>st</sup> and 2<sup>nd</sup> quarter reports

Annual Progress Reports (APR)

UNDP GEF Annual Progress Report: Mainstreaming global environmental priorities into national policies and programmes [Palau] 2017

APR 2017 Annexes:

Annex 1: Inventory of environmental data sets compiled in Palau: harmonized collection and measurement technologies of key data and information [December 2015]

Annex 2: Report on environmental information gaps, policy and legislative gaps, and environmental information needs of stakeholders [January 2016]

Annex 3: Report on the review and assessment of the protocols in place for environmental data sharing, and identification of environmental reporting obligations [January 2016]

Annex 4: National Environmental Protection Council (NEPC) 2016 Year in Review [February 2017]

Annex 5: 2017 State of the Environment Report

Annex 6: National SDG Core Indicators [excel spreadsheet]

UNDP GEF Annual Progress Report: Mainstreaming global environmental priorities into national policies and programmes [Palau] 2018

UNDP GEF Annual Progress Report: Mainstreaming global environmental priorities into national policies and programmes – [Palau] 2019

**UNDP reports**

- Combined Delivery Report by Project (Jan – Dec 2015)
- Combined Delivery Report by Project (Jan – Dec 2016)
- Combined Delivery Report by Project (Jan – Dec 2017)

Combined Delivery Report by Project (Jan – Dec 2018)

#### **Ad hoc Committee Meeting**

Minutes CB2 ad hoc Committee meeting [June 9 2016]

CB2 ad hoc Committee meeting [powerpoint]

Table of contents SoE

Indicators from the SoE for CB2 ad hoc Committee

CB2 Action plan 2016 June – September [revised]

#### **Annual Work Plans**

UNDP – Government of Palau Annual Work Plan 2015: Mainstreaming global environmental priorities into national policies and programmes (CB2/CCCD) Project

UNDP – Government of Palau Annual Work Plan 2016: Mainstreaming global environmental priorities into national policies and programmes (CB2/CCCD) Project

[revised] UNDP – Government of Palau Annual Work Plan 2017: Mainstreaming global environmental priorities into national policies and programmes (CB2/CCCD) Project

UNDP – Government of Palau Annual Work Plan 2018: Mainstreaming global environmental priorities into national policies and programmes (CB2/CCCD) Project

[revised] UNDP – Government of Palau Annual Work Plan 2019: Mainstreaming global environmental priorities into national policies and programmes (CB2/CCCD) Project

#### **Finance**

Lochan & Co: Financial Audit Report 2018 Mainstreaming global environmental priorities into national policies and programmes in Palau {Project Id: 00087532 (Output No.: 00094498)} 08 April 2019

Financials for Palau CB2/CCCD Project (Multi-Year workplan 2019) [+annotations]

Spreadsheet – government co-finance support

#### **Co-finance letters**

Palau International Coral Reef Center – co-finance letter January 2014

Palau Bureau of Agriculture – co-finance letter January 2014

PALARIS – co-finance letter January 2015

UNDP Multi Country Office Fiji – co-finance letter January 2015

#### **Project Extension**

Request for Palau CB2/CCCD Project Extension – Cover letter February 2018

Palau CB2-CCCD Project Extension Annex 1 Project Extension Request Form

Palau CB2-CCCD Project Extension Annex 2 Financials for Palau CB2/CCCD Project

Palau CB2-CCCD Project Extension Annex 3 FACE Form

Palau CB2-CCCD Project Extension Annex 4 Justification for the need to shift funds above the 10% ceiling within the CB2-Palau Outcomes towards the requested extension up to June 2019 (14 months)

#### **National Environment Symposium (NES)**

*Our Environment, Our Home, Our Future: OUR PALAU: Proceedings & Findings of the 1st National Environment Symposium. August 23 & 24, 2016, Koror, Palau*

*Inter-relationship between the Environment and Human Health: Proceedings & Findings of the 2nd National Environment Symposium. August 28, 2018, Koror, Palau*

NES 2 Videos

- Opening
- Theme 1
- Theme 2
- Theme 3
- Theme 4
- Theme 5

Information note 2<sup>nd</sup> NES

### **State of the Environment Reports**

*2017 State of the Environment Report* Republic of Palau – March 2017 – An independent report presented to the President of the Republic of Palau by the National Environmental Protection Council (NEPC)

*2019 State of the Environment Report* Republic of Palau – May 2019 - National Environmental Protection Council (NEPC)

### **Voluntary National Review (VNS)**

*Pathway to 2030 Progressing with our past toward a resilient, sustainable, and equitable future. 1<sup>st</sup> Voluntary National Review on the SDGs; Republic of Palau June 2019*

### **Other Documents**

Ministry of Finance Organizational Chart [including bureau of Budget and Planning]

Executive Order (EO) No. 359 *Reconstituting the National Environmental Protection Council* [October 2013]

### **UNDP Guidance documentation**

- UNDP Programme and Operations Policies and Procedures (POPP);
- UNDP Handbook for Monitoring and Evaluating for Results;
- UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects;
- GEF Monitoring and Evaluation Policy;
- GEF Guidelines for conducting Terminal Evaluations.

### **3. TE Mission to Palau September 2019**

A TE mission to Palau took place during the week of 2-6 September 2019.

The TE mission aimed to collect primary qualitative and quantitative data by using programme of interviews with key project stakeholders. The interviews focused on a set of key questions aligned with the review questions. A copy of the interview questions / interview record template is included below. In each case the questions were tailored to the specific role of the interviewee. The semi-structured interview approach provides a targeted set of questions, while also allowing the opportunity to follow areas of specific interest to different stakeholders. The interviews were also used to inform the set of Evaluation Questions attached as Annex C. Consideration was given to using a questionnaire-based survey approach in order to include stakeholders not present during the review

mission. However the TE was advised, and agreed, that this would not be a practical way to engage stakeholders.

The Terms of Reference provides an initial list of stakeholders, and an updated list was provided by the PMU. A schedule of stakeholder meetings was prepared by the Project Coordinator; this included a briefing session with Project personnel at the start of the week, and a de-brief/ presentation of initial findings by the consultant at the end of the week. Stakeholders were provided with an overview of the TE purpose and process to provide context for the interviews / discussions.

