



Photo credit: Top: L-R: Fitzgerald Providence and to be determined. Middle: L-R: Robert Henderson, Nandani Bridglal, Frantz Delcroix and Jeremy Holden, Bottom: Blue water Dive Travel

FINAL Mid-Term Review (Submitted January 27, 2022)

Conserving Biodiversity and Reducing Land Degradation using a Ridge to Reef Approach
GEF Project ID 9580; UNDP PIMS ID 5862

Country: Saint Vincent and the Grenadines

Region: Latin America and the Caribbean

GEF Focal Area: Multi-Focal Area

GEF Agency: United Nations Development Programme (UNDP)

Implementing Partner: Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour (MAFFRTL)

Evaluators:

Ms. Virginia Ravndal, International Consultant/Team Leader (vravndal@mindspring.com)

Ms. Noretta John, National Consultant (norettasvg@gmail.com)

Acronyms

ACP	African, Caribbean, and Pacific Group of States
ART	Agency for Rural Transformation
AZE	Alliance for Zero Extinction
BMZ	German Federal Ministry of Economic Cooperation and Development
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CATS	Caribbean Aqua-Terrestrial Solution
CBD	Convention on Biological Diversity
CBF	Caribbean Biodiversity Fund
CCI	Caribbean Challenge Initiative
CEPF	Critical Ecosystem Partnership Fund
CMFR	Central Mountain Forest Reserve
CSA	Climate smart agriculture
CSO	Civil Society Organization
FAO	Food and Agriculture Organization of the United Nations
FD	Forestry Division
FSP	Full Sized Project
GCCA	Global Climate Change Alliance
GDP	Gross domestic product
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GIS	Geographic information system
GIZ	Gesellschaft für Internationale Zusammenarbeit
GPS	Global positioning system
Ha	Hectares
IAS	Invasive alien species
ICCAS	Integrated Climate Change Adaptation Strategies project
IFAD	International Fund for Agricultural Development
INRM	Integrated natural resource management
IWRM	Integrated water resource management
JCCCP	Japan-Caribbean Climate Change Partnership
KBA	Key Biodiversity Area
Km	Kilometer
km ²	Square Kilometers
LCMP	Leeward Coast Marine Park
LD	Land Degradation
LD-TSP	Land Degradation Target Setting Protocol
M&E	Monitoring and evaluation
MAFFRIL	Ministry of Agriculture, , Forestry, Fisheries, Rural Transformation Industry and Labour
METT	Management Effectiveness Tracking Tool
Mm	Millimeters
MMA	Marine Management Area
MPA	Marine Protected Area
MTR	Mid-term Review
NAP	National Adaptation Plan

NBSAP	National Biodiversity Strategy and Action Plan
NEAB	National Environmental Advisory Board
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NISP	National Implementation Support Programme
NPD	National Project Director
NPPASP	National Parks and Protected Area System Plan
OECS	Organization of Eastern Caribbean States
PA	Protected Area
PASP	Protected Area System Plan
PIF	Project Identification Form
PIR	Project Implementation Report
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
R2R	Ridge to Reef
SDGs	Sustainable Development Goals
SESP	Social and Environmental and Social Screening
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SOP	Standard Operating Procedures
SSTrC	South-South and Triangular Cooperation
STAP	GEF Scientific Technical Advisory Panel
SVG	St Vincent and the Grenadines
SVGPF	Saint Vincent and the Grenadines Preservation Fund
TNC	The Nature Conservancy
UN MSDF	United Nations Multi-Country Sustainable Development Framework in the Caribbean
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDP-GEF	UNDP Global Environmental Finance Unit
UNFCCC	United Nations Framework Convention on Climate Change

Table of Contents

1.	Executive Summary	1
1.1.	Project Information Table	1
1.2.	Brief Project Description	2
1.3.	Project Progress Summary	2
1.4.	MTR Ratings and Achievements Table	3
1.5.	Summary of Findings/Conclusions	7
1.6.	Recommendations Table	9
2.	Introduction	11
2.1.	Purpose of the Mid-Term Review (MTR)	11
2.2.	Scope of the Evaluation	12
2.3.	Methodology for Data Collection and Analysis	12
2.4.	Ethics and Code of Conduct Adhered to by the MTR Team	13
2.5.	Limitation of the MTR	13
2.6.	Structure of the MTR Report	14
3.	Project Description	14
4.	Findings	15
4.1.	Project Strategy	15
4.1.1.	Project Design	15
4.1.2.	Analysis of the Project Results Framework	17
4.2.	Progress towards Results	18
4.2.1.	Progress towards Expected Outcomes	18
4.2.2.	Comparison of GEF TTs at Baseline with those completed at Mid-Term	18
4.2.3.	Remaining Barriers towards achieving the Project Objective	18
4.2.4.	Ways in which Project can Expand on its Successes to Date	19
4.3.	Project Implementation	20
4.3.1.	Project Management	20
4.3.2.	Work Planning	22
4.3.3.	Finance, Co-Finance and Financial Management	23
4.3.4.	Implementing Partner Execution and UNDP Execution Support	26
4.3.5.	Stakeholder Engagement	29
4.3.6.	External Impacts on the Project (Covid 19 and Volcanic Eruption)	30
4.3.7.	Social and Environmental Standards/ Safeguards	30
4.4.	Project Monitoring and Oversight	31
4.4.1.	GEF Agency Monitoring and Oversight	31
4.4.2.	PMU Monitoring	32
4.5.	Project Reporting	32
4.6.	Communication and Knowledge Management	33
4.7.	Gender Equality & Other Cross-Cutting Issues	33
4.7.1.	Gender Equality	33
4.7.2.	Other Cross-Cutting Issues	33
4.8.	Sustainability	35
4.8.1.	Financial Sustainability	35
4.8.2.	Institutional Sustainability	35
4.8.3.	Environmental Sustainability	35
5.	Conclusions and Detailed Recommendations	36
5.1.	Conclusions	36

5.2.	Detailed Recommendations.....	37
6.	Annexes	42
	Annex 1 MTR TOR (International and National Consultants)	42
	Annex 2 List of Documents Reviewed.....	43
	Annex 3 List of Stakeholders Interviewed.....	45
	Annex 4 Technical Consultancies with notes and recommendations by the MTR.....	47
	Annex 5 MTR Rating Scales used by the GEF	68
	Annex 6 Evaluation Criteria Matrix	69
	Annex 7 Signed UNEG Code of Conduct	78
	Annex 8 Evaluation Report Clearance Form	80
	Annex 9 Audit trail (to be annexed in a separate file)	81
	Annex 10 MTR Report on Progress towards Results Framework Indicator Targets.....	82
	Annex 11 MTR Assessment of Project Oversight by UNDP as GEF Agency for this Project	95
	Annex 12 Signed LOA between UNDP and Government of SVG	101
	Annex 13 Signed UN to UN Agency Agreement.....	106
	Annex 14. List of Expected Outcomes and Outputs with Suggested Modifications.....	113
	Annex 15. Project Timeline	116
	Annex 16. Signed Clearance Form	116

1. Executive Summary

1.1. Project Information Table

Table 1: Project Information Table

Project Title	Conserving biodiversity and reducing land degradation using a Ridge-to-Reef approach		
UNDP Project ID (PIMS #):	5862	PIF Approval Date:	May 23, 2017
GEF Project ID:	9580	CEO Endorsement Date:	Apr 15, 2019
ATLAS Business Unit, Award # Proj. ID:	00097455	Project Document (ProDoc) Signature Date (date project began):	Sept 30, 2019
Country(ies):	St Vincent and the Grenadines	Date project manager hired:	Nov 2, 2020
Region:	Latin America and the Caribbean	Inception Workshop date:	Feb 15, 2021
Focal Area:	Multi Focal: BD, LD	Midterm Review completion date:	Feb 28, 2022
GEF Focal Area Strategic Objective:	BD – 1.1. Improving the financial sustainability and effective management of the national ecological infrastructure; BD – 1.2: Improve sustainability of protected area systems, Program 2; LD – 3: Reduce pressures on natural resources by managing competing, Program 4.	Planned closing date:	Operational: March 30, 2024
Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]:	GEF	If revised, proposed op. closing date:	
Executing Agency/ Implementing Partner:	Ministry of Agriculture, Forestry, Fisheries Rural Transformation, , Industry and Labour		
Other execution partners:			
Project Financing	at CEO endorsement (US\$)	at Midterm Review (US\$)*	
[1] GEF financing:	USD 3,757,102	3,757,102	
[2] UNDP contribution:	0	0	
[3] Government: a. Ministry of Finance, Economic Planning, Sustainable Development and Information Technology b. MAFFERTIL	a. USD 7,800,000 b. USD 4,047,860	a. 0 b. \$114,964	
[4] Other partners: a. Basic Needs Trust Fund Programme b. SVG Preservation Fund	a. USD 225,478 b. USD 65,037	a. 0 b. 0	
[5] Total co-financing [2 + 3+ 4]:	USD 12,138,375	114,964	
PROJECT TOTAL COSTS [1 + 5]	USD 15,895,477	3,872,066	

1.2. Brief Project Description

1. The objective of this 4 and ½ year project supported by the Global Environment Facility (GEF) with a budget of US\$3,757,102 (which is to be complemented by co-financing totaling US\$12,138,375), is to “enhance biodiversity conservation and ecosystem services conservation through an expanded and strengthened PA system and with SLM measures integrated in a ridge to reef approach”. The project was justified as both a Biodiversity (BD) and a Land Degradation (LD) project, with 56% of the GEF budget under the BD Focal Area and the remainder under LD. Under the BD GEF Focal Area, the Project falls under BD 1.1 (Improving the financial sustainability and effective management of the national ecological infrastructure) and BD 1.2 (Improve sustainability of protected area systems, Program 2: Nature’s Last Stand: Expanding the Reach of the Global Protected Area Estate). Under the Land Degradation Focal Area of the GEF, the Project falls under LD 3 (Reduce pressures on natural resources), Program 4: Scaling-up sustainable land management through the Landscape Approach). This project has 11 Expected Outcomes grouped into 4 Components.

2. Amongst other things, the project is to establish a natural resources information management system; strengthen policy, legal and regulatory frameworks for integrated natural resource management, biodiversity conservation, and protected areas; strengthen coordination and planning for Protected Areas (PAs); enhance financial sustainability for PAs; strengthen institutional capacities for integrated natural resource management (BD/SLM/CSA/Gender responsiveness) to support conservation of biodiversity and reduce land degradation; expand, legally gazette, demarcate and operationalize the Central Mountain Range Forest Reserve; legally establish and initiate operationalization of the Leeward Coast Marine Park (LCMP) -- including identifying and demarcating conservation zones within the LCMP; legally gazette, demarcate and operationalize the Chatham Bay Wildlife Reserve on Union Island ensuring the long-term protection of island endemics; improve SLM practices in 3 upper watersheds in and surrounding the Central Mountain Forest Reserve (CMFR); develop and initiate implementation of a watershed management plan for the Buccament watershed; establish national learning centers and demonstration sites on Climate-Smart Agriculture (CSA) and Sustainable Land Management (SLM); create new sustainable livelihoods through the establishment of a sustainable livelihood programme for farmers and others in the target watersheds; and ensure that technical knowledge is captured, and experiences and lessons are learned and disseminated; and enhance public awareness of BD, SLM and CSA through environmental education.

1.3. Project Progress Summary

3. At project mid-term, the project has made Unsatisfactory (U) progress towards achieving the project objective. To achieve the Project objective, 11 Outcomes were envisaged. Overall, the Project has made Moderately Unsatisfactory (MU) progress on three Outcomes (Outcomes 1.2, 2.1, 4.1), Unsatisfactory (U) progress on three Outcomes (Outcomes 1.1, 2.3, 4.2), and Highly Unsatisfactory (HU) progress on five Outcomes (Outcomes 1.3, 2.2, 3.1, 3.2, 3.3).

4. Annex 10 provides a detailed description of progress made towards the various indicator targets for the Outcomes. Section 1.3 also provides further information.

5. There has been uneven progress on the 13 expected Outputs, with relatively good progress regarding purchase of equipment (pick-ups, dump trucks, computers, equipment, design of extension to FD building and purchase of materials) compared to progress made in regards to such things as development of the PA system plan, development of PA management plans, development of

recovery/action plans for the various global endemic and threatened species that are important targets of the project intervention (and important reasons for GEF interest in supporting this project), implementation of conservation actions within PAs, implementation of SLM measures in the target watersheds, reforestation, sorting out the status of the Forest “Reserve” on Union Island, delineation of CMFR boundaries, identification and demarcation of conservation zones with the LCMP, programmes to create sustainable livelihoods for farmers in the target watersheds, development of draft regulations, legislation and policies, development of a mechanism to ensure greater access and sharing of information related to BD, and identification and securing of additional financial support for PAs to ensure their sustainability.

6. The slow progress towards producing the Outputs (which in turn contribute to the Outcomes) is mainly attributable to 3 factors including: 1) lack of full and fully-qualified staffing of the PMU including extended periods from the start of the project (pre-Covid) without a Project Coordinator (PC) in place¹. 2) the Covid-19 pandemic, 3) a volcanic eruption in the north of St. Vincent that significantly directly affected much of the project area (and indeed the entire country) as well as affecting the ability of the IP to further the project activities (as many of the entities involved in this project were key players in the response and recovery from the volcanic eruption). The activity of the volcano started in December 2020 and culminated with several major explosive eruptions in April, 2021. During this time, tremors and earthquakes were also felt. The entire island was heavily impacted by ashfall and reports indicated that 20,000 persons were dislocated. For such a small population, this had very significant implications for the Government in terms of prioritizing activities. Heavy impact was felt in the forest and throughout the agricultural sector and the Ministry of Agriculture and the Forestry Department (the IP for the project) were forced to focus their attention on assessing impact and on planning recovery. Agriculture is a main economic generating sector for SVG. Less than optimal oversight from the GEF Agency responsible for this project, UNDP, has also contributed to this slow progress as more effective oversight might well have helped to minimize the first factor. As of the mid-term of the project, only 10% of the budget has been spent.

1.4. MTR Ratings and Achievements Table

7. Table 2 (below) presents a brief description of project achievements as well as the Mid-Term Review (MTR) rating for each of the measures required by the GEF to be rated. The GEF rating scale consists of 6 possible ratings: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), or Highly Unsatisfactory (HU). The ratings for the sustainability measure are Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and Unlikely (U). Annex 5 provides a detailed definition of each GEF rating.

Table 2: MTR Rating and Achievement Summary Table

Measure	MTR Rating	Brief Achievement Description (See text and Annex 10 for more details)
Project Design/Strategy	MS	<p>*Good Ridge to Reef conceptual approach with project activities reaching from upper watersheds to marine environment but may have been best to focus on only 1 instead of 3 watersheds.</p> <p>*Overly ambitious design given institutional capacities of</p>

¹ The current PC has been on board for 6 months. Since the start of the current PC, implementation of activities has accelerated.

		<p>Implementing Partner (IP).</p> <p>*Too many “responsible partners” (RPs) involved to ensure strong project ownership.</p> <p>*GEF “additionality” principle not apparent in all activities. Instead, for some activities GEF funds appear to be used to replace funding that would normally be anticipated from Government’s own account to pay for some recurrent costs.</p> <p>*Gender equality and climate change given good consideration in design.</p> <p>*Execution support anticipated from UNDP as per LOA quite significant given this is a National Implementation Modality (NIM) project.</p> <p>*Adding a second project -- that was not originally planned to be implemented jointly with this one -- to an already over-taxed and under-staffed PMU does not appear (up until this point) to have been the best strategy to ensure this project success -- even if there might be advantages to the other (UNEP) project.</p> <p>*The Results Framework has some weaknesses (described in further detail in the relevant section) but overall these weaknesses do not affect the ability to adequately monitor and report on project progress towards commitments made in the PRODOC.</p>
Progress Towards Results	<p>Overall Project Objective – U</p> <p>To enhance biodiversity conservation and ecosystem services conservation through an expanded and strengthened PA system and with SLM measures integrated in a ridge to reef approach</p>	<p>No progress has been made as of the time of the MTR regarding expansion of the PA system. There has been some limited but important strengthening of capacity of several Government and non-Governmental entities involved in PA management. With the exception of 1 target species (<i>Amazona guildingii</i>), it is unknown if populations of the 5 globally threatened endemic species have remained stable or increased. Preliminary results of a census of <i>Amazona guildingii</i> done in 2021 indicate an increase in the population of the parrot over the 2010 census. The census for <i>Gonatodes daudini</i> (Union Island Gecko) earmarked to be conducted under this project has not yet been done. Best estimates according to the FD is that the population has been reduced to around 4000 Geckos, down from 6,500 in 2010 with the latest data provided from a rapid survey done before this project began (in 2016). This would suggest a rather astounding reduction in the population of this global endemic (found only on Union Island) of almost 40%. The project has not identified/facilitated/catalyzed any new partnerships that have resulted in bringing additional funding for PAs as was expected. Moreover, with one exception (UIEA), even those partnerships that already existed before this project have not been maintained/strengthened, with missed opportunities that could have brought benefits to this project effort. 160 people should be benefitting at this point from new sustainable livelihoods created through sustainable management of natural resources and ecosystem services. No new sustainable livelihoods have yet been created.</p>
	Outcome 1.1 – U	No centralized database has been established. Although