The overall mission itinerary and schedule of meetings is presented below:

<b>CB2 TE Evaluation mission itinerary and schedule – September 2019</b>						
Sunday 1st	Monday 2 <sup>nd</sup>	Tuesday 3 <sup>rd</sup>	Wednesday 4 <sup>th</sup>	Thursday 5 <sup>th</sup>	Friday 6 <sup>th</sup>	Saturday 7 <sup>th</sup>
Consultant arrives Palau via Taipei	[public holiday] Meeting: PMU and UNDP joint presence	Meeting: PALARIS Meeting: EQPB Meeting: PMU	Meeting: Bureau of Marine Resources Meeting: Bureau of Agriculture Meeting: PMU	Meeting notes; review documents; Prep for de-brief	Meeting: GEF Operational Focal Point Meeting: PMU	PMU de-brief.  Consultant departs Palau via Taipei

#### 4. Post-Mission follow-up

After the mission the consultant followed up with further discussions remotely (by email / skype).

The list of stakeholders consulted is presented below.

<b>Agency / Name</b>	<b>Role / position</b>
<b>Palau Government</b>	
Leon E. Remengesau	Director, Palau Bureau of Marine Resources
Roxanne Blesam	Executive Officer, Palau Environmental Quality Protection Board
Darlynne Takawo	GIS Analyst II, PALARIS
Fernando M Sengebau	Director, Palau Bureau of Agriculture
King Sam	GEF Operational Focal Point
<b>CB2 PMU</b>	
Charlene Mersai	CB2 Project Coordinator
Amanda Alexander	CB2 Admin / Financial Officer
<b>UN</b>	
Loraini Sivo	UNDP Suva Office
Vinai Si Dilikuwai	UNDP Suva Office
Sharon Sakuma	UN joint presence office in Palau
<b>Other Agencies</b>	
SPREP	Peter McDonald, Environmental Monitoring and Reporting Specialist

#### 5. TE draft Report preparation

A draft TE Report was prepared following the mission. The Report follows the structure set out in the terms of reference, attached as Annex B. In particular, the evaluation will focus on the criteria of relevance, effectiveness, efficiency, sustainability, and impact.

#### 6. Final TE Report

The final TE was prepared on receipt and consideration of feedback from the UNDP Project Team and project stakeholders (at the direction of UNDP).

#### **Limitations**

The number of interviews undertaken during the Palau mission was limited by the unavailability stakeholder representatives due to competing events / obligations and a national public holiday.

### Interview questions / response template

This document is a draft that may be adapted to meet the needs of the TE.

Interviews will be introduced with a short explanation of the purpose of the interview, and advised that responses will remain confidential (some comments may be cited in the TE report but not associated with any individual).

<b>CB2 TE September 2019 Consultation Interview questions / record</b>	
Person:	
Agency:	
Title:	
Contact:	
Date:	
Place / Venue:	
Interviewed by:	

Role with respect to the PIOFMP-II Project:

- i) What is your role in relation to the project
- ii) What other agencies do you work with (in relation to the Project)
- iii) What has been your overall experience of the project
- iv) Has it been well aligned with [agency] priorities
- v) What, if any, changes have there been to the project
- vi) Have there been any particular challenges
- vii) Describe the main outputs or key successes
- viii) Do you think these successes will be sustained
- ix) What could have been done better
  - a. Relating to capacity
  - b. Mainstreaming
  - c. Cost-effectiveness
- x) What lessons can you identify for future projects
- xi) What impact has the project had [agency, sector, environment]

[specific questions focussed on agency role]

### Annex C: Evaluation Question Matrix

The table below presents Evaluative questions, modified from those in the Terms of Reference. This is a preliminary guide to be amended as appropriate and populated in the course of the TE.

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</b>			
• To what extent is the project suited to local and national development priorities and policies?	Extent of alignment with relevant policies	National environment policies National development strategies	Assess alignment with selected national policy / strategy documents
• To what extent is the project is in line with GEF operational programs?	Extent of alignment with relevant programs	GEF operational programs as relevant	Assess alignment with selected GEF operational programs
• To what extent are the objectives and design of the project supporting regional environment and development priorities?	Extent of alignment with relevant regional policies	Relevant regional environment and development strategies	Assess alignment with selected regional environment and development strategies
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
• Has the project been effective in achieving the expected outcomes and objectives?	Achievement of project outcomes and objectives	- Project reports - Project output documents - stakeholder consultations	Assess project outputs and outcomes against objectives
• What were the risks involved and to what extent were they managed?	Extent to which risks have been identified and managed	- Prodoc risk matrix - adaptive management changes	Compare risks against those anticipated; assess rationale and implementations of adaptive management
• What lessons have been learned from the project regarding achievement of outcomes?	Lessons learned identified	- Project reports and work plans - Stakeholder discussions	Identify lessons learned from documented adaptive management processes plus stakeholder consultations
• What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?	n/a	- Project reports and work plans - Stakeholder discussions	Identify where change in design would have enhanced implementation and results
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>			
• How cost-effective were project interventions? To what extent was project support provided in an efficient way?	- efficient use of project funds - efficient project management - co-financing	- Project progress and finance reports - Stakeholder discussions - co-financing information	Assess cost effectiveness in terms of actual costs and results
• How efficient were partnership arrangements for the project and why?	- quality of partnership arrangements	- Project progress reports - Stakeholder reports and discussions	Assess project partnerships and institutional arrangements with a view to efficiency
• Did the project efficiently utilize local capacity in implementation?	n/a	- Project progress and finance reports - Project work plans - Stakeholder discussions	Assess extent local capacity use in implementation and consequent quality of results

• What lessons can be drawn regarding efficiency for other similar projects in the future?	n/a	- Project reports and work plans - Stakeholder discussions	Identify lessons learned in relation to cost-effectiveness / efficiency
• Was project support provided in an efficient way?	n/a	- Project partner reports and inputs - Stakeholder discussions	Assess quality /efficiency of project support
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
• What risk have affected/influenced the project and in what ways?	Identification and management of risks	- Project documentation, reports and work plans - Stakeholder discussions	Identify significant risks and their effect on project delivery and results
• How were these risks managed?	Documented risk / adaptive management	- Project documentation, reports and work plans - Stakeholder discussions	Identify and describe risks and risk management
• What lessons can be drawn regarding sustainability of project results?	n/a	- Project documentation, reports and work plans - Stakeholder discussions	Identify lessons learned in relation to sustainability
• What changes could have been made (if any) to the design of the project in order to improve the sustainability of the project results	n/a	- Project reports and work plans - Stakeholder discussions	Identify where change in design would have enhanced sustainability and results
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</b>			
• To what extent has the project contributed to, or enabled, increased individual and institutional capacity to manage environmental data and report environmental status /impacts [local, national, global].	- data and reporting outputs - extent of support for individual capacity / training - extent of agency engagement - effectiveness of national institutional arrangements	- Project reports - Records of stakeholder participation - changes in institutional arrangements - Stakeholder discussions	Assess project contribution to project objectives in terms of overall impact
• What lessons can be drawn regarding contributions towards improved capacity for data management and reporting?	n/a	- Project documentation, reports and work plans - Stakeholder discussions	Identify lessons learned in relation to sustainability
• What changes could have been made (if any) to the design of the project in order to improve capacity for data management and reporting?	n/a	- Project documentation, reports and work plans - Stakeholder discussions	Identify where change in design would have enhanced project impact