	Enhanced multi-departmental access to centralized database system, incorporating biodiversity (BD), ecosystem services, land use / cover, protected areas, climate and soil data, to support natural resource conservation and gender responsive land use decision making.	computers and other hardware have been purchased, it is unclear how this equipment will be used to support the functioning of such a centralized database as some basic questions such as is such a centralized database really the best approach to ensure sharing of data and accessibility of data; exactly what data is supposed to be shared and who currently collects that data and where (if at all) is that data currently maintained; who will host the database; what will be the recurrent costs of such a database and how will these be met; who will analyze trends in data and is that to be part of the centralized database, etc. Much of this has yet to be discussed.
	Outcome 1.2 – MU Institutional frameworks and human resource capacities strengthened for the operationalization of the Forest Policy, PA Policy and PA system plan as well as for the implementation of related laws and regulations, resulting in improved biodiversity and ecosystem conservation and reduced forest loss and land degradation.	Over the last two to three years substantial work has been done in drafting of a Parks and Protected Areas Regulation as provided for under the National Parks Act for both terrestrial and marine areas through the NPBBA. The regulation fourth draft is currently being finalized by the drafter in the Legal Affairs Department. This was not done with project support. No policies, legislation, regulations or plans have been developed or revised with project support. There have been no substantive discussions regarding the updating of the PA policy or the PA systems plan and no legislative review has taken place (as indicated would be done during year 1) to decide what policy, legislation, regulations and/or guidelines would be updated/revised. The capacities of the key government institutions involved in biodiversity conservation, PA management and natural resource management has not been assessed after the original assessment was done, therefore it is not possible for the MTR to report in any quantitative way on whether capacities have been strengthened, nevertheless, the project has supported several trainings (See Section 4.7.2) which participants have indicated to the MTR that they found helpful.
	Outcome 1.3 – HU Increased capacities for financial sustainability of PAs.	No progress has been made in this regard. The project anticipated contracting a financial sustainability consultant but to date no TOR have been drafted for this important consultancy.
	Outcome 2.1 – MU Operational terrestrial and marine protected area estate expanded with improved management, monitoring and strengthened protection, as measured by METT scores.	Even though reported METT scores for 3 PAs (Chatham Bay, CMFR and LCMR) have remained unchanged since the baseline, the MTR believes that some progress has indeed been made to improve management, to monitor, and to strengthen protection. Four more rangers have been hired for Chatham Bay, doubling the number of rangers compared with the baseline. Wildlife surveys have been conducted in both Chatham Bay and the CMFR. Rangers were trained in the use and operation of drones and other equipment to enhance their work has been provided. Rangers in Chatham Bay were trained on tourism.
	Outcome 2.2 – HU Increased PA estate with globally vulnerable or irreplaceability values under	Neither the terrestrial nor the marine PA estate has been expanded. No Cabinet submissions have yet been made to include any of the KBAs mentioned in the PRODOC (Colonarie Forest Reserve, Dalaway Forest Reserve, Kingstown Forest

	protection.	Reserve, La Soufrière National Park, Mount Pleasant Forest Reserve, Richmond Forest Reserve) for inclusion in the PA estate.
	Outcome 2.3 – U BD of known global significance in PA estate is documented, protected, with management and monitoring, including for newly discovered species of national and global significance, including at least 4 Species Recovery and Action Plans developed with implementation of 5 initiated.	No species recovery and action plans have yet been developed for any of the 5 target species. A census was conducted of the parrot as indicated above but this was done in isolation of any recovery/action plan. The Conservation Action plan for the gecko expired at end of last year (2021) and there is no concrete plan as of this time to update that plan although conversations were being held with FFI regarding the gecko census in 2022. There are no activities planned as of yet to determine if the Pink Rhino Iguana is indeed its own species. No consultations have taken place with SVG Invest regarding the area on Union Island that is slated for hotel development. The FD has not yet clarified the status of the “forest reserve” on Union Island or the classification status that should be sought for the new PA. The FD has not yet contacted the Surveyor General’s Office regarding the yet-to-be-proposed Chatham Bay Wildlife Reserve (memo was drafted in June 2021 but has significant shortcomings and has not yet been sent). No support has been given to control the lionfish or other invasive exotic species.
	Outcome 3.1 – HU SLM and Climate Smart Agriculture (CSA) techniques and technologies implemented by local communities in 3 upper watersheds (Buccament, Yambou and Kingstown) covering 1200 ha resulting in threats to ecosystem functions (encroachment, pollution, sedimentation) being reduced in landscape surrounding the Central Mountain Forest Reserve and downstream coastal and marine sites.	No SLM or CSA techniques are being implemented by local communities in the 3 project target watersheds with the assistance of this project.
	Outcome 3.2 – HU Validated SLM practices support ridge to reef management process and provides inputs to national level INRM strategy and regulation.	No new SLM practices that integrate biodiversity conservation have been identified or are being implemented (other than the known standard SLM practices that have been ongoing for a number of years) and there has been no input to a national level INRM strategy or regulations.
	Outcome 3.3 – HU Increased diversification of income in household disaggregated by gender.	No activities have yet been undertaken in this regard.
	Outcome 4.1 – MU Knowledge and experiences	No written or visual materials meant to disseminate lessons/experiences on biodiversity conservation or SLM have

	captured, shared and widespread adoption of gender responsive CSA, SLM and biodiversity conservation practices encouraged.	been produced to date. The project did support the Forestry summer programme for youth which is an excellent way to share knowledge and enhance awareness.
	Outcome 4.2 – U Monitoring and evaluation of project implementation, outcomes and outputs ensures project effectively reaches outlined goals and objectives.	There has been limited monitoring by the PMU and UNDP and sub-standard reporting. The PMU has been advised to report quarterly through a standardised template and through regular ATLAS updates. A standard has been set and communicated to the PMU.
Project Implementation and Adaptive Management	HU	Project implementation has been very slow due primarily to the three factors described previously. As of the mid-term of the project, only 10% of the budget has been spent. As of the time of the MTR, a CTA has not yet been contracted (although the recruitment process for the position was underway during the MTR), and TOR for many important consultancies have not yet even been developed. There has been little adaptive management except for a meeting (erroneously recorded as a PSC meeting) that took place after the volcanic eruption during which decisions were taken to move certain activities forward in the workplan and to approve procurement of certain items.
Sustainability	MU	It is premature to assess sustainability of the results of the project effort as so little has been achieved to date. Financial sustainability of PAs has not improved. Existing institutional capacities may not guarantee sustainability, not because of lack of technical expertise but because of lack of time and budget to pursue additional activities (over and above the normal). Environmental sustainability is always in question in areas where volcanic eruptions may happen. In addition, Government plans for development in critical habitat for endemic species could have a very detrimental effect on the project efforts and could negate some successes made.

1.5. Summary of Findings/Conclusions

8. The project officially started 27 months ago and, according to the project time frame, has another 27 months remaining until operational closure on March 30 2024. Only approximately 10% of the budget has been spent. This is far below the expected. The highest percent spent on any component was spent on project management costs despite having a severely under-staffed Project Management Unit (PMU) including no Project Coordinator (PC) in place during most of the project.

9. Despite numerous very significant challenges, the project has been able to provide support to allow some important pre-existing (before this project) programmes to continue, such as the Forestry summer programme for youth, an excellent way of engaging youth in conservation and enhancing awareness about BD and SLM. The project has provided some useful training (drone training, dive training, guide training) that has enhanced capacity in some key project partner institutions, albeit in a limited way. The project has provided critical support that has enabled enhanced on-the-ground protection of globally significant species in the Grenadines through the contracting of rangers --

effectively doubling the ranger staff at Chatham Bay. The project has also supported the conduct of an important biological survey -- even though it would have been most beneficial to adopt a different approach to doing so. Equipment and vehicles purchased by the project are expected to contribute to the achievement of project outcomes but only if complementary planned activities are undertaken.

10. Despite the advances made to date, the project is not on track to achieve what it set out to as per the PRODOC. As described previously, this is attributable to three main factors: staffing and capacity issues in the PMU, the Covid-19 pandemic, the volcanic eruption in early 2021. All three factors have had significant impact on the project's ability to progress (see Section 4.3.6). Two of these factors were beyond the control of the project (Covid and the volcanic eruption). One of the three factors impacting the project (staffing of the PMU) was within the control of the project and may have had an even greater impact on the slower-than-expected progress made by the project compared with the two other factors. Although all processes outlined by UNDP for hiring staff for the PMU were followed (and in acceptable timelines), the challenge arose due to the lack of suitably qualified candidates applying for the position, something that could be said to be beyond the control of the MCO (although a more innovative way of getting the word out to potentially interested candidates may have been helpful).

11. The project has gone without even the bare minimum of a PMU for almost 80% of the project period to date (a total of 20 and ½² months of its 25 1/2 months up until the start of the MTR³).

12. The project lost a lot of time due to the factors previously mentioned. There is insufficient time remaining in the project (according to the original time frame envisaged) to complete planned activities, thus significantly affecting the ability of the project to achieve the expected Outcomes.

13. It will therefore be necessary to either extend the project, or to reduce the original commitments as described in the PRODOC (which would entail a discussion with the GEF Secretariat (GEFSEC) and a possible return of some funds to the GEF).

14. Further burdening the PMU, the decision was taken to jointly implement the SVG part of a regional United Nations Environment Programme (UNEP) project, the IWECO project, thereby giving the PMU the responsibility not only for this project but for another as well. The Project Document (PRODOC) did not envisage "joint" implementation of this project with another. Joint implementation is not a common modality and the UNDP Multi-Country Office (MCO) responsible for this project has little experience with it.

15. This is a technical project, yet the project does not have a technically-qualified Project Coordinator (PC) and no technical advisory services have been acquired. The project urgently requires the services of a technical advisor and has budgeted for one. It would have been best to bring the Chief Technical Advisor (CTA) on board from project start rather than at mid-term, and to recruit regionally instead of globally. The Terms of Reference (TOR) for this critical position were not well elaborated and the current planned in-country time for the CTA is inadequate.

16. Although the project is designed as a "Ridge to Reef" initiative, this approach is not yet evident on the ground/in the sea. There is no coordinated effort related to some important project activities

² 17 months without a Project Coordinator + 3 1/2 months without a FAA

³ As of the time of the MTR (MTR start date is November 15 2021)

(e.g., water quality monitoring) even though equipment for this activity has already been provided. Water quality information that is being collected by different entities is not being shared between all relevant stakeholders (including private sector such as dive shops) and water quality is not being monitored at all the points where it should be to ensure a true R2R approach to water quality monitoring. It is noteworthy that, although not from equipment procured under the project, NPRBA, with support and coordination from other local agencies such as Forestry Department and Fisheries Division, have regularly undertaken a coastal water quality monitoring/testing including in some areas for example within the proposed LCMP over the project period. Such data can be useful in supporting elements of some project activities.

1.6. Recommendations Table

17. The PSC should meet to discuss the findings and recommendations presented in this report in its January 2022 meeting. Fifteen (15) key recommendations are described in Table 3 below.

Table 3: Summary of Key Recommendations

#	TE Recommendation	Entity Responsible	Time-frame
1	<p>The PSC is comprised of very capable and dedicated individuals. Henceforth, the PSC should ensure it meets regularly at least twice/year (This need not be in-person). Because there are significant adjustments to be made during 2022, the PSC should meet at least 3 times in 2022 (once every 4 months or possibly even every 3 months). The Permanent Secretary of MAFFRIL is the official Chair of the PSC and her presence/participation in PSC meetings is important and should be regular. Proper meeting minutes should be kept and distributed to all PSC members with adequate time to review and provide feedback before the next meeting.</p> <p>Consideration should also be given to possibly establishing a technical subcommittee which could include co-opted personnel as may be required with particular skill sets to meet in between PSC meeting to assist the critical and needed work where adjustments, fast tracking and prioritizing of activities and decision making is required to support implementation of project activities.</p>	Chair, PSC to convene	Now until project end
2	<p>Contract a CTA with technical expertise and experience in biodiversity conservation/protected areas management and with experience in the Caribbean. Strong preference should be given to contracting a CTA who resides in the region as the logistics of ease of communication and travel must be given serious consideration. Covid permitting, the CTA should travel to SVG immediately upon being contracted and should remain in SVG for the first full month of her/his contract. The recommendation is to combine the CTA and PA consultancies into one -- the same individual playing both roles. See detailed recommendations regarding TOR for CTA in Annex 4.</p> <p>In addition to contracting a CTA, a full-time Project Technical Officer (PTO) should be contracted to join the PMU. The PTO should be recruited locally whereas the CTA can be recruited regionally or even globally if one cannot be identified within the region.</p>	UNDP MCO	January 2022
3	Extend the project by at least 12 months -- preferably 18 months. A project		

	extension is necessary to ensure the project can achieve the expected Outcomes. The project suffered extended delays due to lack of a Project Coordinator being in place for much of the project up until mid-term, the Covid-19 pandemic, and the volcanic eruption. Without an extension, the project is likely to have supported the purchase of equipment, vehicles, computers and the undertaking of consultations and production of plans and perhaps the drafting of some legislation/policies, but will not likely have gotten far in implementing much of the planned conservation work on the ground/in the sea and will not likely have reached the stage of creating new sustainable livelihoods as anticipated. It is also unlikely that without additional time the PA estate could be enlarged as envisaged. The additional project management costs related to the extension cannot be paid by the GEF, thus other funding must be found to pay those costs.		
4	<p>Consolidate consultancies that were anticipated in the PRODOC and, in the case of some anticipated consultancies/PMU positions, consider whether such positions are indeed required or if the expected Outcome related to those consultancies might best be achieved by other means. See detailed recommendations in Annex 4.</p> <p>As a general approach, partner with institutions (NGOs, academic institutions) whenever possible rather than contracting individual consultants.</p>	PSC IP UNDP	January 2022
5	Ensure the project has a PC with the requisite experience to effectively manage this large (for SVG) and complex project which not only involves managing a large full-size GEF project that falls under two distinct GEF Focal Areas (biodiversity and land degradation) and that entails partnering with a very large number of RPs, but also involves managing another GEF project (for which a different UN Agency is the GEF Agency) under a “joint implementation” modality – a modality which UNDP has little experience with. Adding to the complexity, the project is seriously off-track to achieve the expected outcomes and will require an experienced PC moving forward to ensure eventual success. The MTR believes that even though there has been an increase in expenditure and project management since the current PC (who was the Administrative/Finance Assistant until a few months ago) assumed this role, she does not have the requisite background or experience for this position. The MTR does not believe it was in the project’s best interest to significantly reduce the requisite qualifications for this position and notes that the current PC does not appear to meet even the reduced qualifications as described.	IP, UNDP	2022
6	Certain Outcomes (Outcome 1.1, Outcome 2.3, Outcome 3.3) should be re-worded while not altering the substance of what is expected. See Annex 14 with suggested changes to those Outcomes. Certain expected Outputs (Output 1.1, Output 4.2) should be modified to ensure they contribute in the most cost-effective way to the relevant expected Outcome. See Annex 14 with suggested changes to those Outputs. At the activity level, certain activities should be re-considered as some do not (as currently envisaged) contribute significantly, or in the most cost-effective way, to the relevant expected Output.	UNDP PSC	Next PSC Meeting
7	Detailed recommendations regarding the project effort at Chatham Bay are included in Section 5.2 of this report.	FD, UIEA	Time varies
8	Detailed recommendations regarding the project effort at LCMP are included in Section 5.2 of this report.	NPBRA	Time varies
9	UNDP (including senior management in the MCO) should further discuss how best to ensure needed support is provided in the most cost-effective way to pursue joint implementation of this project and the IWEKO project taking into	UNDP (DRR to lead discussion	January 2022

	account existing institutional experience in joint implementation of projects in the portfolio of both UNDP and UNEP. UNDP should also discuss how to improve/expedite recruitment processes while still ensuring adherence to UNDP policies. The MTR understands this is a systemic issue (not specific to this project but affecting this project) and must be addressed at an institutional level rather than at the project level.	with participation of UNDP HQ)	
10	Enhance UNDP oversight of the project by ensuring there is an experienced UNDP Programme Officer responsible for the project in the MCO, that the firewall between UNDP's oversight and execution support roles is strong, that the RTA is fully informed of UNDP and GEF policies and procedures and serves as an additional layer to provide project management oversight, and that more regular monitoring missions are made Covid permitting.	UNDP	2022
11	Regarding SLM, develop models in each watershed instead of 2. This can be done using the agro-ecological zones. Develop CSA/SLM standard operating procedures for use by technical Units in the MAFFRIL that offer services to farmers. This can include advice on corrective measures, farm level assessment and internal reporting.		
12	Develop an exit strategy	PM and CTA	2022
13	The IP and UNDP MCO should meet to discuss the LOA and to ensure there is a clear understanding of what is intended/anticipated.	UNDP IP	Early 2022
14	Make a concerted effort to learn from the experiences of other relevant projects in the region (both ongoing and recently completed). Begin by making a list of these initiatives, including contact information and then contact the most relevant.	CTA with UNDP support	2022
15	Regarding gender, in the first quarter of 2022, develop the baseline for the indicator: number of men and women who practice agriculture and are aware of the importance and benefit of biodiversity and SLM. A more proactive/intentional approach to engage women during implementation of the project. Ensure they are involved in meetings, workshops, consultations and capacity building sessions. Also ensure they are beneficiaries.		

2. Introduction

2.1. Purpose of the Mid-Term Review (MTR)

18. The evaluation was initiated by UNDP as the GEF Agency for this project in accordance with evaluation requirements set forth by the GEF. UNDP and GEF Monitoring & Evaluation (M&E) policies and procedures require that all full-sized UNDP-supported GEF-financed projects undergo a Mid-Term Review (MTR). According to UNDP guidance for conducting MTRs, "MTRs are primarily a monitoring tool to identify challenges and outline corrective actions to ensure that a project is on track to achieve maximum results by its completion." The focus of the MTR is to assess progress towards results, monitor implementation and adaptive management to improve outcomes, identify risks to sustainability. There is an emphasis on supportive recommendations to try to ensure the project achieves its expected Outcomes as defined in the PRODOC.

2.2. Scope of the Evaluation

19. The focus of the MTR is a single UNDP-supported, GEF-financed project, entitled “Conserving Biodiversity and Reducing Land Degradation using a Ridge-to-Reef Approach”. This MTR does not cover the UNEP IWECO project that is being jointly implemented with this one. According to the PRODOC, the project’s area of influence covers 22,578 ha land area and 2,183 ha marine area and extends from the upper most areas in the central mountain range of the island’s interior above the 305 m contour (Crown land since 1912), the proposed Central Mountain Forest Reserve (CMFR, 13,214 ha) into 3 watersheds (Yambou, Kingstown, and Buccament) of which the latter extends into the proposed Leeward Coast Marine Park (LCMP). The project’s area of influence also includes Chatham Bay on Union Island in the Grenadines. The project consists of four components. The scope of the MTR encompasses all components.

2.3. Methodology for Data Collection and Analysis

20. The evaluation was conducted by one International Consultant/Team Leader (IC/TL) and one National Consultant (NC) intermittently over an 8-week period extending from 15 November 2021 to 5 January 2021. The MTR began approximately mid-way through the project with 25 ½ months having transpired at the time of the start of the MTR and 27 months remaining until project operational closure according to the time frame specified in the PRODOC. The IC/TL is an expert in biodiversity conservation with a focus on PA planning and management. She was the first Principle Technical Advisor for UNDP’s GEF biodiversity portfolio, and has worked in more than 45 countries in all regions of the world, with extensive experience in the Caribbean. She has been Team Leader on many Mid-Term and Terminal Evaluations of GEF projects over the past 30 years, including those in the portfolio of UNDP, FAO, UNEP and other agencies. The NC is an Environmental Consultant with a Masters Degrees in Environment Sustainable Development and Project Management and a Bachelor of Science in Agronomy. She has over seven years’ experience working with environmental stakeholders in SVG, experience which exposed her to issues including climate change and sustainable land management. She worked on both the “Enabling Activities for the Preparation of the Second National Communication (SNC) to the United Nations Framework Convention on Climate Change (UNFCCC)” and on the “UNCCD Reporting and National Action Programme Alignment” projects. This is her first GEF project evaluation.

21. Travel to the country for the IC/TL was not possible due to the global COVID – 19 pandemic, thus, the NC was the only MTR Team member to undertake visits to project sites. Site visits were made over a 3-day period.

22. This MTR was conducted in accordance with the “UNDP Guidance for Conducting Mid-Term Reviews of UNDP-Supported, GEF-Financed Projects” (2014) and with the GEF Monitoring and Evaluation Policy (revised June, 2019), and in line with GEF principles including impartiality, transparency, and participation. The MTR sought to provide evidence-based information that is credible, reliable and useful. In this regard, the MTR Team (MTRT) followed a participatory and consultative approach, and used a variety of evaluation instruments including:

23. Documentation Review: The MTRT reviewed documents including the PRODOC, project reports including all annual Project Implementation Reports (PIRs), the project budget, procurement plan, the GEF Tracking Tools prepared by the project, project files, Project Steering Committee (PSC) meeting

minutes, policy and national strategy documents, and other relevant documents. A list of documentation reviewed by the MTRT is included as Annex 2 to this report.

24. Interviews: Interviews were conducted with 33 stakeholders. Many interviews took place virtually (via Zoom, WhatsApp) when in-person interviews were not possible. The complete list of stakeholders interviewed is included in Annex 3.

25. Project Site Visits: The NC visited 4 project sites including the Montreal Forest Reserve & Proposed area for Montreal Interpretative Centre and the Dumbarton Agricultural Station in the Montreal/Yambou watershed, the Vermont Nature Trail in the Buccament watershed, and Chatham Bay on Union Island in the Grenadines.

26. Sources of information included documents (as described above and as detailed in the annex of documents reviewed), and consultations with a wide range of stakeholders (as described above and as detailed in the annex of stakeholders consulted). Stakeholders consulted were selected to ensure that representatives of all key stakeholders and beneficiaries were consulted. Information obtained from these sources was intended to address questions outlined in the Evaluation Criteria Matrix as well as other questions which arose during the course of the evaluation. In order to ensure maximum validity and reliability of data, the MTR triangulated the various data sources by asking the same questions to at least three different stakeholders and often asking the same question, posed in a different way, to individual stakeholders.

27. In accordance with GEF guidelines for project evaluations, ratings were assigned for Project strategy/design, progress towards results (by Outcome), project implementation and adaptive management, and sustainability. The GEF ratings scale (Annex 5) was used.

2.4. Ethics and Code of Conduct Adhered to by the MTR Team

28. The MTRT reviewed and agreed to adhere to the UNEG “Ethical Guidelines for Evaluations”. The “Evaluation Consultant Code of Conduct and Agreement Form” signed by both members of the MTRT is attached as Annex 7.

2.5. Limitation of the MTR

29. There were several limitations which affected the evaluation: 1) Due to the Covid-19 pandemic, the IC/TL did not visit SVG. 2) The NC undertook all site visits alone. As many of the sites lacked internet connectivity or the fora did not lend to virtual participation by the IC, the IC did not participate in interviews conducted during site visits. 3) There was no time for the IC and the NC to consult before site visits were undertaken (site visits began immediately after the NC was contracted and during the three day period in which the IC was unavailable due to previous commitments as had been agreed in the inception report), 4) Due to difficulties in recruitment, the NC came on board quite late in the MTR, thus the IC conducted the initial interviews alone up until that time and there was no input from the NC in the inception report, 5) The first monitoring mission by the UNDP MCO took place during the MTR. This was not ideal. The overlap between the MTR and the first monitoring mission by the UNCP MCO was not originally planned as such, but due to Covid uncertainties the MCO felt it best to undertake the mission at that time. The MCO had planned to undertake a mission before end of year 2021 but had not yet been able to do so prior to the MTR due to Covid restrictions. 6) There had been some turnover in key project-related positions (including in the UNDP MCO, the UNDP RTA, and

the PMU), resulting in the MTR having to interview several individuals who may have held the same position at different times. In some cases, it was not possible for the MTR to reach certain individuals who had played key roles earlier on in the project (such as the first PC).

2.6. Structure of the MTR Report

30. This report documents the achievements, successes, shortcomings and constraints encountered by the project and include five sections as required in the standard TOR for MTRs. Section 1 is the Executive Summary. Section 2 briefly describes the purpose, scope, methodology and limitations of the evaluation. Section 3 presents an overview of the project. Section 4 presents the key findings of the evaluation related to project design, implementation, and results and impacts. Conclusions, recommendations and lessons are presented in Section 5. Annexes are found at the end of the report. The MTR Audit Trail and MTR Tracking Tools are annexed in separate files.

3. Project Description

31. According to the PRODOC, “The main objective of the project Conserving biodiversity and reducing land degradation using a Ridge-to-Reef approach with financing from the Global Environment Facility with support from UNDP is to enhance biodiversity conservation and ecosystem services conservation through an expanded and strengthened PA system and with SLM measures integrated in a ridge to reef approach. The Project objective will be achieved by using a multi-focal strategy that includes the development of a national enabling environment (i.e. policy/legal framework, availability and access to information, capacities, technologies, and finance mechanisms) for delivering multiple global environmental benefits in four interrelated outcomes: 1) Strengthened institutional framework for protected areas, biodiversity conservation and SLM/CSA; 2) Effective management of new and existing PAs; 3) Integrated watershed management measures in R2R setting incorporating sustainable livelihood opportunities and; 4) Knowledge management for SLM, CSA and biodiversity conservation. The GEF investment will address the drivers of biodiversity loss (habitat loss, fragmentation and degradation due primarily to unsustainable land use practices and human encroachment, threats that are further compounded by the impacts of climate change and IAS) that will reduce biodiversity loss and land degradation both within PAs and within the mixed-use landscape. The project will deliver global environmental benefits using a participatory approach and ensuring the equal distribution of benefits among men and women, with 346 benefiting from the Project, and resulting in the consolidation and strengthened protection of a 13,214 ha terrestrial PA covering the entire upper watersheds of St Vincent and 7 KBAs, providing landscape connectivity to a 2183 ha marine park through a ridge to reef approach and improving protection of at minimum 63 ha of the sole remaining habitat of a CR single island endemic.

32. This is a NIM (National Implementation Modality) project with significant execution support provided by UNDP as per the LOA (attached as Annex 12). Although not initially planned as such, the project is now being jointly implemented together with the SVG component of a regional UNEP/GEF project, the IWECO project. The PMU is responsible for reporting on both projects. UNDP signed a UN-to-UN agency agreement to execute the IWECO project in SVG and that project is under the DIM (Direct Implementation Modality).

33. This project was planned for 54 months. Annex 15 provides a summary of project milestones. Annex 14 provides a list of all expected Outcomes and Outputs.

34. The main stakeholders involved in this project are various entities within MAFFRTIL including the Forestry Department, the Fisheries Department, and Agriculture Extension Services as well as the NPRBA, the Physical Planning Department and the NGO, UIEA. Private sector participation is also anticipated including involvement of a dive shop. Once project activities begin with beneficiaries, it is anticipated that the Fisherfolk Association and the Windward Islands Farmers Association, the Network of Rural Women Producers, CALFICO, and the Buccament Development Organization, amongst others, will also be involved.

4. Findings

4.1. Project Strategy

4.1.1. Project Design

35. The project objective and expected Outcomes are highly relevant, and the project activities and anticipated outputs provide, for the most part, an effective route towards expected results.

36. The project's objective is well aligned with national development priorities, policies and plans. Its planned contributions in terms of producing an updated PA Systems Plan, expanding the PA system, enhancing the management of its PAs, enhancing the protection of endemic species, and supporting drafting of regulations and legislation such as regulations for the Wildlife Protection Act, regulations for the National Parks Act, regulations for the Forest Resources Conservation Act and CITES legislation (including for the gecko) are highly relevant to national priorities as described in the NBSAP (2015-2020), and the National Economic and Social Development Plan (2013-2025). Although little progress has been made to date regarding the LCMP, the planned project efforts are highly relevant as these relate to the new policy directive on National Ocean Governance (which includes expansion of the marine PA estate), and to the marine spatial planning exercise which is currently underway. The project planned activities are especially relevant given the development along the Leeward coast (there has been significant hotel development in recent years), and the recent exercise between Fisheries and The Nature Conservancy to zone areas for mariculture along the coast. The Project's planned, but not yet realized, contribution to SLM and biodiversity mainstreaming in the agriculture sector is also highly relevant and responds well to the National Land Policy (in draft).

37. Greater attention might have been given during the project development to a more comprehensive and refined definition of threats, and these might have been more comprehensively described in the Tracking Tools (TTs) for the target PAs. For example, TTs for CMFR only mention 2 threats: 1) invasive alien species (mongoose), and, 2) extreme weather events/climate change. This does not appear to be a comprehensive listing of threats. Likewise, threats to Chatham Bay and to the proposed LCMP could have been more comprehensively described. A more comprehensive and refined definition of threats to the target PAs and to the species targeted by the project is helpful in ensuring project activities are designed to address those threats.

38. Some activities, as currently envisaged, do not have the potential to contribute significantly, or in the most cost-effective way, to project expected Outcomes, and may require some tweaking to ensure BD considerations are fully integrated into such activities (e.g., SLM measures to be supported by the project should not simply be the same standard SLM measures which the Agriculture Department has been implementing for many years, but should be measures that integrate conservation of biodiversity).

39. Although all of the project activities appear to be relevant to meeting the country's needs, it is less clear how, or if, all have potential for deriving global benefits. (Example # 1: Forestry Nursery activity did not envisage adding indigenous species but was instead intended to strengthen current operations that are not particularly contributing to the conservation of globally significant biodiversity.)

40. Some planned activities appear to be aimed primarily at filling some basic recurrent needs of Government entities, some of which are more relevant to the project objective than others. Example #1: "A proposal to direct funds to purchase water testing equipment for the Central Water and Sewage Authority (CWSA) was granted as they do fit the budget lines of the IWECO Project" (April 2021 "PSC" meeting). The equipment provided to CWSA has been very useful in monitoring the quality of treated water in SVG beginning from the source to the point of delivery as drinking water for households. The project supports 21 major monitoring sites in SVG -- all of which existed prior to the project with the exception of 2 new sites. The new sites added with the project support were added because the country is looking at additional water supply that might be obtained from the Fenton water supply. Although monitoring quality of drinking water is helpful to the country, it is less relevant to this particular project's objective which is to conserve biodiversity and to reduce land degradation. Example # 2: Project support for road construction. "A suggestion was also made to direct funds for the construction of the access roads to the water quality assessment". "Site visits conducted with the Ministry of Transport and Works to initiate designs and other works regarding access roads for the Perseverance Watershed" (April 2021 "PSC" meeting). Example #3: Project support for Cumberland field station building works (April 2021 "PSC" meeting).

41. Further consideration should be given to how best to achieve the Outcome related to enhancing awareness regarding biodiversity. Consideration should be given to whether constructing a new building to act as a "Biodiversity Information Center" (BIC) is the most cost-effective option for sharing information with the public about biodiversity. Consideration must also be given to defining the target audience with whom the information is to be shared (e.g., school age children, adults) as the materials developed and the approach will differ dramatically based on the target audience. Background: The old storage building at the Forest Department headquarters was to have been transformed into a BIC. That building was found to be unsound and architectural plans have since been drawn up for an extension to be added to the FD HQ building to serve as the BIC. At a meeting of the PSC in April 2021, UNDP recommended that, "Given that the 100k USD allotted to the renovation of the Forestry Department building may not be a priority this year due to unavailability of building materials etc., the project can still purchase the necessary retrofit items and or equipment." (April 2021 "PSC" meeting). See Detailed Recommendations.

42. There has been insufficient sharing of relevant experiences on adopting a ridge to reef (R2R) approach to conserve biodiversity and to reduce land degradation. Grenada and other countries in the region (especially those who participated in the CATS project) have experience with this approach. Stakeholders in SVG have expressed interest in learning more about those experiences to help them further develop their R2R approach. See Detailed Recommendations.

43. This project benefitted from a Project Preparation Grant (PPG). The PPG was well executed, and the perspectives of diverse stakeholders who might be affected by project decisions as well as those who would be responsible for implementing project activities --and thus affect outcomes -- were taken into account during the project design.

44. Gender issues related to the project design are addressed in Section 4.7.1 of this report.

4.1.2. Analysis of the Project Results Framework

45. This project has 11 expected Outcomes and 13 expected Outputs (see PRODOC). The Outcomes are grouped together under 4 Components. Component 1 through 3 each have 3 expected Outcomes, whilst Component 4 has 2 expected Outcomes. Whilst the GEF does not allow expected Outcomes to be dropped or substantively changed following PRODOC signature without permission from the GEFSEC, Outcomes can be re-worded if necessary to clarify intent. Although Outcomes cannot be changed (just as a project objective cannot be altered), it is possible to delete or add activities and to change expected Outputs just as long as this does not affect the ability of the project to achieve the expected Outcomes and objective.

46. Some suggested changes to the Results Framework, including some modifications to expected Outcomes and Outputs are presented below. It is emphasized that none of the suggested modifications to the Outcomes represent substantive changes.

Expected Outcomes

47. The MTR believes that certain Outcomes (Outcome 1.1, Outcome 2.3, Outcome 3.3) should be re-worded while not altering the substance of what is expected. See Outcomes highlighted in red in Annex 14 along with suggested changes to those Outcomes.

48. The MTR believes it may be worthwhile to reconsider Outcome 1.1. The project support related to Outcome 1.1 Indicator 44 (# of targeted departments with effective use of centralized database with information for informed decision-making, as indicated by reporting of routine use (of agency outcome indicators) in annual work programme by the agencies) does not appear to contribute cost-effectively to the project objective.

Outputs

49. The MTR believes that certain Outputs (Output 1.1, Output 4.2) should be re-worded to ensure they contribute in the most cost-effective way to the relevant expected Outcome. See Outputs highlighted in red in Annex 14 along with suggested changes to those Outputs.

Indicators

50. Some environmental stress indicators were included in the RF (reduction in erosion, reduction in agrochemical). It would be helpful to also include environmental stress indicators related to IAS, poaching, water contamination, illegal cultivation of marijuana within PAs, and possibly others to be discussed once the CTA comes on board.

Targets

51. The target for Outcome 2.2 Indicator 9 (Number of Priority KBAs and proportion (%) of total SVG KBAs that are integrated/included in the expanded PA estate (as indicated by Cabinet Submission for their legal protection) includes 7 KBAs but does not include the KBA on Chatham Bay. That KBA should be included in the target.

⁴ The indicators maintain the same numbers assigned to them in the Results Framework included in the PRODOC

52. The baseline for the target for Objective-Level Indicator # 3 (Number of the following globally threatened endemic species whose populations have remained stable or increased by EOP: *Amazona guildingii*, *Chironius vincenti*, *Pristimantis shrevei*, *Catharopeza bishop*, *Gonatodes daudini*) would indicate that the populations of all 5 species are declining (as none are even stable according to the baseline). This does not appear to be accurate. See suggested revision in Annex 14.

53. Annex 14 includes the full list of expected Outcomes and Outputs with MTR suggestions for change where appropriate.

54. Projects should be monitoring progress towards the Outcomes and these should be included in the Results Framework presented in the annual PIRs to remind that although the RF has certain defined indicators (and targets associated with them), those indicators are supposed to be indicators of how well the project is functioning to achieve the expected Outcomes. **Lesson:** It is essential for the project not to lose site of the expected Outcomes. Keeping them visible in the RF is one way to ensure this.

4.2. Progress towards Results

4.2.1. Progress towards Expected Outcomes

55. The Project has made Moderately Satisfactory (MS) progress on one Outcome (Outcome 1.2), Moderately Unsatisfactory (MU) progress on three Outcomes (Outcomes 2.3, 3.2, 4.2), Unsatisfactory (U) progress on four Outcomes (Outcomes 1.1, 2.1, 3.1, 4.1) and Highly Unsatisfactory (HU) progress on three Outcomes (Outcomes 1.3, 2.2, 3.3). Annex 10 provides a detailed overview of progress towards the expected Outcomes and also compares progress as reported by the MTR with that reported by the Project.

4.2.2. Comparison of GEF TTs at Baseline with those completed at Mid-Term

56. A good job was done in completing the GEF Biodiversity TTs during the PPG, but there was no follow up to quantify the baseline for several indicators (e.g., Indicators 1 & 3 in Data Sheet 2 for CMFR were never completed –this was supposed to be done in the first year of the project, Threat levels in Data Sheet 3 for CMFR were not completed and it was indicated these would be completed during the first year of project implementation).

57. Mid-Term TTs were not completed correctly or comprehensively. Threats are not well described/detailed in the TTs. Some critical fields were not completed correctly or not completed at all (e.g., threats, staffing). The wrong TTs were used in some cases (The GEF 7 TTs for PAs was used instead of the GEF 6 TT). Whereas the right stakeholders were involved in completing the Biodiversity TTs during the PPG, not all of the relevant stakeholders that should have been involved were involved in completing the Mid-Term TTs. The GEF Land Degradation TT was not completed (either during the PPG or at Mid-Term).

4.2.3. Remaining Barriers towards achieving the Project Objective

58. Barrier 1: Inadequate stakeholder engagement. There is need for much greater stakeholder engagement from now until project end to enable achieving the project objective. Intended beneficiaries, including farmers and fishers and others, will need to be much more involved moving forward. The private sector, including dive shops and others, will also need to be much more involved.

Finally, for sustainability, the project should find ways to ensure youth continue to be involved and that their involvement is even greater henceforth.

59. Barrier 2: Inadequate communication between the PMU and stakeholders. Many stakeholders indicated that they felt there had been insufficient communication with the project. Many were not fully aware of the project or the status of activities. This will need to significantly improve in the second “half” of the project if the project objective is to be achieved. This barrier relates to the next one.

60. Barrier 3: Lack of a fully staffed and qualified PMU supported by technical advisory services. This has been a significant barrier to day preventing the project from progressing further than it has. Fully staffing the PMU with a qualified and experienced Project Coordinator and with other key staff, and ensuring dedicated technical advisory services are in place is critical to project success.

61. Barrier 4: Inadequate collaboration/coordination between the key Government stakeholders. Greater collaboration between key Government stakeholders will be required moving forward to ensure project success.

62. Barrier 5: Sub-optimal oversight by UNDP as the GEF Agency for the Project. Greater oversight by UNDP to ensure it fully meets all of its responsibilities as GEF Agency for the Project is needed to ensure project success.

63. Barrier 6: Slow procurement has presented a barrier to project success. This barrier must be addressed without delay as there is a good deal of procurement still to be done and if not improved, this will likely negatively affect project success.

4.2.4. Ways in which Project can Expand on its Successes to Date

64. As a means of enhancing awareness about biodiversity and SLM (see suggested revised Output 4.2 in Annex 14), the project could usefully expand its support to the Forestry Summer Programme for students (support which was not originally envisaged as per the PRODOC but through effective adaptive management, the project has provided support for this innovative programme for youth). In addition, as this is a Ridge to Reef project, project support could also usefully be provided to the Fisheries summer programme.