## Annex D: Project Results Framework

This Table shows the key elements of the Project Results Framework: Indicators, Baseline, Target, and status as observed by the Terminal Evaluation.

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Status at TE (September 2019)
<p><b>Objective:</b> to strengthen Palau's capacities to meet national and global environmental commitments through improved management of environmental data and information</p>	<p>1. Reported availability of better environmental information</p>	<ul style="list-style-type: none"> <li>Collection and use of up-to-date environmental management information is ad-hoc and poorly coordinated</li> </ul>	<ul style="list-style-type: none"> <li>Up-to-date environmental information is being used by policy-makers and also by the public</li> </ul>	<ul style="list-style-type: none"> <li>Some advances in systems for information gathering, access to environmental information, as well as tools for analysis.</li> <li>Environmental information used by policy makers in some instances</li> <li>Key information publicly available through SoE reports and (selectively) web portal (e.g. <a href="http://palau-data.sprep.org">palau-data.sprep.org</a>)</li> <li>Central Database created, albeit with limited content (mostly from EQPB and PICRC)</li> </ul>
	<p>2. Key environmental organizations stated as the primary sources for environmental information in Palau by a significant number of national, regional and international development partners</p>	<ul style="list-style-type: none"> <li>Capacity of key stakeholders for translating environmental data into information useful by decision-makers is low and dispersed over many organizations</li> </ul>	<ul style="list-style-type: none"> <li>50% of stakeholders have benefitted from capacity development activities for better use of this information in decision-making and policy-making</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders have benefited from capacity development activities, but short of the 50% target level.</li> <li>Staff of all three Top Tier agencies (100%) have received training.</li> </ul>
	<p>3. Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions</p>	<ul style="list-style-type: none"> <li>Current reports are produced with limited data, weak analysis and weak trend analysis and are not fully responding to national and international requirements.</li> </ul>	<p>Reports present adequate disaggregated data at local level, are informative and present environmental trends over time</p>	<ul style="list-style-type: none"> <li>Significant improvement in analysis and presentation of data and trends encapsulated in the 2019 SoE report and VNR.</li> </ul>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Status at TE (September 2019)
	4. Capacity development scorecard rating	Capacity for: <ul style="list-style-type: none"> <li>Engagement: 4 of 9</li> <li>Generate, access and use information and knowledge: 8 of 15</li> <li>Policy and legislation development: 5 of 9</li> <li>Management and implementation: 3 of 6</li> <li>Monitor and evaluate: 3 of 6</li> </ul> (Total score: 23/45)	Capacity for: <ul style="list-style-type: none"> <li>Engagement: 6 of 9</li> <li>Generate, access and use information and knowledge: 12 of 15</li> <li>Policy and legislation development: 6 of 9</li> <li>Management and implementation: 4 of 6</li> <li>Monitor and evaluate: 4 of 6</li> </ul> (Total targeted score: 32/45)	Ratings as at mid 2019:  Figures highlighted in green achieved target  Figure highlighted in red show score less than baseline <ul style="list-style-type: none"> <li>Engagement: 7 of 9</li> <li>Generate, access and use information and knowledge: 11 of 15</li> <li>Policy and legislation development: 6 of 9</li> <li>Management and implementation: 4 of 6</li> <li>Monitor and evaluate: 2 of 6</li> </ul> <b>Total score: 30/45</b>  Overall rating improved, though target score level (32/45) was not achieved.
<b>Output 1.1:</b> Harmonized collection and measurement methodologies of key data and information.  <b>Output 1.2:</b> Existing databases and information systems are strengthened and networked to improve access to environmental data and information.	5. Adequate national standards, norms, procedures for collecting and storing environmental data are officially in place	<ul style="list-style-type: none"> <li>There is limited unified set of standards, norms and procedures to collect data, conduct observations and make sampling</li> </ul>	<ul style="list-style-type: none"> <li>Adequate official standards, norms and procedures are in place and use by the relevant organizations</li> </ul>	<ul style="list-style-type: none"> <li>Protocols have been developed in draft form for some procedures, including data sharing between agencies.</li> </ul>
	6. An environmental data repository architecture in place	<ul style="list-style-type: none"> <li>No data architecture is in place to structure environmental information at national level in Palau</li> </ul>	<ul style="list-style-type: none"> <li>Environmental data is collected and stored by key organizations in a harmonized and structured way and easily accessible</li> </ul>	<ul style="list-style-type: none"> <li>Ground work laid for central database but not implemented; alternative mechanism being pursued to use SPREP-hosted regional tools developed under the Inform project.</li> </ul>
<b>Output 1.3:</b> Agencies' data management	7. Information technologies in place to collect, store and share giving access to up-to-date	<ul style="list-style-type: none"> <li>Limited technology is in place to support data management for an</li> </ul>	<ul style="list-style-type: none"> <li>Hardware, communication and networking equipment is in place to collect and</li> </ul>	<ul style="list-style-type: none"> <li>Inform project tools expected to meet this requirement (after project closure)</li> </ul>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Status at TE (September 2019)
protocols are revised to improve access.	environmental information	effective sharing of environmental information	store environmental data and provide easy access to this environmental information	
	8. Agreements for data sharing in place	<ul style="list-style-type: none"> <li>Information is shared on an ad-hoc basis among institutions mostly on an informal basis</li> </ul>	<ul style="list-style-type: none"> <li>3-4 agreements are in place between key environmental organizations and 3-4 agencies/institutions to formally share data on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Draft data sharing protocols prepared – data sharing occurring on an ad hoc basis for specific needs.</li> </ul>
<b>Output 2.1:</b> Training on new and improved data and information collection and measurement methodologies.	9. An in-service training programme for public servants include course(s) covering environmental information management	<ul style="list-style-type: none"> <li>There is no training programme for public administrators on environmental information management</li> </ul>	<ul style="list-style-type: none"> <li>Course(s) on environmental information management is institutionalized as in-service training for public administrators</li> </ul>	<ul style="list-style-type: none"> <li>Courses provided on aspects of data management – not fully institutionalised.</li> </ul>
<b>Output 2.2:</b> Training on analytical skills to analyze/measure environmental trends.	10. Number of Environmental Officers trained by taking the course(s) developed with the support of the project	<ul style="list-style-type: none"> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>50 Environmental Officers are trained using the new training programme</li> </ul>	<ul style="list-style-type: none"> <li>Xx officers trained</li> </ul>
	11. Use up-to-date environmental information in decision-making and policy-making	<ul style="list-style-type: none"> <li>Limited environmental information is used to develop policies and programmes</li> </ul>	<ul style="list-style-type: none"> <li>3-4 policies, programmes or plans are developed using up-to-date environmental information</li> </ul>	Range of programmes / policies / plans prepared including <ul style="list-style-type: none"> <li>NEPC / PALARIS SOP and strategic plan</li> <li>2 x State of the Environment Reports</li> <li>2 x Presidential Executive Orders</li> <li>VNR</li> <li>2 x NES</li> <li>Other policies and initiatives supported, including: Food Security proposal to Green Climate Fund; Palau Energy Master Plan</li> </ul>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Status at TE (September 2019)
<b>Output 3.1:</b> Key agencies and OERC mandates have been revised and strengthened to catalyze improved decision-making for the global environment.	12. An operational inter-sectorial coordination mechanism that build on existing instruments such as OERC, NEPC, PNRC, NPC, etc.	<ul style="list-style-type: none"> <li>Existing mechanisms are operational, however there is very little inter-sectorial coordination</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating MEAs implementation including a broader stakeholder involvement</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc coordinating committee established</li> <li>NEPC – operating with regular meeting schedule + sectoral Working Groups</li> <li>Inter-departmental Technical committees convened to address specific issues</li> <li>Palau Conservation Consortium in place [NB: OERC disestablished 2016 – CB2 related functions transferred to PALARIS]</li> </ul>
	13. Endorsed action plans for implementing MEAs supporting government's MEA obligations.	<ul style="list-style-type: none"> <li>Existing action plans are operational but are focused on specific sectors with limited multi-sectoral approaches</li> </ul>	<ul style="list-style-type: none"> <li>Renewed commitments to implement MEAs in annual work plans with specific budgets and an improve multi-sectoral approach</li> <li>Greater national budget allocation to the environment sector</li> </ul>	<ul style="list-style-type: none"> <li>TE not able to assess MEA implementation MEAs implementation plans</li> <li>TE not able to assess overall environmental sector national budget</li> </ul>