65. The project has provided some useful trainings which led to numerous trainees being certified being PADI certified in “Open Water”. The project could usefully build on this further to train those certified -- and others -- including dive shops⁵ -- in implementing the AGRRA protocol. This could lead to more regular and more participatory monitoring of the coral reefs, seagrass beds, and other elements in the marine environment.

66. The project provided some useful trainings on the use and maintenance of drones. These are aerial drones used on land. The project could expand on this success by also providing training related to the use of underwater drones which could help ensure more monitoring of the marine environment

⁵ The Serenity Dive Shop has been most involved in relevant activities (including coral nursery establishment), and has the existing foundation on which project support could usefully build.

when weather and other factors may not allow for safe human entry into the sea. As indicated above, if this is offered, it should include the dive shops.

4.3. Project Implementation

4.3.1. Project Management

67. All involved in the management and oversight of this project in UNDP are relatively new to both UNDP and to the GEF (the UNDP MCO Environment Cluster Head and the M&E Analyst have been with UNDP for only a little over a year; there is no permanent UNDP Programme Officer assigned to this project -- a United Nations Volunteer (UNV) has been acting in this capacity for the past year or so; the current UNDP RTA is also still learning some of the policies related to the GEF). There have been 2 RTAs (the current one has been RTA for about one month as of the start of the MTR and had been the RTA during project start), 2.

Project Steering Committee

68. According to the PRODOC, the Project Steering Committee (PSC) is to be comprised of representatives of the governmental agencies, private sector and special interest groups. Currently there are no private sector or special interest groups on the PSC. According to PSC meeting minutes (April 8 2020), "The Terms of Reference for the Project Board will be shared with each stakeholder to further fine tune the individuals that are needed to serve on the PSC." This has not yet been done. There are very knowledgeable and dedicated individuals on the PSC which are certainly capable of providing overall direction to the project. The PSC needs, however, to meet more often in order to be more informed of project activities and plans in order for it to be able to play this role more effectively. According to the TOR for the PSC, it should meet at least twice a year. The PSC has only officially met twice since project start (April 8, 2020, and February 17 2020)⁶. The official Chair of the PSC, the Permanent Secretary of the Ministry, has not yet participated in a PSC. The National Project Manager (Director of Forest Department) has acted as Chair at both of the meetings held to date. Meeting minutes have not always been distributed in a timely fashion ("Adoption of the minutes from the first project steering committee meeting, dated 8th April 2020, was deferred to the next meeting. This was to allow stakeholders the opportunity to properly review the minutes as they were distributed late" (2nd PSC meeting minutes). It took longer than normal to form the PSC, thus the Project was without both a PC and without a functional PSC (and without a permanent UNDP Programme Officer responsible for the project) for the first 6 months of the project.

⁶ There was a meeting soon after the volcanic eruption (April 28 2021) and although this was recorded as a PSC it cannot genuinely be considered as such since the UNDP Programme Officer (instead of the PSC Chair) called the meeting and the Project Finance and Administrative Assistant was recorded as being the Chair of that meeting. Notwithstanding, the lack of proper procedure, this effectively was a PSC meeting as the Permanent Secretary and the Director of the Project and other key PSC members all participated. The primary purpose of this meeting was to see how the project may be able to align with the immediate priorities of Government related to the recovery from the volcanic eruption. 4) It is unclear who the Chair of the PSC is – the PS, the Director of Forests? 5) Minutes of previous PSC meetings were distributed late which did not allow for timely approval of past meeting minutes (see meeting minutes, Feb 2021)

Project Management Unit (PMU)

69. The PMU has been critically understaffed for most of the project and was without a PC for its first year and 1 month. A PC finally commenced duties in November 2020 (13 months after project start). That PC remained in the job less than 5 months before resigning (taking sick leave before resigning). The project then passed through another 4 months without a PC (the UNDP MCO published the position of PC during this time but no suitable candidates applied). During this time the Finance and Administrative Assistant (FAA) was the only person in the PMU. Four months after the first PC resigned, the FAA assumed the post of the PC. The project was then without a FAA for the next 3 and 1/2 months until a temporary AFA was contracted in October 2021 (who is still in place at this time). The project was also without a FAA for the first 3 months (with the FAA onboarding January, 2020). Thus, the project has gone without even the bare minimum of a PMU for some 20 and ½ months (17 months without a PC + 3 1/2 months without a FAA) of its 25 1/2 months (up until the time of the MTR⁷), which constitutes almost 80% of the project period to date. This is extremely unusual and has had a very significant negative effect on this project. In the assessment of the MTR, the lack of a fully staffed and fully qualified PMU has had an even more devastating effect on the project than either COVID or the volcanic eruption.

70. Given the scope of the project, it is difficult to see how the PMU as it exists can provide the necessary support for this project.

71. The required qualifications for the Project Coordinator were significantly reduced from that described in the PRODOC and the current qualifications (as advertised) are not adequate for the responsibilities associated with that position. According to the TOR in the PRODOC, the required skills and expertise for the PC included a PhD or MSc in a subject related to BD or SLM (this was subsequently reduced to a B.Sc.), at least 7 years of experience in natural resource management was originally required --preferably in the context of land degradation, biodiversity conservation or climate resilience (this was reduced to "At least 2 years of progressively responsible professional experience in natural resource or landscape management; climate change, work in contexts of land degradation, sustainable agriculture, biodiversity conservation or climate resilience is desirable", and the original "At least 5 years of demonstrable project/programme management experience and At least 5 years of experience working with ministries, national institutions that are concerned with biodiversity conservation, SLM, CSA and/or protected area system, preferably in the Caribbean region" was decreased to at least 2 years of working experience in project or programme management and at least 2 years of demonstrated experience working effectively with and building capacities and partnerships among national governments, communities, and diverse stakeholder groups". Given the size and scope of this project, these reduced qualifications are not adequate to ensure successful project management and coordination. A review of the qualifications and the CV of the PC reveal that the current PC does not meet either the original or the reduced qualifications for the position of PC. (She does not have a university degree in any of the technical fields cited as required, she does not have at least 2 years of project management experience – she was AFA for this project for 1 and ½ years and prior to that was National Project Assistant for 7 months, and prior to that Administrative Assistant for a project for approximately 4 years. Before that she interned as a Programme Associate.)

72. The PC is overwhelmed. She was originally hired as the Finance/Administrative Assistant for this project. Now, as PC, she is being tasked to manage not only one of the largest projects the IP has

⁷ As of the time of the MTR (MTR start date is November 15 2021).

ever implemented, but is tasked to manage two projects – this one and the SVG component of a UNEP/GEF regional IWEKO project. Not only has she been tasked with managing these two projects, but she has done this as a one-woman PMU with the exception of the last month and ½ when a temporary Finance/Admin Assistant was contracted.

Adaptive Management

73. Although there are, in principle, clear benefits of adopting a joint implementation approach when two projects have similar expected outcomes and planned activities, in this case the MTR believes taking on a second project when the PMU was already overwhelmed, did not help this project and may have actually hurt it -- even if the IWEKO project may benefit from the approach. The PMU is responsible for implementing a large project (relative to other grant projects in SVG), and even while it was known to be weak, and UNDP MCO also weak (without a permanent Programme Officer in place for this project and with known procurement issues), the GEF Agency for the project (UNDP) took the decision to add on another project to this one.

74. Acknowledging that it would have been impossible to do much to progress the project immediately following the volcanic eruption, there may have been some missed opportunities for adaptive management during the recovery period to lessen the impact by, for example, focusing during the recovery period on developing MOUs/LOAs with non-Governmental entities and the entities in the private sector whose workload was not so heavily impacted by the volcanic eruption such as the dive shop, FFI, Birds Caribbean, Carribea International, etc. as well as on those activities in the Grenadines which were not affected as significantly by the eruption. No progress has been made in developing additional partnerships with either private sector or with NGOs or academic institutions to forward project activities despite some of them having ample experience in SVG in relevant areas.

75. An example of good adaptive management is how the project pursued support of the Forestry Summer Programme even if that was not originally envisaged.

Efficiency

76. The project has not always adopted the most cost-effective, efficient approach in undertaking activities. The project had communications with Birds Caribbean but was not successful in coming to an agreement for them to provide the training on the new parrot census methodology (which is less costly and requires less people to be involved compared to the methodology that is currently used). Birds Caribbean wanted to do a more comprehensive undertaking including the development and implementation of an action plan but the PC (misunderstanding the PRODOC) insisted that only a census could be done. The census was then done as part of the rapid needs assessment in response to the volcanic eruption to see how the volcano may have affected the parrot population. According to the PC, the project plans to contract an International Consultant to develop the 4 action plans for the 4 endemic species. See detailed recommendations in section 5.2.

4.3.2. Work Planning

77. According to PSC meeting minutes, the AWP for 2020 was not ready to be presented officially to the PSC at the time of that meeting (April 8, 2020) -- a full quarter into the year. The AWP for 2021 was also not ready in time to be presented to the PSC meeting in February 2021 as, according to the minutes of that meeting, the action item was, "Provide 2021 Draft AWP for stakeholders to review and

sign off showing agreement”. It is noted in the April 28 2021 “PSC” meeting that, “the 2021 AWP had to be revised in order for spending to be done quickly. The due date of May 14 was given for submission”. Draft AWP’s should be shared with the PSC in time for members to review these before their next meeting.

78. Several activities do not appear to have been well planned in terms of the amount of time they can be expected to take. For example, consultations regarding Outcome 2.2 Indicator 9, “Number of Priority KBAs and proportion (%) of total SVG KBAs that are integrated/included in the expanded PA estate (as indicated by Cabinet Submission for their legal protection)” were only to begin in the 4th quarter of 2021 (according to the 2020 PIR). These processes normally take a long time and should not have been planned for so late in the project. Moreover, little progress has been made to identify exactly what is required for Cabinet submission in the case of various prospective PAs. Outcome 3.3 Indicator 1, “Area of land restored, disaggregated by land type (agricultural and forest) Landscape area (ha) under improved SLM practices in productive systems in the 3 target watersheds (Buccament, Yambou and Kingstown)” is another example. Forest restoration takes a lot of time. These activities should have been planned to begin in Year 1 instead of in Year 3 of a 4 ½ year project. The MTR is not aware of whether restoration sites have been identified or what criteria may have been used for selecting those sites or exactly what “restoration” activities are to be undertaken. It will be important for the project to pursue “forest restoration” and not simply “rehabilitation” as the two has very different potential global benefits in terms of BD.

4.3.3. Finance, Co-Finance and Financial Management

79. As can be seen in Table 4 (below), only 10% of the project budget has been spent at mid-term. Although it is not necessarily the case that 50% of a project budget should normally be spent by mid-term, 10% is definitely far below the expected. The highest percent spent on any component was spent on project management costs, with the least spent (in comparison to what was planned in the PRODOC) on Component 4.

Table 4: Actual Expenditure until time of MTR⁸

	Actual Expenditures (US\$)				
	2019	2020	2021	Total Spent at time of MTR (Nov. 2021)	% of planned total (for entire project period) as per PRODOC
Component 1	0	14,885	48,611	63,496	7% of 894,548
Component 2	0	50,548	80,460	131,008	10% of 1,252,367
Component 3	0	39,678	91,834	131,512	11% of 1,218,577
Component 4	0	1,264	7,074	8,338	4% of 212,700
PMC	0	36,453	15,802	52,255	29% of 178,910
Total	0	142,828	243,782	386,610	10% of 3,757,102

80. As can be seen in Table 5 (below), less than one third (only 28.4%) of the total amount approved by the PSC had been spent as of the time of the MTR (November 15 2021).

⁸ The cut-off date for the financial information reported in this MTR is the start date of the MTR, which was November 15 2021.

Table 5: Planned Expenditure as per Approved AWP

	Approved Budgets as per Approved Work Plans (US\$)			
	2019	2020	2021	Total
Component 1	0	159,400	159,400	318,800
Component 2	0	156,400	156,400	312,800
Component 3	0	294,300	259,300	553,600
Component 4	0	56,000	56,000	112,000
PMC	0	30,275	33,923	64,198
Total	0	696,375	665,023	1,361,398

81. As can be seen in Table 6 (below), actual expenditures never reached more than around 50% of approved budget for any component and for any year with the exception of project management costs which exceeded 100% of the approved budget in 2020. Component 2 has the highest percent of actual expenditure compared to approved budget but even then, expenditures are far less than the amount approved ranging from about one third to one half of the approved amount.

Table 6: Percent of Budget Spent of Approved Budget

	Actual Expenditures as compared with Approved Budgets as per Approved Work Plans (US\$)		
	2019	2020	2021
Component 1	0	9.3% 14,885 of 159,400	30.5% 48,611 of 159,400
Component 2	0	32.3% 50,548 of 156,400	51.4% 80,460 of 156,400
Component 3	0	13.5% 39,678 of 294,300	35.4% 91,834 of 259,300
Component 4	0	2.2% 1,264 of 56,000	12.6% 7,074 of 56,000
PMC	0	120.4% 36,453 of 30,275	46.6% 15,802 of 33,923
Total	0	20.5% 142,828 of 696,375	36.7% 243,782 of 665,023

The 2022 budget has not yet been approved. The budget presented in Table 7 (below) will be presented to the PSC at its next meeting in January 2022.

Table 7: Proposed 2022 Expenditure

	2022
Component 1	385,221
Component 2	604,043
Component 3	625,039
Component 4	49,154
PMC	65,108
Total	1,728,565

Co-Financing

82. As per the PRODOC, all co-financing that was committed at project signing was parallel co-financing. No cash co-financing commitments were secured and no co-financing was anticipated from the GEF Agency responsible for the project (i.e., UNDP).

PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)	
Ministry of Finance, Economic Planning, Sustainable Development and Information Technology	USD 7,800,000
Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour	USD 4,047,860
Basic Needs Trust Fund Programme	USD 225,478
SVG Preservation Fund	USD 65,037
Total Co-financing	USD 12,138,375

83. According to information provided to the MTR team by the Finance/Administrative Assistant in the PMU (see Table 8 below), less than one percent of the co-financing committed at project signing has actually been accounted. As of the time of the MTR, the only co-financing accounted (approximately \$115,000) is from a 2013 reforestation programme related to flood damage. Given the 2013 date, the MTR questions whether this can legitimately be considered co-financing for this project which began with the first financial expenditure 5 years later in 2018. The time frame for other co-financing indicated in the Table was not provided to the MTR and no details were provided regarding the co-financing anticipated from the SVG Preservation Fund. As such, the MTR was not able to assess anything in regards to that co-financing.

84. Not all co-financing that is actually being provided is being accounted. For example, Flora and Fauna International (FFI) is funding ranger salaries for the Union Island Environmental Attackers (UIEA). Reported parallel co-financing should also include the work being done by FFI.

Table 8: Co-Financing Committed Verse Actually Accounted as of the Time of the MTR

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing (in cash or in kind)	Pledged at time CEO endorsement request was submitted to GEF (USD)	Amount Reported at MTR	% of amount committed that was actually accounted at MTR	Does PMU or UNDP have breakdown of amount accounted
National Government 1 – Ministry of Agriculture	Moroccan Agency for International Cooperation – Soil Fertility Project	Grant	\$574,000			
	GOSVG Reforestation Programme – Flood Damage 2013	Loan	\$138,030	\$114,964	83%	No
	GOSVG Pest Control and	Loan	\$143,551			

	Management Programme					
	GOSVG Fisheries Development Programme	Loan	\$975,412			
	Forest Enhancement Project	Loan	\$599,971			
	GOSVG	Grant	\$1,326,896			
	GOSVG	In- Kind	\$290,000			
	Basic Needs Trust Fund	Loan	\$225,478			
National Government 2 – Ministry of Finance, Economic Planning, Sustainable Development and Information Technology	World Bank – SVG Regional Disaster Vulnerability Reduction Project - \$144m	Loan	\$5,000,000			
	World Bank: OECS Regional Agricultural Competitiveness Project \$4.3m	Loan	\$2,000,000			
	World Bank: Development Service Delivery Project \$10.7m	Loan	\$800,000			
GEF Agency						
Foundation						
NGO	St. Vincent and the Grenadines Preservation Fund	Grant	\$65,037			
TOTAL			\$12,138,375			

Audits and Spot Checks

85. According to the Finance and Administrative Assistant in the PMU no audits have been conducted to date. According to the Programme Officer in the UNDP MCO, a Spot Check of the IP is currently underway. The MTR was unable to confirm.

4.3.4. Implementing Partner Execution and UNDP Execution Support

Implementing Partner Execution

86. There is good ownership of the project by the FD and continuity of highly-qualified and dedicated staff in the Department has helped to ensure good institutional memory going back to the development of the PIF and activities undertaken during the PPG. Time to focus on the project has, however, been limited due to the need to focus on both other unanticipated and urgent priorities (see sections on Covid-19 and volcanic eruption impacts), as well as on regular ongoing programmes, and the lack of a fully and adequately staffed PMU to look after the day-to-day aspects of the project has put an even heavier load on the IP than what should normally be the case. Even if ownership is good, there is limited number of staff in the IP and they are already fully engaged in their regular ongoing activities, thus in order for the additional activities envisaged in this project to be implemented in a timely fashion, the project must ensure a PMU is in place that can truly manage the project day to day and that timely inputs are provided.

87. In addition to the FD, there is interest and willingness to be involved in the project by several other technical Government entities (Fisheries, NPRBA, Physical Planning, Agriculture) as well as the private sector (e.g., Serenity dive shop) but this interest and willingness has not yet translated into active involvement from these entities in implementing project activities and there is limited awareness within these entities regarding the project activities and status. Again, the primary reason for this is the lack of an adequately staffed PMU resulting in insufficient outreach to key stakeholders.

88. The Inception Workshop highlighted “the conflicting interests for land use, with respect to beneficiaries and their interest vs the project’s as it pertains to Chatham Bay and the urgency impressed on having this addressed if we are to achieve Protected Area status”. As of the MTR, little progress has been made in this regard (memo drafted in June 30 2021 still in draft and no progress made in terms of clarifying status of “forest reserve” on Chatham Bay).

89. The Inception Workshop also pointed out the need for, “Inquiry on a framework/revised policy that will allow collected fees to be reserved for and goes back to the Protected Areas to allow for maintenance and upkeep. The need for this to be built into the management plans for these areas. Suggested that management plan include independent management, channeled through an organization, NGO, that will be able to maintain accountability and transparency in directing the funds back to the areas from which they were collected.” There has been no progress on this.

90. Some approved and proposed expenditures give the appearance of reaching for the lowest hanging fruits, especially infrastructure and equipment, without giving adequate attention to the accompanying technical and capacity building investment. Although many (but not all) of the planned expenditures are warranted as part of a larger effort that is likely to result in conservation of biodiversity, without the accompanying investment in technical and other activities/efforts, these expenditures are unlikely to yield the intended result (e.g., providing water quality monitoring equipment without a coordinated plan for water quality monitoring or a plan for sharing of such data between entities (both Gov and private sector including dive shops).

UNDP Execution Support

91. There appears to be some confusion regarding the LOA between the Government and UNDP regarding execution support. It is the understanding of the MTRT that the support described in the LOA should be the support that is truly envisaged not simply a description of the universe of possible support that UNDP may possibly provide. Based on the MTR interviews with UNDP, it seems that the LOA may have been drafted to cover possible execution support rather than execution support which will be required. Further communication is warranted between UNDP and the Ministry (and the FD) to clarify matters around the LOA as UNDP may be awaiting specific requests from the IP in regards to support that was outlined in the LOA whereas the IP may be understanding that support is definitely being planned.

92. Procurement issues (both services and equipment) have plagued the project. Staffing/consultancies as proposed in the PRODOC is problematic. 1) Contracting, overseeing the large number of staff/consultants does not seem manageable, especially with the under-staffed PMU that is currently in place. 2) Some consultancies that are to be advertised internationally would best be filled nationally or regionally. 3) Some consultancies may not be needed at all and the work to be undertaken might best be done by enabling in-country institutions to do the work with guidance from

the CTA as may be required. It would be helpful to partner with institutions instead of contracting consultants whenever possible. This approach would contribute to meeting project outcomes and enhancing sustainability, whereas contracting of individual consultants may only contribute to producing some outputs.

93. Slow procurement has had real impacts. 1) The MTR believes that once it became clear that a PC would not be on board within 2 months of project start, UNDP should have immediately pursued getting the CTA on board (it is considered best practice to bring a CTA on board at the very outset of a project anyway). 2) Essential equipment for monitoring water quality was not provided to the relevant stakeholders in a timely manner, meaning that at mid-term of the project there is still not enough data to enable pinpointing water quality problem areas within the Buccament watershed or the reasons why these problems (e.g., excessive sedimentation, excessive chemical loads) may exist (e.g., livestock feces entering the water, agrochemical runoff, soil erosion). Another impact of late delivery of equipment (some of which has still not been delivered), is that important data that could have been collected following the volcanic eruption was not collected. The problem stems from slow UNDP procurement processes.

94. TORs for some key positions and project entities were not well developed (e.g., CTA, PSC). 1) TORs for the CTA did not include the appropriate technical educational background (should have been in ecology or conservation or NRM), did not anticipate adequate in-country time (only 2 weeks/year), should have been recruited from the region not internationally, should have been recruited at project start and this should have been indicated in the TORs, should have been much more clear and specific regarding what technical inputs were anticipated, should not include project management responsibilities. Likewise, the TORs for the PSC are not the best. Many high-quality TOR have been developed for GEF PSCs. Better TOR are readily available to serve as a template that can be modified to meet the local situation.

95. The CTA should have been hired much earlier on in the project. It would have been best to hire the CTA soon after project start. Instead, the CTA is expected to come onboard only after the mid-term of the project (January 2022). The TOR indicated the CTA should start July 2021 (the CTA was in fact not recruited until 2022). Lesson: It is important in most technical projects to bring the CTA on board from the start of the project. Lesson: Especially when the PC for a technical project does not have a technical background relevant to the project, it is essential to bring the CTA on board early and to plan for the CTA to be in country for a significant period of the time covered by that contract.

96. Important operating manuals were not included with the equipment provided to CWSA, thereby limiting the successful use of such equipment (e.g. spectrophotometer came without instructions on how to use it, ionizer came without instructions on how to install it). Some essential equipment for monitoring water quality was not included in the list of equipment to be provided to CWSA. Ex: A sediment monitoring device was not included. This equipment is essential for monitoring the quantity of sediment loads in water.

97. There is need to enhance procurement processes to ensure timely project success.

98. No Memorandum of Understanding (MOUs) or Letters of Agreement (LOAs) have been signed with any Responsible Partners (RPs)⁹. Thus, the project has not forged any new partnerships, nor has it

⁹ This is GEF terminology for those who enter into agreements with the IP to implement project activities.

further built on pre-existing ones to aid prospects for sustainability after project end. Moreover, very few consultancies have been undertaken to date to deliver on expected outputs. Table 9 (below) describes the consultancies undertaken thus far (not including the MTR).

Table 9: Consultancies and Contracts Signed and/or Undertaken as of the Time of the MTR

Description	Amount of Contract (US\$)	Time Frame (start and end date)	National or International	Institutional Partnership or Individual Consultant	Gender (for individual contracts)
Scuba diving training for Fisheries Officers	3,983	29 th March - 19 th April 2021	National	Individual consultant	M
Drone Training (Practical)	778	4 th -10 th Nov 2021	National	Individual consultant	M
Drone Training (Theory)	6,111	2 nd – 10 th Nov 2021	International	Individual consultant	M
Develop a website for the FD	7,330	8 th Nov- 31 st Dec 2021	National	Individual consultant	M

4.3.5. Stakeholder Engagement

99. A detailed Stakeholder Engagement Plan, including a Stakeholder's Participation Plan, was included in the PRODOC. Therein is strong evidence of thorough stakeholder consultation conducted during the project development phase.

100. One of the functions of the PSC is to ensure the continued participation of key stakeholders in the project planning, implementation and M&E, but the PSC has not met often enough to truly accomplish this. Greater collaboration/coordination between key stakeholders involved in the project will be key to project success. Ex: Entities involved in water quality monitoring will need to collaborate to effectively adopt -- in practice -- a Ridge to Reef approach. Thus far, it does not seem the project has done much to facilitate/encourage this collaboration¹⁰. CWSA monitors water quality of treated water, whereas NPRBA monitors water quality of rivers and beaches. According to MTR interviews, there is little communication between the two as they are not under the same Ministry. Although there is a legislative reform process underway to streamline institutional mandates regarding water quality monitoring, in the meantime, the project has done little if anything to encourage/facilitate needed collaboration/coordination between these entities if an R2R approach is truly to be adopted.

101. The PC should also actively take part in engaging stakeholders. The PMU is physically housed within the Forest Department and there has been very good communication between the PMU and one key stakeholder, the FD. There has been insufficient contact, however, between the PMU and some other stakeholders including key stakeholders such as the NPRBA and Fisheries. (Ex: PC was unsure if there are marine rangers or if there is a park director for LCMP. PC was not clear on exactly what the NPRBA does.) The IW report, "Reiterated that there needs to be engagement of key stakeholders such as the Land and Surveys Department and Invest SVG so that there will be buy in, as Chatham Bay is a site of interest from hotel/tourism develop". No contact in regards to this project's

¹⁰ An R2R approach would entail monitoring water quality from the top reaches of the watershed (within the proposed CFMR), through the Buccament watershed and down to the sea (including monitoring water quality in the seagrass beds and coral reefs potentially affected by water reaching the sea from the Buccament watershed).

planned activities has been made to date with either the Land and Surveys Department or with Invest SVG since the PPG. There has been no engagement with the private sector (with the exception of contracting the dive shop to provide scuba equipment), and very little engagement with regional and international NGOs that could help contribute to furthering progress towards the project objective. There is significant scope for involving the private sector to a greater extent (including the dive shops, prospective donors that have actually donated in the past but are no longer active, and others).

102. This lack of adequate stakeholder engagement has curtailed progress that might have been made even despite the pandemic and the volcanic eruption.

4.3.6. External Impacts on the Project (Covid 19 and Volcanic Eruption)

Covid-19 Pandemic

103. The global COVID-19 pandemic has significantly affected this project. It has affected the ability of the UNDP MCO to undertake monitoring missions – the first one having been conducted during the MTR although it is not clear why the MCO did not undertake a mission during the 5 months after project start and before the pandemic began. This would have been opportune given the problems the project was experiencing with onboarding a full PMU. The pandemic has also affected the ability of the PSC to meet in person. As in most countries around the world, this has forced PSCs to meet virtually – something that very few are accustomed to and which clearly is less preferable to meeting in person. This may be especially true in SVG where face-to-face encounters are the cultural norm (as in so many countries). The pandemic affected this MTR in that the IC was unable to travel to the country. The pandemic has also affected the procurement of some goods and services.

Volcanic Eruption

104. SVG experienced a major volcanic eruption in April 2021 that significantly directly affected much of the project area (and indeed the entire country) as well as affecting the ability of the IP to further the project activities (as many of the entities involved in this project were key players in the response and recovery from the volcanic eruption). The activity of the volcano started in December 2020 and culminated with several major explosive eruptions in April, 2021. During this time, tremors and earthquakes were also felt. The entire island was heavily impacted by ashfall, and reports indicated that 20,000 persons were dislocated. For such a small population, this had very significant implications for the Government in terms of prioritizing activities. Heavy impact was felt in the forest and throughout the agricultural sector, and the Ministry of Agriculture and the Forestry Department (the IP for the project) were forced to focus their attention on assessing impact and on planning recovery. Agriculture is a main economic generating sector for SVG. Given that the IP for the project is the same Ministry that had to provide damage assistance, assisting farmers and fisherfolk, trying to look after livestock, etc, the Ministry's focus clearly had to be on emergency actions and on providing needed assistance in the weeks and months following the volcanic eruption. This naturally affected their ability to more actively take ownership of the project.

4.3.7. Social and Environmental Standards/ Safeguards

105. The project document indicated the project received pre-screening for the environmental and social safeguards in its early stages of the project. The SESP identifies 8 risks of which 4 were low-rated and 4 moderate-rated with the overall Project risk categorization as moderate risk. The SESP has

not been activated because of the low rate of implementation. It's worth noting the PSC seems to be aware of the policy and there is a plan to recruit a SESP Specialist to ensure the plan is implemented. Additionally, most of the work would be executed by stakeholders who are stewards of the environment. It is envisioned the project activities will not lead to increases in environmental impacts rather will result in overall positive environmental and social sustainability. In the meantime; it would be beneficial to activate a grievance redress mechanism. Also, work should begin swiftly on the management plan to address this component.

4.4. Project Monitoring and Oversight

4.4.1. GEF Agency Monitoring and Oversight

106. A total of 17 parameters are assessed related to project oversight provided by UNDP as the GEF Agency for this project (See Annex 11). Of the 17 parameters, the MTR assessment indicates that performance was "less than satisfactory" for 10 of the parameters, "satisfactory" for 3, and the remaining 4 are either not applicable or it was not possible for the MTR to assess them.

107. The UNDP MCO office was not able to provide the necessary oversight for this project during the first 15 months of the project, including the critically important first few months of a project (which was pre-Covid). This was due to poor oversight by the UNDP team in place during the first 13 months of the project (until October 2020) and then inadequate focus on the project by the new UNDP MCO team for the next several months as they became familiar with the portfolio, and had to deal with numerous other projects coming to an end at that time. Project oversight by UNDP has improved significantly over the past year with the new team in place in the MCO. Oversight by the current MCO team was significantly impacted by the inability to travel to the country (due to the COVID-19 pandemic) to provide support. Oversight during this time was limited to virtual interactions. The movement to a fully virtual professional environment was a major shift for many Small Island Developing States (SIDS), including SVG. Despite these shortcomings, according to the Barbados MCO, they have consistently kept an open line of communication with the IP. With UNDP allowing travel towards the fourth quarter of 2021, and the Government of SVG travel protocols permitting, the Barbados MCO immediately prioritized a mission to SVG to provide oversight.

108. There have been 2 UNDP Programme Officers responsible for the Project. The position has been officially vacant for some time with a United Nations Volunteer (UNV) acting as the PO for the past 13 months (since October 2020). He will soon (before the MTR is complete) assume a new position as the Project Officer for the IWECO project. There was poor handover of the project between POs in the MCO. There was no PO in place when the current (Acting) PO assumed his duties, and there was no handover of notes. There was also very little institutional memory in the UNDP MCO as most of the team was new (new cluster Head, new PO, new M&E Analyst, new RR), and the new team did not overlap with the previous one. In addition, the new team came on board at a time when 3 projects were ending and the focus of the PO was on those projects and not on this one. It was not until several months after coming on board that the PO was able to turn his attention to this project.

109. There have been 2 RTAs since project start with 3 changes in RTA over the same period. (The first RTA was assigned from project start for the first 10 months, second RTA came on board for the next 14 months, then first RTA came back on board for next 2 months and continues to date as the current RTA.) There appears to have been good turnover between the RTAs. The current RTA is still learning some of the UNDP policies but has reached out to UNDP HQ for information as needed.

110. Significant progress (the biggest progress to date) seems to have been made with the recent MCO visit (which coincided with the MTR) to SVG.

111. Annex 11 provides a detailed assessment of UNDP oversight provided to this project.

4.4.2. PMU Monitoring

112. There have been few field site visits made by the PMU. The first site visit by the PMU was made on March 8, 2021 (more than a year and ½ --17 months --after project start). Only the Cumberland watershed (which is not part of this project) was visited at the time. The current PC has recently visited some project sites including the propagation centres and other sites, but BTORs are not always prepared, thus it is difficult to assess the value of the site visits.

113. As so little of the project activities have begun on the ground, one may legitimately question the need for the PMU to conduct site visits. Much more of this should be anticipated in the remaining part of the project. Nevertheless, there is some monitoring that should be standard even at this point, including knowing how project vehicles are being used. Based on interviews with the PC, the PMU is unsure about how the vehicle provided by the project is being used by the Agricultural Extension Officers. The vehicles (1 for Ag Extension Services and one for Forestry) were provided some time ago yet there is no progress on many of the activities related to SLM and livelihoods that are to be undertaken. B) No farmers or entrepreneurs have yet been identified for the project to work with, so it is unclear how the vehicle is being used to further project activities. Meanwhile, as indicated in another section, other key stakeholders who desperately could use a vehicle to further their project-supported efforts (such as UIEA), are left without one.

4.5. Project Reporting

114. Reporting of progress in PIRs is sub-standard. Evidence as required by the GEF has not been uploaded --with a few exceptions. Poor reporting is an indication that UNDP needs to more critically review and discuss PIRs with the PMU.

115. The PIR is reporting on all the indicators included in the RF in the PRODOC but has omitted the actual Outcomes, mistakenly referring to the components as "Outcomes". There are really 11 expected Outcomes (3 for Component 1, 3 for Component 2, 3 for Component 3, and 2 for Component 4). It is poor practice to omit the Outcomes from the RF in the PIRs because our focus should be on achieving the Outcomes -- we must keep the expected outcomes in clear sight both on a day-to-day basis in managing the project and in the physical sense included in the RF.

116. Reporting on PSC meetings is also sub-standard with the Project Finance and Administrative Assistant being listed as the PSC Chair (which she cannot be) in minutes of an April 28, 2021 meeting called by the UNDP Programme Officer in the MCO. This meeting is erroneously documented as a PSC meeting.

117. Reporting in the Tracking Tools (reviewed in a different section of this report -- Section 4.2.2) is also sub-standard.

4.6. Communication and Knowledge Management

118. The project has not produced any materials to communicate its successes or to share lessons. This is because at this point, there is little to communicate. A banner was produced to ensure awareness regarding the project's support for the Forestry Summer programme.

4.7. Gender Equality & Other Cross-Cutting Issues

4.7.1. Gender Equality

119. The project has a good gender mainstreaming strategy and action plan. The gender strategy outlines the project's environmental objective and contribution towards women's empowerment and gender balance in the agriculture sector can be achieved through the incentivizing of sustainable livelihoods, in particular the agro-processing segment. The project intends to mainstream gender equality through project activities to ensure women have a voice. Two of the project outcomes are gender focused (outcome 1.1 and 3.3) and there is an indicator in the PIR, which is gender focused.

120. The projects make provision for a Gender Specialist although the MTR believes the gender inclusion can be achieved by the PMU/ PC working closely with the Gender Affairs Division, the MOC Gender Specialist and following the gender mainstreaming action plan which clearly outlines the project outputs, the gender focus in the outputs, the activities necessary for incorporating the gender focus into the project output and the responsible parties and their respective indicators.

121. Regarding the project's likelihood to improve gender equality and women's empowerment, Part A of the SESP outlined the role of the gender action plan and mentioned the project's communication strategy will be developed to ensure information disseminated by the project reaches women. One risk to women (question 2) under Principle 2 (Gender Equality and Women's Empowerment) was identified and states *"there is a risk that the Project may potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?"* Due to the low rate of project implementation, the MTR was unable to determine any mitigation measures.

4.7.2. Other Cross-Cutting Issues

Poverty – Environment Nexus

122. The project document notes that 42% of SVG's population falling below the poverty line with a high dependence on environmental services that's provided by the island's natural resources according to the 2007/2008 Poverty Assessment. It said that the 2000 agricultural census showed this sector employed over 40% of the workforce because of the EU preferential treatment for its major crop, bananas. This preferential treatment ended in 2007 and many people sought alternatively sources of livelihood which lead to natural resources intensive activities such as hunting, clearing of the forest, slash and burn agriculture, small agricultural plots and illegal crop cultivation on steep forest slopes which resulted in increased land degradation and pollution of the watershed.

123. This project aims to address the poverty-environment nexus through efforts that would simultaneously reduce environmental degradation and reduce the resilience of farmers through the use of climate smart agriculture practices and sustainable livelihood practices. The project aims to build

on efforts to create SLM in the immediate vicinity of the CMFR and the Buccament watershed, develop social inclusion criteria for the section of priority beneficiaries and conduct an assessment of the efforts made under previous and complementary projects to develop income- generating activities. To date, none of these interventions were implemented.

Climate Change

124. The UNDP Risk Log annexed in the project document list one moderate-rated risk as “natural disasters (especially hurricanes) which threaten forest habitat and livelihoods”. Mitigation of this risk involves promoting ecosystem and community resilience through BD and SLM practices. The project will also support an increase in PA and biological connectivity, which through strengthened ecosystem integrity can increase overall resilience to the impact of climate change. However, there was no increase in the PA estate and no work was done as it relates to SLM.

125. The project is to provide equipment, tools and temporary field staff to assist FD and SWCU in implementing SLM practices. This is yet to materialize.

126. Other activities include, using the plant propagation stations and the MAFFERTIL’s Extension Service, the project is to focus on improving tree crops and seedlings propagation capacity using climate resilience species (where possible) and set up demonstration SLM and CSA practices, develop PA management plan to be used as the key guiding document to support site management for species and BD conservation, climate resilience ecosystem. This was not done.