**Annex E: APR sample (Outcome 1)**

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
<p><b>Objective:</b> to strengthen Palau's capacities to meet national and global environmental commitments through improved management of environmental data and information</p>	<p>14. Reported availability of better environmental information</p>	<p><b>APR 2017</b></p> <ul style="list-style-type: none"> <li>• Tangible outputs attained:               <ul style="list-style-type: none"> <li>❖ 5 Reports:                   <ol style="list-style-type: none"> <li>1. Inventory of environmental information data sets</li> <li>2. Review and assessment of protocols for environmental data sharing and identification of environmental reporting obligations</li> <li>3. Report on environmental information gaps, policy and legislative gaps, and environmental information needs of key stakeholders</li> <li>4. Palau's State of the Environment (SOE) Report 2017</li> <li>5. NEPC 2016 Annual Review</li> </ol> </li> <li>❖ 1<sup>st</sup> National Environment Symposium</li> </ul> </li> </ul> <p>This project has provided several systematic platforms for key environmental players – mostly from national government, and some active CBOs and NGOs to interact and work together (e.g., preparation of the above reports, along with planning and hosting the 1<sup>st</sup> National Environment Symposium, which will become a regular event).</p> <p>Today we now know who are the current 'go-to' players for which environmental sector; a better understanding of the varying capacity needs for each key institution, and newly established platforms (reports and events) on which we have agreed to continue to collectively work together to disseminate and share ongoing environmental issues and priorities.</p> <p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• Tangible outputs attained (provided as Annexes)               <ul style="list-style-type: none"> <li>❖ 5 Reports:                   <ul style="list-style-type: none"> <li>Annex 1. Inventory of environmental information data sets</li> <li>Annex 2. Report on environmental information gaps, policy and legislative gaps, and environmental information needs of key stakeholders</li> <li>Annex 3. Review and assessment of protocols for environmental data sharing and identification of environmental reporting obligations</li> <li>Annex 4. NEPC 2016 Annual Review</li> <li>Annex 5. Palau's State of the Environment (SOE) Report 2017</li> <li>Annex 6. National Core SDG Indicators</li> </ul> </li> </ul> </li> </ul>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
		<p>❖ Conference: 1<sup>st</sup> National Environment Symposium</p> <p>This project has provided several systematic platforms for key environmental players – mostly from national government, and some active CBOs and NGOs to interact and work together (e.g., preparation of the above reports, along with planning and hosting the 1<sup>st</sup> National Environment Symposium, which will become a regular event).</p> <p>Today we now know who are the current ‘go-to’ players for which environmental sector; a better understanding of the varying capacity needs for each key institution, and newly established platforms (reports and events) on which we have agreed to continue to collectively work together to disseminate and share ongoing environmental issues and priorities.</p> <p><b>2018 Progress</b></p> <p>The list below summarizes how we are improving environmental data and information management in three general categories:</p> <ol style="list-style-type: none"> <li>1. Tools – Central Database, SOE Report content, National Environment Symposium presentations (i.e., issues, interventions, findings and recommendations)             <ol style="list-style-type: none"> <li>a) Central Database will no longer be designed by CB2 project – we will instead utilize a recently completed online-based database by Inform Project. Therefore, needed capacity building will revolve around this database. Initially, PMU staff (Charlene and Amanda), along with selected PALARIS technical personnel will be trained on this database by SPREP and by the Ministry of Natural Resource, Environment and Tourism personnel who are executing Inform Project. After our initial training, we will then train other stakeholders so they can populate it for the 2<sup>nd</sup> SOE Report. Update Dec 5: The SPREP Team did hold a training in Palau. However, since PALARIS was not going to be the local manager of the database but a different agency (Ministry of Natural Resources, Environment and Tourism), because they wanted to use it to focus on biodiversity, we did not prioritize the training, but let them take the lead and then train us. The CB2 PMU (Charlene and Amanda) did not attend the training, but PALARIS sent a representative to this training in Palau, as well as to another training in Samoa the following month. For the purposes of us using the Inform online platform, our consultant, Ms. Anu Gupta who will be helping us with the 2<sup>nd</sup> SOE is the one who will be populating the online platform. In short, we are still moving forward with the Inform platform as the starting point for our environmental database and then expanding it to add climate change and SDG components into it post-CB2.</li> <li>b) State of the Environment (SOE) Report – 1<sup>st</sup> SOE Report was disseminated last April; next report is due in April 2019. We have not yet invested much time on this yet, due to other priority activities but will now focus on it, starting with familiarizing ourselves with the Inform Project database.</li> <li>c) Both 1<sup>st</sup> and 2<sup>nd</sup> National Symposium (NES) Reports will be used to guide our priority interventions at the local level. 1<sup>st</sup> NES’ report has been completed and has been disseminated (both electronic and hard copy). Recommendations made from the 2<sup>nd</sup> NES were presented to the President, his cabinet and members of our National and State Government Congress, as well</li> </ol> </li> </ol>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