Capacity Development

127. The project includes a range of capacity development aims, to help achieve the project objectives. Some of these can be summarized as follows: Output 1.1.1 which seeks to strengthen the capabilities of the GIS Unit of the FG and PPU through ArcGIS trained personnel and equipment / software. Output 1.1.2 aims to support freshwater testing capacity building in the Government’s SWCA with training and field equipment, field and office computer to input data, and GPS units to geo-reference measurement locations. Output 2.1.2 speaks to training existing staff of the FD to carry out assessments and monitoring. Output 3.2.3 aims to strengthen the Extension Service of the MARFFIL by providing training in enhanced technologies needed to support CSA; SLM technologies rooted in good agricultural practices (GAP); Output 3.3.4 targets grant recipients (including producers in Output 3.2.3), local communities, clusters / groups and individual men and women to be exposed to technical trainings related to the establishment and management of microenterprise and financial education; guidance for the drafting of a business plan and creation of an income generating activity; support for the preparation of dossiers for access to micro-financing; and support for the inception and implementation of the activity; and follow-up of the microcredit reimbursement. Table 10(below) describes training provided to date with project support.

Table 10: Training Provided with Project Support

Type of Training	Stakeholders Involved (from what entities)	Total # Trainees who participated (disaggregated by gender)	Has the training been applied “in the field”	Relevance to achieving Project Outcomes & other MTR Comments
Drone	FD,	10 males	Not yet used	This activity is a step to achieving

operation and maintenance	Physical Planning	1 female	by the entities. FD held practice sessions	project outcome 2 specifically output 2.1 Central Mountain Range Forest Reserve established, demarcated and operationalized
Scuba diving "Open Water" certification	Fisheries	5 Females	Not yet applied	Relevant to Output 2.2.2 to track the extent and health of coral reef ecosystems and biodiversity. Contracting the local dive shop to provide this training was an excellent approach.
How to conduct Parrot census	FD	37 males 13 females	Yes, a Parrot census was done in September 2021	Relevant to outcome 2.3 which addresses the development of species recovery and action plan. It is unfortunate that the old census technique was used rather than the newer, most cost-effective and sustainable technique

4.8. Sustainability (MU)

128. Given the little that has been accomplished to date, it is premature to assess sustainability of the project contribution/successes. It is noteworthy that the Project does not have an exit strategy nor a plan to produce one. Having an exit strategy is important to help ensure sustainability. Lessons from other GEF-supported projects indicate that producing an exit strategy fairly early on in the project is best.

4.8.1. Financial Sustainability (MU)

129. The financial sustainability of the PA system has not yet begun to be addressed by the project. Given the information gathered during the PPG which shows a gap in available funding compared with needs, it is essential that this project deliver fully on the activities relevant to financial sustainability, especially given that if other project activities are successful regarding adding to the PA estate, costs will be even greater than they were during the project design stage.

4.8.2. Institutional Sustainability (ML)

130. Continued emphasis must be placed throughout the project on building local capacity in SVG to ensure sustainability of project efforts/outcomes. The MTR impression is that good expertise exists within the various Government entities involved in the project (despite the Capacity Scorecard score of only 42) but, as with most Government entities, their time is consumed with implementing the regular work programme, thus it will be important to place emphasis on building capacity, including outside of Government.

4.8.3. Environmental Sustainability (ML)

131. Environmental risks that could potentially affect project success and sustainability were clearly recognized during project design and were described in the PRODOC. Some of these risks will continue to exist including natural and sometimes extreme climatic events (including hurricanes) and, SVG, being a volcanic island, volcanic eruptions may of course also happen in future. These events clearly have the potential to significantly affect sustainability but are beyond the control of a project. There are, however, environmental factors that are within the control of the project stakeholders and are

activities this project is to pursue. Including sufficient size and the correct habitat in the PA estate, and enhancing the management effectiveness of those PAs, will greatly contribute to the prospects for long-term survival of several endemic species.

4.8.4. Socio-economic Sustainability (ML)

132. It is premature at this point to know if there will be significant risks to socio-economic sustainability, but given that the grant programme for farmers has not yet begun, this increases that risk as it is unlikely to have achieved everything it was originally set out to given the limited time remaining in the project. In addition, expansion of the PA estate will need to carefully consider the needs of nearby communities, especially those with significant poverty rates, if PA expansion affects availability of resources such as it might in the proposed LCMP or in an expansion of the Chatham Bay PA. At this stage in the project, very little has been done to address socio-economic sustainability.

5. Conclusions and Detailed Recommendations

5.1. Conclusions

133. Several factors outside the control of the project severely affected project implementation. Other factors, including procurement issues and sub-optimal oversight by UNDP have also significantly affected the project.

134. Despite the advances made to date, the project is not on track to achieve what it set out to do as per the PRODOC. There is insufficient time remaining in the project (according to the original time frame envisaged) to complete planned activities thus significantly affecting the ability of the project to achieve the expected Outcomes. It will, therefore, be necessary to either extend the project, or to reduce the original commitments as described in the PRODOC (which would entail a discussion with the GEFSEC and a possible return of some funds to the GEF).

135. This is a technical project yet the project does not have a technically-qualified PC and no technical advisory services have been acquired. Without the needed technical support, the project is unlikely to contribute as much to global biodiversity benefits as it should.

136. Although the project is designed as a “Ridge to Reef” initiative, this approach is not yet abundantly evident on the ground/in the sea.

137. Several barriers (as outlined in Section 4.2.3) present significant challenges which the project must overcome if it is to be successful.

138. It is premature to assess sustainability given the little that has been accomplished to date, nevertheless, it is clear that continued emphasis on capacity building, and developing an exit strategy at this juncture can help to ensure prospects for sustainability.

139. Detailed findings and conclusions are found throughout this report and are not repeated here to keep the report as concise as possible.

5.2. Detailed Recommendations

140. The recommendations described below complement those presented in the Recommendations Table in Section 1. They are more detailed recommendations and, although they do not require a management response, they too should be reviewed by the PSC and decisions taken on them. They are not presented in any particular order.

141. **Recommendation:** The PMU, with the assistance of the CTA, should prepare an exit strategy and should do so this year (2022). This should be a simple and very practical strategy of not more than a few pages. UNDP should provide the PMU with examples of good exit strategies prepared by other projects.

142. **Recommendation:** Strengthen the PMU by recruiting (locally) a full-time Project Technical Officer (PTO). Consideration should be given to tasking the PTO with implementation support and field monitoring of Component 2 & 3 activities.

143. **Recommendation:** The project should not contract an IC to develop the 4 action plans for the 4 species of global significance. It would be more sustainable and cost effective to partner with institutions rather than contracting individual consultants. Moreover, one individual consultant is unlikely to have the necessary knowledge to develop action plans for all 4 species. Finally, whichever entity is involved in this activity should have first-hand experience with this species in SVG. Given this, the project should renew contact with RARE and Birds Caribbean regarding the development and implementation of an Action Plan for the parrot. The project should ensure that the plans include important inputs from local expertise such as, for example, the FD Range Officer who has studied and documented the SV Black Snake in mountainous areas of SV, Father Mark da Silva (who first found the gecko and knows a lot about native tree species), Roger Sweeney (who did a survey of the exotic invasive Barbados Whistling Frog).

144. **Recommendation:** The project should approach the SVG Community College to discuss the possibility of the college offering some certificate courses and accreditation through the College, and, if interest exists, to identify what is needed to move the ball forward (e.g., identify what certificate courses could be offered, identify local expertise that could teach the certificate courses, develop curriculum, etc.)

145. **Recommendation:** As a means of enhancing awareness about biodiversity and SLM (see suggested revised Output 4.2 in Annex 14), the project could usefully expand its support to the Forestry Summer Programme for students (support which was not originally envisaged as per the PRODOC but through effective adaptive management, the project has provided support for this innovative programme for youth). In addition, as this is a Ridge to Reef project, project support could also usefully be provided to the Fisheries equivalent programme for youth.

146. **Recommendation:** The project, through the PMU, should facilitate communication with other relevant Ridge to Reef projects (both ongoing and recently completed), especially those in the region (e.g., Grenada R2R project recently completed) to enable exchange of experiences. UNDP should compile a list of these projects, including contact information for each.

147. **Recommendation:** Reconsider use of GEF funds for certain planned activities (as mentioned in Section 4.1.1) to ensure they meet GEF additionality criteria and directly contribute to the expected project outcomes. Those activities that do not meet additionality criteria should not be pursued.

Reassign the budget for those activities to others that directly contribute to the project Outcomes. Co-financing should be used to pay for the more normal recurrent costs that may not directly generate global benefits but which derive important national benefits.

148. **Recommendation:** The Results Framework used in the PIRs should include the Expected Outcomes under each Component, with the relevant indicators appearing in the column across from each of the Outcomes (as is done in Annex 10 of this report).

149. **Recommendation:** Consider revising several Outcomes and Outputs (as indicated in Annex 14).

150. **Recommendation:** The project has provided some useful trainings which led to a number of individuals being certified for PADI “open water”. The project could usefully build on this further, providing training for some of those certified as well as others, including interested dive shops¹¹, in implementing the AGRRA protocol. This will enhance marine monitoring efforts.

151. **Recommendation:** The CTA should work with the relevant stakeholders (FD, NPRBA, UIEA) to include a more comprehensive and refined definition of threats affecting each of the target PAs, and these should be adequately tracked in the GEF TTs, including detailed notations as appropriate.

152. **Recommendation:** Revisit the TTs and ensure they are correctly and comprehensively completed before this MTR is submitted to the GEFSEC (along with the Mid-Term TTs). Also note that because this project falls under both BD and LD GEF Focal Areas, both TTs must be completed.

153. **Recommendation:** As currently planned, project support for the FD nursery is unlikely to result in achieving GEF additionality (i.e., deriving global benefits over and above the national/local benefits). To do so will require modifying planned activities. Bring native species into the nursery and begin propagating these for eventual use in reforestation/forest rehabilitation efforts. To be successful in this endeavor, technical expertise in native species propagation may need to be sought either locally or from the Caribbean region (travel should not be required). As always, instead of contracting consultants, the project should seek to make an institutional partnership for this purpose (perhaps with a university in the region) if local expertise is not readily available. “Fly” nurseries may also need to be established for successful propagation of these native species and the project should account for that cost as well.

154. **Recommendation:** Before proceeding with construction of the BIC, the following should be considered. A) Is constructing a BIC the most cost-effective approach to achieve environmental awareness? Might increasing project support to allow for the expansion of the successful summer school programmes (both terrestrial and marine) be a more cost-effective investment? B) Who is the target audience for the proposed BIC? It is important to be clear about this as both the physical location as well as the materials may well differ dramatically. If children/youth are the target audience, much more interactive displays will be required and written information must take into account reading levels. If school age children are the target audience, the question must be asked if a BIC at Forest HQ (which is about a 20-minute drive from town) is indeed the best location, even if there are 2 schools in close proximity. **Lesson from other GEF projects:** Construction of buildings for the sake of enhancing environmental awareness is often not successful in achieving the intended objective. Such

¹¹ The Serenity Dive Shop has been most involved in relevant activities (including coral nursery establishment), and has the existing foundation on which project support could usefully build.

buildings are often not effectively used for that purpose, whereas supporting environmental awareness programmes for youth have yielded excellent results.

155. **Recommendation:** Especially in SIDS where, because of smaller overall populations, the pool of qualified people for any given position may be limited, it is important to be creative and think “outside the box”. A) Instead of automatically including a university degree as a qualification, consider whether such a degree is truly necessary to undertake the task at hand or if relevant experience may better serve the purpose. B) If any international consultants are to be contracted, include as part of their TOR, capacity building of nationals. This should apply across the board for all positions, even evaluations. All international consultants should be paired with a national consultant and, over the course of the project, the national consultant should take on greater responsibilities over the project period with the international consultant inputs becoming less over the same period.

156. **Recommendation:** The following recommendations relate to the effort at Chatham Bay. Background: An important justification presented in the PRODOC for why the project should receive GEF funding (biodiversity projects must demonstrate global significance of the biodiversity to be conserved to be eligible for GEF funding), was the existence of several global endemics to SVG, all of which are threatened. According to the FD draft memo of June 30, 2021, “The known habitat of the endemic *Gonatodes daudini* falls primarily within polygon A and B”. These government-owned areas are therefore critical habitat for the gecko, yet more than 50% of this critical habitat is planned for development (according to the memo, most likely hotels/resort). It is known from research on the species that the gecko cannot survive in disturbed areas. In addition to the government-owned lands which are known critical habitat for the gecko, there is other forest shown on the satellite image and, according to UIEA rangers who were involved in the survey of the gecko done in 2015 (?), the gecko is also found in all of that forest area. The gecko is not the only global endemic in Chatham Bay, there are others. The draft FD memo, as currently written, fails to depict the home range/critical habitat for any of these species and does not even mention by name the other global endemics in the area. The MTR notes that the Pink Rhino Iguana, requires beach area, but according to the memo, that entire area is slated for hotel/resort development.

157. A) Demarcate (and possibly fence) polygon D (see map in draft FD memo of June 30 2021) within the forest reserve on Chatham Bay. This area of the forest reserve was recently given for housing plots (there are now approximately 20 housing plots there). Demarcating, and preferably fencing, this area will be essential to prevent further expansion/encroachment into the forest, all of which appears to be critical habitat for some of the endemic species for which this project received GEF support.

158. B) Include new polygons on the existing map that show the distribution of the various species of global significance. These species are the major reason for the GEF interest/support in Chatham Bay, yet the current mapping of the area fails to depict the distribution of these species, showing instead only land ownership, existing FR boundaries (even though this too is unclear) and the proposed area to be annexed to the FR/WR.

159. C) Ensure the proposed addition to the PA estate on Chatham Bay is based on conservation science and that it includes the right area and a sufficiently large area to ensure the long-term survival of these species, understanding that each species will have its own habitat requirements and that the addition should incorporate 100% of the critical habitat required for all those species of global significance found on Chatham Bay. Background: As it stands, there is no scientific basis for the proposed 45 acre addition as PA. The area was defined simply on the basis of what Government-

owned land is available for which no other potential use has been identified – it is basically unwanted land by SVG Invest. But this does not mean that land is indeed the critical area for the long-term survival of the globally significant species, neither does it necessarily mean that area of land (45 acres) is sufficient for that purpose.

160. D) Sort out, without delay, the legal status of the existing “Forest Reserve”. (According to the FD, it is unclear if this is a legally gazetted Forest Reserve or if it has simply been referred to as a forest reserve over the years – areas for which the Government doesn’t foresee developing are commonly referred to as “forest reserves” in SVG.)

161. E) Determine the appropriate PA classification of the proposed PA. (Should the area be a Wildlife Reserve or a Forest Reserve or should it be both. According to SVG law, a Forest Reserve can also be a Wildlife Reserve, thus an area can fall under two legislative Acts.

162. F) Provide any follow on necessary to ensure communication with the Surveyor General’s Office is pursued (a draft memo was prepared by the FD --30 June 2021-- but was never sent).

163. G) Work with SVG Invest to ensure prospective development projects do not alter/destroy any area considered to be critical habitat for any of the globally significant species and that any development undertaken in non-critical habitat areas (if it is determined that 100% of the habitat they currently occupy is not critical for the long-term survival of the species taking into account minimum viable population sizes) does not negatively affect their survival.

164. H) Update the existing “Union Island Gecko Conservation Action Plan” which expired last year (2016-2021). Instead of contracting an IC/NC to prepare Action Plans for the 5 species (as the PC indicated was the plan), the project should support UIEA to work with an international NGO (such as FFI who helped develop the existing plan) or an academic institution to prepare the various Action/Recovery plans for the species of concern on Union Island. Amongst other things, the Action Plan should contain detailed, practical information regarding financing for the Chatham Bay PA. This should not be a theoretical report but a practical one. The entity/consultant responsible for producing this report -- which should outline specific financing options -- should also be responsible for making at least the first contacts with those s/he suggests could potentially provide financing to ensure these are real possibilities to be further pursued.

165. I) Provide a suitable vehicle for the UIEA to more effectively and efficiently carry out their duties related to biodiversity conservation on Chatham Bay. Until such a time as the grant programme for farmers (envisaged under this project) is operational, the project vehicle provided to Ag Extension Services could be given over to UIEA.

166. **Recommendation:** The following recommendations relate to the project effort in regards to the LCMP:

Involve the dive shop in reef monitoring and water quality monitoring and provide them with the necessary support to continue and expand on their lionfish monitoring efforts -- enabling the dive shop to collect additional data such as numbers, depth, location and size of fish – all of which will require additional financial support. Consider expanding lionfish monitoring to the Windward coast and to the Grenadines. Consider providing the dive shop with an underwater drone (that can go deeper than that which Fisheries has) to facilitate this monitoring. Involving the dive shop to a greater extent in the

project will have many benefits including enhanced monitoring, enhanced sustainability, enhanced sharing of information, and enhanced visibility of the project effort.

Expand the summer programme to enable a greater number of youth to be involved and also to include community college students.

Enhance collaboration between NPRBA, Fisheries and dive operators. Currently dive operators do not have access to water quality monitoring data. This information should be made readily available to the dive shops and, indeed, as indicated in the above recommendation, the dive shop should also be involved in water quality monitoring.