		<p>as traditional leaders two days after the symposium event. We continued working with some of these leaders (e.g., Minister of Natural Resources, Env. And Tourism; President’s lawyer and the women’s group) to pass a bill to reduce the use of single-use plastics; provide more support to developing small home gardens and increase funds to improve water quality to homes in rural areas).</p> <ol style="list-style-type: none"> <li>2. Coordination Mechanism - NEPC body &amp; its recently established Working Groups; Palau Conservation Consortium; SDG government and non-government stakeholders             <ol style="list-style-type: none"> <li>a) The NEPC has been more effective in advancing legislations and in networking since we passed our bylaws and SOP last April.</li> <li>b) Working with an informal national body consisting of conservation practitioners, the Palau Conservation Consortium, both national bodies have successfully organized and hosted the 2 national environment symposiums. With the CB2 PMU’s increasing role in coordinating SDG localization efforts, we are now adding another layer of stakeholders to these national bodies via the SDGs.</li> </ol> </li> <li>3. Outputs – SOE and National Environment Symposium Reports, national legislations (e.g., Access and Benefit Sharing law, Sustainable Tourism bill and SDG M &amp; E Executive Order)             <ol style="list-style-type: none"> <li>a) Above are examples of delivered (or in the pipeline) outputs. See attached copy of 1<sup>st</sup> SOE and 1<sup>st</sup> NES Reports.</li> <li>b) We are adding a new output item – media. In the past, we have not utilized the media as much, and realized this gap during the May 2018 RSD Coordinators’ meeting. Thus, with the 2<sup>nd</sup> NES, videos were taken of all the presentations so we can show them on national TV and also use them as materials for ongoing awareness and advocacy efforts.</li> </ol> </li> </ol> <p>Note: The FB activities were led by summer interns who are Palauan college students who were home for the summer doing internships via various programs funded by the Palau National Scholarship Board, India Grant and the private sector. After their departure, Amanda is expected to pick up on this effort.</p> <p><b>APR 2019</b> Additional Reports – Jul 2018-June 2019</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> National Environment Symposium (1<sup>st</sup> NES) Report</li> <li>• 2<sup>nd</sup> State of the Environment (SOE) Report (2019)</li> <li>• NEPC 2019 Strategic Plan and Communications Plan</li> <li>• Report of the NEPC Retreat</li> <li>• Edited videos of the 2<sup>nd</sup> NES</li> <li>• Palau’s 1<sup>st</sup> SDG Report (submitted to the UN as the 1<sup>st</sup> Voluntary National Review). This report contains the list of updated SDG Core Indicators (Annex A)</li> <li>• Presidential Executive Order No. 419 (SDG implementation, M&amp;E and Working Groups)</li> <li>• Conference: 2<sup>nd</sup> National Environment Symposium (August 28, 2018)</li> </ul>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
	<p>15. Key environmental organizations stated as the primary sources for environmental information in Palau by a significant number of national, regional and international development partners</p>	<p><b>APR 2017</b></p> <ul style="list-style-type: none"> <li>• The 16-member CB2 Ad Hoc Committee agreed in early 2016 that to get the most out of this project towards improving national environmental data and information management, it will focus on the “Top Tier” agencies, who together essentially manage about 80% of environmental information in Palau. These were identified to be Bureau of Agriculture (BOA), Bureau of Marine Resources (BMR) and Environmental Quality Protection Council (EQPB). To this end, all three (100%) Top Tier agencies have received training on Excel (i.e., BMR and BOA), while EQPB received technical support to update their central environmental assessment database, which is used to guide approval of building and earth moving permits.</li> <li>• In addition to the three Top Tier agencies, PALARIS and NEPC (which is housed within PALARIS) have also benefitted from this project in terms of institutional capacity development. <ul style="list-style-type: none"> <li>➤ NEPC’s role in coordination and information management (the CB2 PMU) have been largely supported by this project in terms of hosting meetings, daily operations and producing the above-mentioned reports.</li> <li>➤ PALARIS has been able to develop its first Strategic Plan and determine a way to reorganize its internal structure with new critical positions, moving forward in anticipation of the creation of the Central Environmental Database, which is one of the anticipated outputs of this project.</li> </ul> </li> </ul> <p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• The 16-member CB2 Ad Hoc Committee agreed in early 2016 that to get the most out of this project towards improving national environmental data and information management, it will focus on the “Top Tier” agencies, who together essentially manage about 80% of environmental information in Palau. These were identified to be Bureau of Agriculture (BOA), Bureau of Marine Resources (BMR) and Environmental Quality Protection Council (EQPB). To this end, all three (100%) Top Tier agencies have received training on Excel (i.e., BMR and BOA), while EQPB received technical support to update their central environmental assessment database, which is used to guide approval of building and earth moving permits.</li> <li>• In addition to the three Top Tier agencies, PALARIS and NEPC (which is housed within PALARIS) have also benefitted from this project in terms of institutional capacity development. <ul style="list-style-type: none"> <li>➤ NEPC’s role in coordination and information management (the CB2 PMU) have been largely supported by this project in terms of hosting meetings, daily operations and producing the above-mentioned reports.</li> </ul> </li> </ul>



Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
		<p>➤ PALARIS has been able to develop its first Strategic Plan and determine a way to reorganize its internal structure with new critical positions, moving forward in anticipation of the creation of the Central Environmental Database, which is one of the anticipated outputs of this project.</p> <p style="text-align: center;"><b>2018 Progress</b></p> <ul style="list-style-type: none"> <li>▪ There has been a shift in the capacity building focus for agencies which are sources of information. Initially, the focus went towards the Top Tier agencies (i.e., Bureau of Ag, Bureau of Marine Res, and EQPP. After the initial requested capacity building activities were done for each agency, excel training for the two bureaus and EIA database updates for EQPB were done, additional capacity building needs were pending completion of the Central Database.</li> <li>▪ As we tried to secure the IT to design the Central Database, we turned the capacity building focus on the PMU agencies: PALARIS and NEPC. PALARIS had its 5-Year Strategy and Action Plan updated and NEPC approved its Bylaws and SOP. These outputs have significantly helped both agencies/bodies to be more effective by enabling them to be able to plan better and thus able to coordinate and bring other stakeholders on board to work together to achieve specific targets (e.g., organizing the 2<sup>nd</sup> NES and getting the ABS law passed).</li> </ul> <p>With the Central Database design having recently been recently dropped, because it's no longer necessary, with the Inform Project online database filling in for this role, the next capacity building focus is to learn how to use the Inform Project database. Initial participants will be PMU staff and later on, all other agencies that have the needed environmental data. Immediate use of the Central Database is to provide information for the 2<sup>nd</sup> SOE Report, expected to be disseminated to the leaders and the public in April 2019.</p>
	<p>16. Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions</p>	<p><b>APR 2017</b></p> <p>The preparation and publication of the above-mentioned reports demonstrate the progress achieved for this target. Many of these reports have not been done before. With their completion, Palau now has a common 'baseline' from which to improve on.</p> <p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• The preparation and publication of the above-mentioned reports demonstrate the progress achieved for this target. Many of these reports have not been done before. With their completion, Palau now has a common 'baseline' from which to improve on. Below is a list of those reports:</li> <li>• Tangible outputs attained (provided as Annexes) <ul style="list-style-type: none"> <li>❖ 5 Reports:</li> <li>Annex 1. Inventory of environmental information data sets</li> <li>Annex 2. Report on environmental information gaps, policy and legislative gaps, and environmental information needs of key stakeholders</li> <li>Annex 3. Review and assessment of protocols for environmental data sharing and identification of environmental reporting obligations</li> <li>Annex 4. NEPC 2016 Annual Review</li> <li>Annex 5. Palau's State of the Environment (SOE) Report 2017</li> </ul> </li> </ul>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
		<p>Annex 6. National Core SDG Indicators</p> <ul style="list-style-type: none"> <li>❖ Conference: 1<sup>st</sup> National Environment Symposium</li> </ul> <p><b>2018 Progress</b></p> <ul style="list-style-type: none"> <li>▪ The delayed completion of the Central Database makes it difficult to demonstrate systematically how well we have achieved this objective because there is still no concrete output to show this.</li> <li>▪ However, small but significant incremental progress have been made and they are demonstrated by:               <ol style="list-style-type: none"> <li>a) Completion of 1<sup>st</sup> SOE and 1<sup>st</sup> NES reports – in addition to serving both as a guide and initial templates for future reports, the experience that went into producing these reports has built all key players’ capacity in development of future reports. Furthermore, in developing these reports, we now know the “go-to” personnel within each key agency for specific information.</li> <li>b) The publication of these reports also provide a baseline from which future reports will be picking up on and thus have established the needed enabling condition towards progressive reports instead of several “baselines” or “pilot project reports”.</li> <li>c) Public access to these reports also provide an opportunity for broader groups of stakeholders to provide input, question and/or challenge what is being reported. For example, because of the 1<sup>st</sup>S report, when This broader engagement of stakeholders will also further enhance the scope, breadth and quality of future reports.</li> </ol> </li> </ul> <p>In addition to the SOE and NES reports, there is also an initial list of Palau’s National SDG Core Indicators List which will ensure a direct link between national and UN-related reporting.</p>
	<p>17. Capacity development scorecard rating</p>	<p><b>APR 2017</b></p> <p>Capacity for CB2 and NEPC Members’ Organizations</p> <ul style="list-style-type: none"> <li>• Engagement – NEPC has 21 members; CB2 Ad Hoc Cmte has 16, of which 10 members are also NEPC members.</li> <li>• The State of the Environment Report and the 1<sup>st</sup> National Environment Symposium was made possible with several agencies updating their data quality and reportability. In addition, the completed report, helps all of them to further improve their performance in generating, accessing and using because an agreed national baseline has been established and made publicly available via hard copies and in electronic format.</li> <li>• The Presently, I cannot directly link this project’s efforts to policy and legislation development –</li> <li>• Recommendations for policy and legislation have been shared at the Env. Symposium and also captured in the SOE. While they have been made available, however, at present we cannot claim direct link between this project’s outputs to policy and legislation development yet.</li> <li>• M &amp; E of ongoing efforts will be taking place next year when we are preparing for the next Env Symposium and initiate the second SOE report. Presently, we don’t have a basis for M&amp;E of ongoing efforts.</li> </ul>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
		<p><b>APR 2018</b></p> <p>Capacity for CB2 and NEPC Members' Organizations</p> <ul style="list-style-type: none"> <li>• Engagement – NEPC has 21 members; CB2 Ad Hoc Committee has 16, of which 10 members are also NEPC members.</li> <li>• The State of the Environment Report and the 1<sup>st</sup> National Environment Symposium was made possible with several agencies updating their data quality and reportability. In addition, the completed report, helps all of them to further improve their performance in generating, accessing and using because an agreed national baseline has been established and made publicly available via hard copies and in electronic format.</li> <li>• Presently, I cannot directly link this project's efforts to policy and legislation development –</li> <li>• Recommendations for policy and legislation have been shared at the Env. Symposium and also captured in the SOE. While they have been made available, however, at present we cannot claim direct link between this project's outputs to policy and legislation development yet.</li> <li>• M &amp; E of ongoing efforts will be taking place next year when we are preparing for the next Env Symposium and initiate the second SOE report. Presently, we don't have a basis for M&amp;E of ongoing efforts.</li> </ul> <p style="text-align: center;"><b>2018 Progress</b></p> <ul style="list-style-type: none"> <li>▪ Improvements have been made here with the NEPC – with the passing of the bylaws and SOPs, which led to the creation of the NEPC Working Groups, it is now possible to make a direct link between NEPC's contribution to legislations.</li> </ul> <p><b>APR 2019</b></p> <ul style="list-style-type: none"> <li>• NEPC institutional strengthening (2018 Retreat; 2019 Strategic Plan and Communications Plan)</li> <li>• EQPB's updated Environmental Impact Assessment (EIA) database, as well as reviewed and repaired Earthmoving Permit Database and website</li> <li>• PALARIS – Central Database created, albeit with limited content (mostly from EQPB and PICRC)</li> <li>• Bureau of Budget and Planning – Team-building activities for staff focusing on improving internal communication</li> </ul>
<b>Output 1.1:</b> Harmonized collection and measurement methodologies	18. Adequate national standards, norms, procedures for collecting and storing	<p><b>APR 2017</b></p> <ul style="list-style-type: none"> <li>• Preparation for the SOE initiated this effort to harmonize key data and information related to Palau's environment.</li> <li>• Additionally, Palau has established a National SDG Core Indicators list, composed of selected global SDG indicators, plus Palau's own indicators, which will be monitored and reported on a regular basis.</li> </ul>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
<p>of key data and information.</p> <p><b>Output 1.2:</b> Existing databases and information systems are strengthened and networked to improve access to environmental data and information.</p>	<p>environmental data are officially in place</p>	<p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• Preparation for the SOE initiated this effort to harmonize key data and information related to Palau’s environment.</li> <li>• Additionally, Palau has established a National SDG Core Indicators list, composed of selected global SDG indicators, plus Palau’s own indicators, which will be monitored and reported on a regular basis.</li> </ul> <p>•</p> <p><b>APR 2017</b></p> <p>The planned Central Environmental Database (one of this project’s outputs) will incorporate SOE and SDG indicators.</p> <p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• The planned Central Environmental Database (one of this project’s outputs) will incorporate SOE and SDG indicators. Dec 5: At present, we will focus on populating data for the SOE along with relevant/related env. SDG data. I don’t think the Inform platform will be expanded to include non-environmental data, as we were planning for the Central DB, since it’s now managed by the Min of Env. Since the original goal of this database is for env data, the short answer is “yes.”</li> </ul> <p><b>APR 2019</b></p> <ul style="list-style-type: none"> <li>• SDG Core Indicators</li> <li>• Above mentioned databases</li> </ul>
<p><b>Output 1.3:</b> Agencies' data management protocols are revised to improve access.</p>	<p>19. An environmental data repository architecture in place</p>	<p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• The Central Environmental Database is anticipated to be developed towards the end of this year. A consultant has been identified to help us with its design.</li> <li>• PALARIS has agreed to take on the management responsibilities of this Database. Dec 5: The envisioned CED was to initially start with env data and specifically designed around supporting development of env-related reports to national and international commitment (e.g., Rio Conventions and SOE). Then we were going to expand it to include the SDGs. The limitation with Inform is that it will only end with environmental data - we will have to import data from it to a new database that will be managed by PALARIS (not Min of Env) and thus will include SDGs and all other national priorities that we can and want to report on.</li> </ul> <p><b>APR 2019</b></p> <ul style="list-style-type: none"> <li>• PALARIS’ Central Database, which was recently created in June 2019, will be further enhanced with SDG Core Indicators. User agreement among the agencies will initially follow the Presidential Executive Order No. 419 to utilize Working Groups to carry out M &amp; E and reporting of the SDGs</li> </ul>
	<p>20. Information technologies in</p>	<p><b>APR 2017</b></p>

Objectives and Outcomes	Indicator	Status of Implementation as of June 2019
	place to collect, store and share giving access to up-to-date environmental information	<ul style="list-style-type: none"> <li>• All requested equipment and hardware from the Top Tier agencies have been secured. Additional equipment still needed are mostly for the Central Environment Database.</li> <li>• Website for the Central Env Database is planned to be established by early next year.</li> </ul> <p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• All requested equipment and hardware from the Top Tier agencies have been secured. Additional equipment still needed are mostly for the Central Environment Database.</li> <li>• Website for the Central Env Database is planned to be established by early next year.</li> </ul>
	21. Agreements for data sharing in place	<p><b>APR 2017</b></p> <ul style="list-style-type: none"> <li>• MOUs with Top 3 agencies are being developed and will be finalized by end of October.</li> </ul> <p><b>APR 2018</b></p> <ul style="list-style-type: none"> <li>• MOUs with Top 3 agencies are being developed and will be finalized by end of October.</li> </ul> <p style="text-align: center;"><b>2018 Progress</b></p> <ul style="list-style-type: none"> <li>▪ MOUs that were anticipated to be developed in conjunction with the Central Database (DB) development have not been drafted, as they were pending the completion of the Central Database. However, with Inform Project taking over Central DB role, we will now proceed to draft these as we will now be requesting data from relevant agencies to populate this online database.</li> </ul> <p><b>APR 2019</b></p> <ul style="list-style-type: none"> <li>• Refer to Executive Order No. 419</li> </ul>

## Annex F: Capacity Development Scorecard

Project/Programme Name: Mainstreaming global environmental priorities into national policies and programmes

Project/Programme Cycle Phase: Project preparation (PPG) Date: November 2014

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
<b>CR 1: Capacities for engagement</b>							
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0	2	3	Institutional responsibilities for managing the environment exist but overlaps exist, and stakeholders recognized these responsibilities but only partially.		No direct contribution from the project to improve this capacity.
	Institutional responsibilities for environmental management are identified	1					
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2					
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3					
Indicator 2 – Existence of	No co-management mechanisms are in place	0	1		Only few co-managements exist, and more are needed to		No direct contribution

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
operational co-management mechanisms	Some co-management mechanisms are in place and operational	1		1	increase collaboration among agencies.		from the project to improve this capacity.
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2					
	Comprehensive co-management mechanisms are formally established and are operational/functional	3					
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	3	The participation of stakeholders in decision-making regarding the management of the environment is limited in Palau.		No direct contribution from the project to improve this capacity.
	Stakeholders are identified but their participation in decision-making is limited	1					
	Stakeholders are identified and regular consultations mechanisms are established	2					
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3					
<b>CR 2: Capacities to generate, access and use information and knowledge</b>							