6. Annexes

MTR TOR for the International and National Consultants (attached separately)

Annex 2 List of Documents Reviewed

Item
PROJECT DOCUMENTS
Completed Up-to-Date Project Information Table (as a WORD file)
Project Identification Form (PIF)
Final UNDP-GEF Project Document (PRODOC) with all annexes (please share this as a WORD document)
CEO Endorsement Document
Completed UNDP Social and Environmental Screening (SESP) and associated management plans (if any)
Project Inception Workshop Report (complete with all annexes)
PROJECT MONITORING DOCUMENTS
The Project monitoring and evaluation (M&E) plan with associated budget (only need to share if this is different from that in the PRODOC)
All Annual and Quarterly Progress Reports
All Project Implementation Reports (PIRs) including latest one even if still in draft
BTORs/mission reports by UNDP CO and UNDP RTA and management memos, minutes or correspondence relevant to the effective delivery of the project
BTORs/field visit site monitoring reports prepared by the PMU
Minutes of all Project Board/Steering Committee Meetings
Minutes of UNDP Project Appraisal Committee meeting
Completed GEF Tracking Tools for all relevant GEF Focal Areas (at CEO Endorsement and at Mid-Term)
Completed UNDP Capacity Development Indicator Scorecards (baseline and most recent)
FINANCIAL DOCUMENTS
All Combined Delivery Reports (CDRs)
Approved Annual Work Plan Budgets
Actual Project Expenditures by Year and By Component as of the time of the MTR
Co-financing Accounted as of the time of the MTR
All Audit reports and Spot Checks & Management Responses to these
PROJECT OUTPUTS
All technical deliverables/reports (other than PA management plans) paid for with project funds along with the TOR for the consultancies to develop those deliverables/reports (Please share only FINAL reports. Do not share draft reports unless only draft is available and then please clearly indicate document is still in draft.)
PA Management Plans developed with project support
Comprehensive list of consultancies and reports/plans prepared with project support
CONTRACTS, INFRASTRUCTURE, EQUIPMENT
List of all infrastructure (including new construction as well as infrastructural repairs) paid for with project funds
List of all equipment/assets (including vehicles, boats, computers, printers, cameras, etc.) costing more than US\$1,000 purchased with project funds
TORs
TORs for Project Manager, Finance/Administrative Officer, and CTA (if project has one)
TOR for the Project Board/Steering Committee
List of PB/PSC members
WORKPLANS
All approved annual workplans

RESULTS FRAMEWORK
The agreed RF following the project inception workshop (if different from the one presented in the PRODOC)
A concise list of any and all amendments that have been made to the RF since project start
TRAININGS
Training agendas and participant lists (including gender breakdown summary for each training) and any impact-assessment that may have been conducted regarding trainings
KNOWLEDGE SHARING MATERIALS
Copies of any and all communications materials produced with project support (brochures, posters, booklets, videos, etc.)
Knowledge sharing platforms including the project website if one exists
RELEVANT INITIATIVES & PARTNER AGREEMENTS
All partner agreements (LOAs, MOUs, Small Scale Fund Agreements, Partner Cooperation Agreements, UN-to-UN Agreements etc.) including work plans and budgets where relevant
All final progress and financial reports submitted by those entities who have had LOAs or other contracts with the project.
OTHER
Project Exit/Sustainability Strategy (if one has been developed)
UNDAF for the country
Detailed maps of all Project Areas

Annex 3 List of Stakeholders Interviewed

Name of Institution	Person to Meet Position/Title	Name	Gender	Individual, Joint or Focus Grp	Virtual (by Zoom, Tel, or other)/Physical (Please indicate)	MTR Team Member/s
IMPLEMENTING PARTNER (MAFFRTIL)						
Forestry Division	Director	Fitzgerald Providence	M	Individual	Virtual	Virginia Ravndal Noretta John
	Forestry Supervisor	Samuel Harry	M	Individual	Physical	Noretta John
	Range Officer for the Forest Reserve	Philmore Lynch	M	Joint	Physical	Noretta John
	Range Officer for the Forest Reserves	Ansaki Roberts	F			
Fisheries Division	Chief Fisheries Officer	Jenifer Cruckshank-Howard	F	Individual	Virtual	Virginia Ravndal Noretta John
	Senior Fisheries Officers	Kris Isaac	M	Individual	Virtual	Virginia Ravndal Noretta John
	Senior Fisheries Assistant	Delight Ollivierre	F	Joint	Virtual	Noretta John
	Data Collector	Jeffrey Lavia	M			
Agriculture	Supervisor of Soil and Water Conservation Unit	Rodwell Charles	M	Joint	Virtual	Virginia Ravndal Noretta John
	Agricultural Assistant, Engineering Unit	Gerthyn Bascombe	M			
	Senior Agricultural Officer, Extension and Advisory Services	Marcus Richard	M	Individual	Virtual	Virginia Ravndal Noretta John
	Extension Officer	Sophia Henry	F	Individual	Virtual	Noretta John
GOVERNMENT ENTITIES (OTHER THAN THE IP) WITH A ROLE IN THE PROJECT						
National Parks, Rivers and Beaches Authority	Director	Andrew wilson	M	Joint	Virtual	Virginia Ravndal Noretta John
	Superintendent - Marine and Terrestrial Parks	Andrew Lockhart	M			
Physical Planning Unit	GIS Officer	Dwayne Allen	M	Individual	Virtual,	Virginia Ravndal

					Physical	Noretta John
Central Water and Sewage Authority	Head, Water Resource Management Unit	Danroy Ballantyne	M	Individual	Virtual	Virginia Ravndal
Central Water and Sewage Authority	Deputy, Water Resource Management Unit	Vialey Richards	M	Individual	Virtual	Virginia Ravndal
OTHER STAKEHOLDERS WITH ROLE AS “RESPONSIBLE PARTNERS” IN THE PROJECT (NGOs, UNIVERSITIES & OTHERS)						
Union Island Environment Attackers	Chief Ranger Ranger Ranger Ranger Ranger Ranger President	Roseman Adams Neka Alexander Ricardo Gellixeu Kayroy Baptiste Joshua Harvey Esrome Durrant Katrina Collins- Coy	M F M M M M F	Joint	Physical/ Virtual	Noretta John Virginia Ravndal Met Katrina and Roseman on a separate occasion
Serenity Dive	Manager	Vaughn Martin	M	Individual	Virtual	Virginia Ravndal
UNITED NATIONS DEVELOPMENT PROGRAMME (MCO and RTA)						
	UNDP MCO Environment Cluster Head	Mohammad Nagdee	M		Virtual	Virginia Ravndal
	UNDP MCO Monitoring Analyst	Sacha Lindo	F		Virtual	Virginia Ravndal
	UNDP RTA	Maria Cruz Gonzalez	F		Virtual	Virginia Ravndal
	Former RTA	Claudia Ortiz	F		Virtual	Virginia Ravndal Noretta John
	UNDP MCO UNV responsible for the project	Samuel Henry	M			Virginia Ravndal
PROJECT MANAGEMENT UNIT (PMU)						
	Project Coordinator	D’Andre’ De Freitas	F	Individual	Virtual	Virginia Ravndal Noretta John
	Finance/Administrative Assistant	Annaza Simmons	F	Individual	Virtual	Virginia Ravndal
PSC MEMBERS (in addition to others mentioned above)						
	Agricultural Planner	Debbie Daniel- Williams	F	Individual	Virtual	Virginia Ravndal (twice) Noretta John

Annex 4. Consultancies as described in the PRODOC with notes and recommendations by the MTR

This list of planned consultancies was extracted from the PRODOC. The MTR has included some notes and recommendations regarding the proposed consultancies in the last column of this Table.

ALocal / National contracting			
			MTR QUESTIONS/NOTES/RECOMMENDATIONS
Project Manager Rate: \$3,000/month	54 months / over 4.5years	The Project Manager, with technical support from the CTA/BD Expert, will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. See the full TOR in Annex D for details.	<p>The current PC does not have the required qualifications described in the TOR as described in the PRODOC for the PC. She does not have a technical background relevant to this project nor does she have the required project management experience. After two unsuccessful attempts to recruit a PC, UNDP revised the TOR to significantly reduce the required qualifications. The current PC was then recruited. Based on her CV shared with the MTR, it does not appear that the current PC qualifies even as per the reduced qualifications for this position.</p> <p>Recommendation: This is a critically important position and the MTR believes it is important to have a PC that has at least the necessary project management experience if not also the technical background. Given that the CTA will come on board soon (presumably before this MTR report is finalized), it may no longer be critical that the PC have a relevant technical background, but the project management experience should be non-negotiable. Having good relations with Government IP is not sufficient to qualify an individual as a PC. This is a large project for SVG, indeed, the largest single grant project in the IPs portfolio, and requires an experienced PC. In the event that a technically-qualified PC is not recruited, 100% of the costs of the PC should be assigned to PMC and not distributed across components.</p>
Financial and Administrative Assistant	54 months / over 4.5years	Financial/Administrative Assistant, together with the Project Manager, is responsible for financial management	No change required except to ensure a permanent FAA is contracted. The current FAA is contracted as a temp for 4 months.

Rate: \$1,700/month		of the project, accounting, purchasing, and reporting, etc. See the full TOR in Annex D for details.	
Project Gender Specialist. Rate: \$3,000/month	27 months / over 4.5 years	Will be responsible for supporting and monitoring of gender mainstreaming in the project, including the implementation of the Gender Action Plan. See the full TOR in Annex D for details.	Re-consider this consultancy. The MTR does not believe it is necessary to contract a gender specialist. Instead, the recommendation is for GSVG to provide, through their Division of Gender Affairs in the Ministry of National Mobilisation, Social Development, Youth Housing and Informal Settlement, inputs that would be considered as Government co-financing for the project. The project should also contact the UNDP gender specialist to ask that any publications or other materials available on specific measures that can be used to ensure gender equality is pursued in the following: a) creation of livelihoods, b) project activities example training to ensure gender issues are incorporated.
Communications/Knowledge Management Expert Rate: \$2,500/month	29 months / over 4.5 years	Will be responsible to develop communication strategy, support communication and awareness-raising activities, document and systematize lessons learnt and best practices, and implement and analyze KABP surveys	Refine and reduce this consultancy. Many projects include this aspect of documenting and systematizing lessons and best practices yet these are often not really put to practical use. A case in point is that all project evaluations include a section on lessons, yet a very common weakness in projects as pointed out in evaluations is the lack of integrating lessons and experiences of other projects in the design of new projects. If this consultancy is to be pursued, careful consideration should be given to the target audience for the documented lessons and best practices and the plan to share the output with the target audience. It should in fact be part of the TOR of this consultancy to describe the above. It would also be important to clarify the “awareness raising” aspect of the job. Is the intent to raise awareness about the project or about the importance of conserving BD and measures to reduce LD? If the later, wouldn’t that duplicate efforts related to the Biodiversity Information Center? If the

			<p>former, the MTR does not believe it is a cost-effective investment to spend funds on raising awareness about the project at this late stage.</p> <p>If this consultancy is to be pursued, the MTR recommends reducing the length from 29 months over 4.5 years to 5 months (during the last year of the project). This should be, as anticipated, a national consultancy.</p>
International / Regional and global contracting			
<p>Chief Technical Advisor/Biodiversity Expert</p> <p>Rate: \$136,690</p>	<p>Lump Sum based on Deliverable (approx. 188 days / over 4.5 years)</p>	<p>Will be responsible for providing overall Project technical support to the Project and biodiversity related Project interventions, as well as ensuring biodiversity is mainstreamed into Component activities and BD considerations are incorporated into Project decision making.</p>	<p>The TOR for the CTA should clearly limit the role to technical guidance and support. The CTA should not be used to provide project management support. The CTA should be a biodiversity specialist with experience in protected areas planning and management (preferably with actual experience of having worked in protected areas).</p> <p>The CTA should spend significantly more time in country than what was originally anticipated (in the TOR included in the PRODOC). This of course is dependent on Covid-19 restrictions that may apply. It is most cost-effective to make fewer trips but with longer stays each trip rather than more trips with shorter duration (unless the consultant is based in the region in which case more frequent trips of shorter duration would be fine). The MTR strongly encourages the project to recruit a CTA based in the region if at all possible both for logistical and cost reasons.</p> <p>Consideration should be given to combining the CTA consultancy with the “PA Planning Expert” consultancy and the “Capacity Building Specialist” (at least the international consultant member of that team).</p>

M&E / Safeguards Expert Rate: \$3,000/week	10.5 weeks over 4.5 years	Will be responsible for project monitoring including updating indicators in project results framework and monitoring of environmental and social risks	This consultancy should be reconsidered. The PSC should consider whether such a consultancy is really necessary. If this consultancy is to be kept, the cost of this consultancy (\$3,000/week) should be significantly reduced. There are several issues with this consultancy. 1) It is inappropriate to “update indicators in the project results framework”. 2) Evaluations are done separately by independent evaluation teams so this person would basically be doing monitoring (not evaluation). 3) The MTR believes that monitoring of environmental and social risks would best be done by the PC and the IP with the support of UNDP rather than by a consultant. 4) If the PC is not going to be a technically qualified person but rather focused exclusively on project management, then the PC is best poised to do the project monitoring (and reporting).
M&E Expert Rate: \$3,500/week	4 weeks / over 3 months (year 2)	Will be responsible for conducting the mid-term project review, with support from the M&E / Safeguards Expert	Lesson: No National Consultant was budgeted for. In future, always budget for both an International and a National Consultant for both MTRs and TEs. It is also important to highlight the independence of these evaluations, thus language such as “with support from the M&E Safeguards Expert” should be avoided in future. Finally, instead of “M&E Expert” it would be most appropriate to list these consultancies as “Independent MTR International Consultant” and “Independent MTR National Consultant”
M&E Expert Rate: \$3,850/week	4 weeks / over 3 months (year 5)	Will be responsible for conducting the terminal evaluation of the project, with support from the M&E / Safeguards Expert	Same comment as above.
Outcome 1			
Local / National contracting			
Data Systems Design & Management Expert	Lump Sum based on Deliverable	Data Systems Design & Management Expert to design and develop inter-	Consider eliminating this consultancy.

Rate: \$40,000	During Years 1 & 2	departmental Biodiversity and Land Use Database and monitoring systems/tracking tools for LD/BD for multi-departmental use.	The project should carefully consider whether a centralized database is really warranted or the best approach to ensure sharing of data/information. If this consultancy is to be pursued, the project should first clearly and specifically define the problem and the various options that might be pursued to address the problem (as well as the costs associated with the various options and the identification of who will pay those recurrent costs and with what funding) rather than assuming that the creation of such a system is the best solution to what is currently a rather ill-defined “problem”. If, following this afore-mentioned exercise, it is determined that the creation of a centralized database is indeed the best option to be pursued, the first matter of business should be to address the sustainability issue. To summarize, it is important to understand if there is really need for such a system or rather simply need for greater sharing of information between government and other entities and to find the simplest (not the most complicated/costly) solution. This activity, as currently described, appears to the MTR to be mostly UNDP rather than country-driven and perhaps a way of equipping various Government entities with needed computers.
Legal Consultant Rate: \$40,000	Lump Sum based on Deliverable During Year 2	For Output 1.1, will be responsible for carrying out consultations and draft data-sharing agreements to operationalize an information management and monitoring system for SLM, CSA, and biodiversity conservation.	Consider eliminating this consultancy. Is it truly needed? The MTR is not convinced that the system itself is really needed (see above). If not, there is no need for this consultancy. Even if it is determined that a centralized database is needed, the cost of this consultancy seems extraordinarily high and would not, in the opinion of the MTR, be money well spent.
Satellite image Interpretation Expert Rate: \$16,000	Lump Sum based on Deliverable During Years 1 & 2	For Output 1.1, will be responsible for satellite image interpretation to develop baseline land cover maps, calculate land cover areas / uses for baseline and end of project to	Reconsider this consultancy. Instead of a consultancy, could the interpretation be done by either Physical Planning or the FD GIS Unit staff? This could then be considered as co-financing for the project and should be accounted as such.

			document change.	<p>Satellite images may be helpful in planning where water quality sampling stations should be along the Buccament watershed. Some considerations: Does the project have funds to pay for satellite images? What would be the date of the baseline imagery? What is supposed to be learned from the satellite images to be purchased and interpreted? Would the impact from the volcanic eruption still allow for the images to be used for those purposes? What about using drones as an alternative to satellite images– can transects be flown with drones to get land use and forest cover change data? The project should consult with Physical Planning and FD GIS Unit about options.</p>
<p>Interpretation Specialist</p> <p>Rate: \$10,000</p>	<p>Design</p>	<p>Lump Sum based on Deliverable</p> <p>During Years 1 - 3</p>	<p>responsible for designing interpretation and outreach materials for Biodiversity Interpretation Center that support Project, BD, PA, SLM awareness, incorporating outputs of KAPB study</p>	<p>This consultancy is under-funded. Increase the budget for this consultancy and ensure that the budget includes not only the design of the materials but also the production of materials.</p> <p>The cost of the production of the materials is likely to exceed the cost of their design. If such cost is not included in the project budget there may be an addition to the FD building but perhaps very little benefit in terms of enhancing awareness about BD and PAs.</p> <p>It is not a good idea to try to lump everything into one – the Biodiversity Interpretation Center should be focused on biodiversity, including PAs as a means to conserve biodiversity. Other project activities, including the propagation centers and model farms, are to enhance awareness about SLM.</p> <p>It is important that the interpretation design specialist be given clear direction regarding who the target audience is so that appropriate materials can be designed (e.g., very hands-on interactive materials are required if the target audience is children compared to the type of materials that would be developed if adults – including community college students—</p>

			are to be the target audience).
Community Engagement Specialist Rate: \$280/day	25 days / over 4.5 years	For Output 1.1, will be responsible for supporting stakeholder consultations, workshops and meetings, with support from Project Gender Specialist to engage with women, women leaders and representatives of women's organizations, and to ensure women participation and to support costs for differentiated spaces for women consultations including transportations costs and possible child care	<p>Increase the number of days for this consultancy (at least 40 days). 25 days is not sufficient as this consultant will need to be very much involved in the development of the various PA management plans.</p> <p>Ensure the community engagement specialist works closely with the Gender Affairs Division within the Ministry of Mobilization and the international Socio-economic expert.</p>
Capacity Building Specialist (with INRM/PA expertise) Rate: \$55,000	Lump Sum based on Deliverable During Years 1 & 2	For Output 1.5, will be responsible for carrying out capacity needs assessment, 5-10 year capacity development plan and design and implementing a training program for staff from the relevant agencies in biodiversity conservation, land use management, with collaboration with SVG Technical College / Tertiary institutions and links with other training programs.	<p>Significantly increase the time and budget for this consultancy and consider the possibility of recruiting both a national as well as an international (preferably from the Caribbean region) consultant to work together as a team.</p> <p>This consultancy should collaborate very closely with the SVG Technical College and should focus on: 1) determining if special courses can be offered through the SVG to build capacity related to PA management (including for example the conduct of censuses of flora and fauna, research within PAs, training for terrestrial and marine rangers, training on AGGRA protocol, etc.). 2) designing the content of the courses to be offered (ensuring these are very practical and hands-on with field-based experiences), 3) offering at least some of the courses on a trial basis for at least one semester. Since this consultancy will require the appropriate technical expertise in biodiversity conservation and protected area management, if this capacity is not available locally, consideration should be given to recruiting both a national consultant as well as an international consultant (preferably from the region) to work together as a team. It is not reasonable to expect that the</p>

			same consultant would have expertise in both BD as well as INRM and it would be best to do one or the other well instead of both poorly. The MTR recommends therefore that the consultancy be focused exclusively on BD and PAs as described above.
International / Regional and global contracting			
International Socio-economic expert Rate: \$29,000	Lump Sum based on Deliverable During Year 1	For Output 1.2, will be responsible for conducting a gender responsive socio-economic analysis of the PAs to inform the expansions and ensure vulnerable groups are not negatively impacted, with data collection and ensuring gender data and gender responsive data is input into the project databases for use by stakeholders in policy formulation and planning.	<p>If this consultancy is pursued, the MTR believes a national instead of an international consultant would be most appropriate. Before pursuing this consultancy, the objective of the consultancy must be much more clearly defined. It is not clear why a socio-economic analysis of PAs would inform any possible expansion of a PA. It is not clear what this consultancy is really about.</p> <p>If this consultancy is to be pursued, the TOR should specify what geographic areas and what PAs are to be covered and how this consultant would collaborate with the community engagement specialist. The TOR should also clearly describe what is envisaged as the practical output of this consultancy and how exactly that output would be used.</p>
Legal Consultant Rate: \$60,000	Lump Sum based on Deliverable During Years 1 & 2	For Output 1.2, will be responsible for developing and reviewing policies/legislations/regulations to ID gaps/needs, build consensus on priority legislation/regulations to update, draft legislation/regulations, carry out consultations / workshops and incorporate a gender analysis in legal review	<p>This consultancy would best be undertaken by a national, rather than an international, consultant. This consultancy is not adequately budgeted. The budget for this consultancy should be increased.</p> <p>As the project has not yet determined which policies/legislation/regulations the project will focus on, the MTR recommends that consideration be given to focusing on the following policies and legislation/regulations that directly impact this project's ability to succeed: 1) policies related to withdrawal of land from an existing FR or other type of PA (such as was done in the FR on Union Island when part of the FR was recently converted into housing plots), 2) policy and legislation related to land use where there is potential conflict</p>

			between maintaining critical habitat for endemic species and other potential land uses (such as in Chatham Bay Polygon A), 3) develop regulations related to CITIES (SVG is signatory to CITIES but has not regulatory framework in place), 4) develop regulations for the Wildlife Protection Act, 5) develop regulations for the Forest Resources Conservation Act.
Forest Management / Natural Resource Policy Expert Rate: \$36,000	Lump Sum based on Deliverable During Years 2 & 3	For Output 1.2, will be responsible for developing Forest Policy through extensive stakeholder participatory process, including workshops. Travel costs budgeted separately.	Developing a forest policy is no small undertaking and normally takes a lot of time. A national consultant rather than an international consultant may be best suited for this consultancy.
Protected Area Planning Expert Rate: \$36,000	Lump Sum based on Deliverable During Years 2 & 3	For Output 1.2, will be responsible for updating / revising PA System Plan and PA Policy note through extensive gender inclusive stakeholder participatory process, including workshops. Travel costs budgeted separately.	See MTR notes/recommendations above regarding CTA. The MTR believes it would be beneficial to combine this consultancy with that of the CTA into a single consultancy.
Sustainable Finance Consultant Rate: \$31,000	Lump Sum based on Deliverable During Years 2 & 3	For Output 1.4, will be responsible for reviewing and assessing the existing legal and institutional conditions for sustainable financing for PAs, develop a PA System Business (Sustainable Financing) Plan, develop implementation plan, update the Financial Sustainability Scorecard to include needed data for baseline, and support initial implementation of 1 mechanism identified. Travel costs budgeted separately.	The allocated budget and time is inadequate if the consultant is really to “support initial implementation of 1 of the mechanisms s/he identifies in her/his report”. This consultancy is planned for years 2 and 3 but should really have started in year 1. Priority should be given to recruiting this consultancy in 2022.