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	2	2	Stakeholders and the population at large know about global environmental issues, particularly climate change and its impacts on Palau. However, with limited awareness, stakeholders do not know how to participate.	The project will support the strengthening of the body of knowledge on the environment in Palau providing environmental information access to the public and particularly to decision-makers and policy-makers.	1: Improved management information system for the global environment  2: Strengthened technical capacities for monitoring and evaluation of the global environment
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1					
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2					
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3					
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	1	2	Some environmental information is collected and stored by several governmental and non-governmental organizations. However nationally, the environmental body of knowledge is not coherent and fully accessible by the public, including decision-makers and policy-makers.	The project will support the development of an adequate information management infrastructure to adequately collect, store and provide access to environmental data.	1: Improved management information system for the global environment  2: Strengthened technical capacities for monitoring and evaluation of the
	The environmental information needs are identified but the information management infrastructure is inadequate	1					
	The environmental information is partially available and shared among stakeholders but is not	2					



Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited				There is limited data exchange and data sharing.		global environment
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3					
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	3	Some environmental education activities have been implemented, often supported by externally funded projects. However, no national environmental education programme is in place in Palau.		No direct contribution from the project to improve this capacity.
	Environmental education programmes are partially developed and partially delivered	1					
	Environmental education programmes are fully developed but partially delivered	2					
	Comprehensive environmental education programmes exist and are being delivered	3					
Indicator 7 – Extent of the linkage between	No linkage exist between environmental policy development and	0	2		Limited environmental research is being done in Palau, due mostly to the lack	By strengthening the environmental body of knowledge in Palau	3: Improved decision-making mechanisms for

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
environmental research/science and policy development	science/research strategies and programmes			2	of resources but also limited environmental information available and the research findings are not fully aligned with the policy development needs.	and that more accurate and timely environmental information will be available, the project will support the promotion of this information, particularly with decision makers and policy makers.	the global environment institutionalized
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1					
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2					
	Relevant research results are available for environmental policy development	3					
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	2		Traditional knowledge is recognized and some of it is collected but not fully used in decisions related to the management of natural resources.	As part of improving the collection of environmental data, appropriate traditional knowledge will be collected, stored and made available.	3: Improved decision-making mechanisms for the global environment institutionalized
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant	1					

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	participative decision-making processes			2			
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2					
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3					
<b>CR 3: Capacities for strategy, policy and legislation development</b>							
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2		There are environmental plans and strategies in place in Palau but not all are up-to-date. Additionally, these plans are mostly thematic plans and strategies such as the NBSAP (biodiversity) and the NAP (land degradation) and there is no overarching environmental policy up-to-date. Finally, environment is not a top priority in the development agenda of Palau.		No direct contribution from the project to improve this capacity.
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1					
	Adequate environmental plans and strategies are produced but there are only partially implemented because of	2					

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	funding constraints and/or other problems			2			
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3					
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	2	There are environmental policies and legislation in place in Palau but there is a need to revise/upgrade some of these instruments, including the need to strengthen inter-sectorial coordination mechanisms to facilitate the implementation of these policies.	Policy and legislation instruments in place and seen as barriers for an effective environmental body of knowledge will be reviewed and amended as needed to provide an adequate enabling environment.	1: Improved management information system for the global environment
	Some relevant environmental policies and laws exist but few are implemented and enforced	1					
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2					
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement	3					

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	mechanism is established and functions						
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	2	Some environmental information exists but it is not much used/not readily available by policy makers and decision makers.	The project will strengthen the environmental body of knowledge in Palau that will be accessible by decision makers and policy makers.	3: Improved decision-making mechanisms for the global environment institutionalized
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1					
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2					
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3					
<b>CR 4: Capacities for management and implementation</b>							
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and	0	1		Due to limited government financial resources, The resource requirements for the environment sector cannot be		No direct contribution from the project

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	the requirements have not been assessed			2	met and the level of existing resources is low when compared to the resources needed to properly manage the environment in Palau.		to improve this capacity.
	The resource requirements are known but are not being addressed	1					
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2					
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3					
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	2	2	Technical skills are available but their availability depends much on external project funding.		No direct contribution from the project to improve this capacity.
	The required skills and technologies needs are identified as well as their sources	1					
	The required skills and technologies are obtained but their access depend on foreign sources	2					

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3					
<b>CR 5: Capacities to monitor and evaluate</b>							
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	2		Limited monitoring of projects and programmes is happening besides monitoring mandated on donor funded projects and programmes. However, this information is not really communicated/collected into the national body of knowledge on environment.	Environmental data collection will be reviewed and strengthened as needed to improve the monitoring of environmental trends.	1: Improved management information system for the global environment  2: Strengthened technical capacities for monitoring and evaluation of the global environment
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1		1			
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2					
	Monitoring information is produced timely and accurately and is used by the implementation team to learn	3					

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score (2014)	Score at TE (2019) [PMU]	Comments	Next Steps	Outcome Contribution
	and possibly to change the course of action						
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	1	1	The majority of externally funded projects have evaluation plans. These evaluations are mainly performed internally, by the executing agency and by the funding agencies. But the sharing of these results is limited, thus lessons-learned are not fully shared with other projects, limiting “learning by experience”.		No direct contribution from the project to improve this capacity.
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1					
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2					
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3					
	<b>Total Score:</b>		<b>23/45</b>	<b>30/45</b>			






## Annex G: Evaluation Consultant Agreement Form

### 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 Form <sup>3</sup>	
<b>Agreement to abide by the Code of Conduct for Evaluation in the UN System</b>	
Name of Consultant:	<u>BRUCE CHAPMAN</u>
Name of Consultancy Organization (where relevant):	<u>A-P Evaluation</u>
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.	
Signed at <i>place</i> on <i>date</i>	<u>Wellington 28 October 2019</u>
Signature:	

<sup>3</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

**ANNEX H: EVALUATION REPORT CLEARANCE FORM**

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: <u>Karin Tahewee</u>	
Signature: <u>[Signature]</u>	Date: <u>20/01/2020</u>
UNDP GEF RTA	
Name: <u>JAMES THWENING - WATRY</u>	
Signature: <u>[Signature]</u>	Date: <u>30/1/2020</u>

#### ANNEX I: Terminal Evaluation Audit Trail (TE comments)

The Audit trail is a separate attachment to the Terminal Evaluation Report.