SLM/Monitoring Expert (with CSA expertise) Rate: \$3,500/month	14 months / over 4.5 years	For Outputs 1.1 and 1.2, will be responsible for: 1) developing monitoring and tracking programmes, protocols and guidelines for all data collection systems, incorporating SMART indicators, and provide training and department support for their implementation; 2) developing Soil Conservation Monitoring Programme and support its implementation and develop baseline; 3) assessing and developing a comprehensive programme to provide ongoing national water quality testing services and to develop data collection system and monitoring protocols for measures implemented, addressing data and monitoring gaps identified; 4) providing technical support for Forest Policy development.	As described, this appears to be a “catch all” consultancy. It is unclear why a monitoring expert should be providing “technical support for forest policy development”. A “soil conservation monitoring programme” is already in place if this refers to monitoring soil chemical composition. If, instead, this refers to monitoring soil runoff and sedimentation, then best to put in place this kind of system. It would not, however, be appropriate for a consultant, especially not an international one, to “support its implementation”. This should be done by the relevant Government entity.
For Technical Assistance			
Outcome 2			
Local / National contracting			
GIS Specialist Rate: \$15,000	Lump Sum based on Deliverable During Years 1 & 3	For Outputs 2.1, will be responsible for supporting PA boundary delineation (Year 1 - CMFR, \$7,500, Year 2 - LCMP, \$7500), georeferencing for ground-truthing by Forestry Services	OK
Legal Consultant Rate: \$20,000	Lump Sum based on Deliverable During Years 2 & 3	For Outputs 2.1, will be responsible for support drafting of Cabinet submissions / documentation for gazette of CMFR, LCMP & Chatham Bay, drafting co-management	OK

		arrangements for UIEA and/or MOUs.	
Community Engagement Specialist Rate: \$280/day	68 days / over 4.5 years During Years 2 - 4	For Outputs 2.1 – 2.3, will be responsible for outreach to communities to 1) to support stakeholder consultations, workshops and meetings, with support from Project Gender Specialist to engage with women, women leaders and representatives of women’s organizations, and to ensure women participation and to support costs for differentiated spaces for women consultations including transportations costs and possible child care (Outputs 2.1 & 2.2), and 2) for Chatham Bay, to train Youth Empowerment Services and Union Island Environmental Attackers staff to continue community outreach activities, and to provide training and tools for local artisans and small enterprises to develop livelihoods in UI that promote the UI Gecko	See comments above
PA Enforcement Specialist Rate: \$2500/week	2 weeks During Year 2	For Outputs 2.1, will be responsible for developing and carrying out enforcement training for CMFR and Chatham Bay for Forestry Services staff and IUEA for 1 week (class and field), including review of laws and regulations and site visits	Ensure coordination with police department and other local authorities as appropriate and include PA enforcement training for LCMP as well
Field Assistants (2) Rate: \$450/month	30 months (each) During Years 1 & 3	For Outputs 2.1 & 2.3, will be supporting implementation of IAS control/removal measures prioritized locations to support species recovery	OK

		of 5 species of global significance (CMFR, Chatham Bay)	
Field Assistants (4) Rate: \$450/month	4 month (each) During Year 2	For Outputs 2.1, will be supporting forestry staff for boundary delineation & demarcation	OK
Field Assistants (2) Rate: \$450/month	7 months (each) During Years 1 & 2	For Outputs 2.1, will be supporting BD and Ecological Assessment/Inventory of the CMFR.	OK
Field Assistants (4) Rate: \$450/month	4 month (each) During Year 2	For Outputs 2.1, will be supporting species census (<i>Chironius vincenti</i> , <i>Pristimantis shrevei</i> , <i>Catharopeza bishopi</i> , <i>Amazona guildingii</i>) and research on habitat and movement patterns for <i>Amazona guildingii</i> .	OK
Forest Rangers (6) Rate: \$500/month	36 month (each) During years 1-4	For Outputs 2.3, will be carry out site enforcement at Chatham Bay to address illegal poaching of <i>Gonatodes daudini</i> and overall site management.	OK
IAS / lionfish control specialist Rate: \$20,000	During Years 2 - 4.5	For Outputs 2.2, to support dive company IAS/lionfish removal programme, including record keeping, lionfish control and monitoring, outreach activities, including fish fry and other outreach.	The project should not contract a consultant for this but should instead support this work through a partnership (with the appropriate LOA) with the local dive shop (Serenity Dive) which has expertise in this area, and possibly with other dive shops in the Grenadines if the capacity exists and if involving more than one dive shop is a more cost-effective approach. This approach will contribute to the sustainability of the effort. The project should also offer training in the AGRA protocol for the dive shop. The budget for this should be increased.
Interpretation Design Specialist Rate: \$8,000	Lump Sum based on Deliverable During Year 3	For Outputs 2.3, will be responsible for designing interpretation and outreach materials to support gecko conservation efforts (including Union	OK It would be preferable for the project to contract with UIEA for this (through a LOA?) instead of with an individual consultant.

		Island)	
Construction company Rate: \$100,000	Lump Sum based on Deliverable During Year 2	For Outputs 2.3, will be responsible for renovating/upgrading existing storage building at the Forestry Services compound to service as BD Interpretation Center/Visitor Center for Project activities and Forestry Services, NPRBA and Fisheries BD/SLM/PA/INRM activities with facilities for visitor use, office space. Total cost: \$100,000 during Year 2.	This contract should be re-considered. The MTR agrees with numerous stakeholders who have expressed the opinion that this is not the best nor the most cost-effective approach to achieve enhancing awareness of BD. As currently budgeted, this is a costly investment by the project and is likely to be even more costly than originally anticipated as renovation of the storage building was found to be unacceptable and now the plan is to extend/build on a new addition to the FD headquarters building. The MTR recommends that alternatives be explored as the means of enhancing BD awareness including: 1) consider significantly increasing support to the Forestry Summer Programme and including support for the Fisheries summer program and the environmental summer programme of the NGO, SCIENCE. 2) enhancing the visitor center at the Botanical Gardens instead of building an extension onto the FD building at Camden Park.
International / Regional and global contracting			
IAS Expert Rate: \$26,000	Lump Sum based on Deliverable During Year 3	For Outputs 2.1 & 2.3, will be responsible for develop IAS control plan, protocols, provide training and initiate implementation with Field Assistants to support the removal of IAS in prioritized locations to support species recovery of 5 species of global significance (4 in CMFR, 1 in Chatham Bay). Travel costs budgeted separately.	The MTR recommends partnering with an NGO with experience in this instead of contracting a consultant. The budget will likely need to be increased.
PA Financial Expert Rate: \$51,000	Lump Sum based on Deliverable During Years 2 & 3	For Outputs 2.1, responsible for developing 2 gender responsive site business/operational plans, including all needs and gaps assessed (for CMFR and Chatham Bay), as well as a financing needs and gap assessment	This consultancy should be combined with that of the "Sustainable Finance Consultant". See above.

		for the LCMP with recommendations for addressing gaps, including collecting data needed for Financial Scorecard. Travel costs budgeted separately.	
Gecko/Herpetofauna Expert/Biologist Rate: \$30,000	Lump Sum based on Deliverable During Years 1 & 2	For Outputs 2.1, responsible for carrying out baseline gecko census to ID abundance and distribution, habitat study, species movement patterns, with on-site training for Forestry/UIEA to repeat, with protocols developed. ID predators/develop 5-year control plan. Train field support/UIEA/Forestry staff in IAS, BD, Endangered species, other.	The MTR recommends partnering with an NGO with experience in this instead of contracting an individual consultant. FFI has extensive in-country experience on Union Island in the Grenadines. The census should not be done in isolation, but rather as part of an overall species management plan, which, because this species is endemic to UI, should be part of the Chatham Bay PA management plan (to be developed with project support).
Endangered Species Consultant Firm Rate: \$101,000	Lump Sum based on Deliverable During Years 2 & 3	For Outputs 2.1 & 2.3, this consultancy will include: 1) three (3) Endangered species experts for <i>Chironius vincenti</i> , <i>Pristimantis shrevei</i> , <i>Catharopeza bishopi</i> responsible for implementing species census with Forestry Services staff and developing 3 Species Recovery and Action Plans; and 2) 1 Endangered species expert for <i>Amazona guildingii</i> to support species census with Forestry Services staff, develop Species Recovery and Action Plan, and conduct research on habitat and movement patterns.	
Marine PA Planning / Zoning Consultant Firm Rate: \$80,000	Lump Sum based on Deliverable During Years 3 & 4	For Outputs 2.2, Marine biologist and marine engineer team responsible for 1) identifying conservation zones (based on BD assessment), carry out consultations, develop conservation	

		zoning plan and guidelines through a participatory process and 2) install buoys to demarcate conservation zones (including cost of demarcation buoys and installation of 40 buoys @ \$1000).	
Terrestrial BD / Ecological Firm Rate: \$110,000	Lump Sum based on Deliverable During Years 1 & 2	BD/Ecological Assessment / Inventory to implement baseline biodiversity and ecological assessment / inventory of the CMFR and Buccament watershed - develop monitoring programs, conduct baseline studies to understand current population, distribution of key IAS (mongoose, rats, tbd) in prioritized areas and field training of BD/Ecological assessment techniques.	
Marine Biodiversity Ecological Firm Rate: \$110,000	Lump Sum based on Deliverable During Years 1 & 2	Marine Biodiversity Ecological Company to conduct reef and BD assessment (consultant provide own gear and monitoring requirement, Including baseline assessment of coral reef health indicators and development of monitoring programme, data sets and habitat maps. Provide AGRAA training for 4 staff for monitoring and assessment.	
For Technical Assistance			
Outcome 3			
Local / National contracting			
Forester Rate: \$280 /day	60 days / over 2 years During Year 2 & 3	For Output 3.1, will be responsible for supporting Forestry Services and supervise plantation management and reforestation activities and Field	Eliminate this consultancy. The MTR believes this should be done by the FD not through a project consultancy.

		Assistants	
Field Assistants (1) Rate: \$450 / month	54 months over 4.5 years	For Output 3.1, will be responsible for supporting the Forestry Services with plantation management, reforestation, soil conservation in the 3 upper watersheds in the CMFR, and to support CSA and agroforestry demonstration at Montreal, trail maintenance	OK
Field Assistants (2) Rate: \$450 / month	54 months (each) over 4.5 years	For Output 3.1, will be responsible for supporting the Soil and Water Conservation Unit implement soil conservation measures, and for testing water quality (chemical, nutrient, and sedimentation) from streams to determine the baseline water quality and ongoing monitoring in the Project R2R site (Buccament).	OK
Micro-enterprise /agriculture post-production specialist Rate: \$50,000	Lump Sum based on Deliverable During Years 2 - 4	For Output 3.3, will be responsible for supporting for: 1) reviewing and assessing previous agriculture micro-enterprise / IGAs and identify lessons learned to support identification and feasibility of livelihood activities; 2) supporting development of partnerships for agro-processing for cluster initiatives for CSA value chain and beekeeping / honey (production, post-production and marketing) and women owned businesses; 3) Providing guidance in the	This consultancy should result in the participatory development of business plans and financing strategies for cluster or community type livelihood initiatives. It should be undertaken alongside the consultancies for the Agricultural Markey Specialist, Community Engagement Specialist and the International Socio-economic expert (<i>maybe a Firm, consortium or joint venture</i> , I don't know). The Consultant should also work alongside the Ministry of Agriculture using existing expertise in the agribusiness and marketing. Emphasis should be placed on products and services with excellent market competitiveness and that are economically viable and sustainable,

		development of management, business and sustainability plans for each cluster facility (including SOPs); 4) assessing capacity needs and provide small business trainings for Project beneficiaries, communities, producers and agro-processors, including capacity building exercises to support women in alternative livelihood and small businesses; 5) provide technical design and implementation of 2 shared container based cluster facilities including identification of needed/prioritized equipment and health and safety standards.	
Graphic/Interpretation Design Specialist Rate: \$280/day	78 days over 3 years During Years 2 - 4	For Outputs 3.1- 3.3, will be responsible for designing printed materials (brochures, posters, technical packets, guides, etc.) to support public education, awareness and outreach for farmers and communities in the 3 target watersheds regarding SLM / CSA in general, gender issues, including Montreal interpretation building and trail and all signage and information packages for upgraded Propagation Centers / National Learning Center	
Community Engagement Specialist Rate: \$280/day	46 days over 3 years During Years 2 - 4	For Outputs 3.1- 3.3, will be responsible for providing outreach to rural communities to engage re watershed management planning and activities, development of	See above

		intersectoral management committee, outreach (Buccament Watershed Mgt and Yambou/Kingstown stakeholder engagement in CSA/SLM activities), and sustainable livelihood initiatives, supported by Project Gender specialist & ensuring participation of women	
Construction Firm Rate: \$25,000		For Outputs 3.1- 3.3, will be responsible for constructing visitor outbuilding at Montreal using trees harvested from plantation management activities to display interpretation of SLM/BD, including supporting labour costs.	The MTR does not believe this activity substantially contributes to any expected outcome and recommends it be dropped and the budget be used elsewhere.
International / Regional and global contracting			
CSA Expert Rate: \$54,000	Lump Sum based on Deliverable During Years 2 - 4	For Outputs 3.1- 3.3, will be responsible for: 1) developing and demonstrating 2 model farms at Prop Centers in collaboration with communities and farmers, using materials available to farmers, with enhanced techniques and low cost innovations demonstrated; 2) providing technical guidance on Propagation Center upgrade for climate resilient agriculture practices; and 3) developing a capacity needs assessment, capacity development plan, and developing / implementing a training programme (workshop, field/farm visit, demonstration sites) for MARFFIL Extension Officers, farmers and community groups for the implementation of CSA activities in the	To ensure project impact propagation should focus on the commodities identified for the community/cluster livelihood initiatives.

		3 target watersheds (i.e. propagation techniques, maintenance, and documentation).	
Agricultural engineer Rate: \$30,000	Lump Sum based on Deliverable During Years 2 & 3	For Outputs 3.1- 3.3, will be responsible for designing and supporting procurement and installation of upgrade measures (shade structures, rain water harvesting and water management structures, irrigation, fencing, compost facility, greenhouse, solar water pump, tree and plant seedlings production, to be defined by MARFFIL during Project inception) for 2 National Propagation Centers (Wallilabou, Dumbarton), and to develop standard operating procedures and management plan with provision of related needed capacity building.	Given their task, it might be good to procure this activity in combination with the consultancy for the CSA Expert with the Agricultural Engineer being the Lead. (they should work like a team)
Watershed Management Consultant Rate: \$45,500	Lump Sum based on Deliverable During Years 2 & 3	For Outputs 3.1- 3.3, will be responsible for developing 1 integrated watershed management plans (Buccament), including detailed environmental characterizations and outputs of socio-economic / livelihood assessment, incorporating gender / women considerations/needs, developing and working with the intersectoral watershed management committee, supported by Community Engagement Specialist and Project Gender Specialist to ensure extensive	

		community engagement and outreach.	
SLM/Monitoring Expert (with CSA Expertise) Rate: \$3,500/month	17 months / over 4.5 years	For Outputs 3.1- 3.3, will be responsible for providing technical support for: 1) SLM activities in 3 target upper watersheds (plantation management, soil conservation, reforestation); 2) operations of the National Propagation Centers (Wallilabou, Dumbarton); 3) supporting CSA demonstration and propagation activities (field and propagation station); 4) developing freshwater water quality (minerals and sedimentation) and saltwater quality and nearshore sedimentation baseline for Buccament watershed and nearshore coastal waters/coral reef (in collaboration with Fisheries Division), with monitoring system to measure effectiveness of efforts; 5) supporting implementation of soil conservation measures, establish soil conservation baseline (analysis of existing data and collecting baseline data) with monitoring system to measure effectiveness of efforts; 6) developing national Soil Conservation Monitoring Programme; 7) developing riverbank setback criteria and guidelines.	<p>This consultancy should concentrate on establishing monitoring framework and collection of critical baseline data (if necessary) for SLM, fresh and salt-water quality, developing riverbank setbacks criteria and guidelines and training in data collection and analysis.</p> <p>Other activities can be carried out by the IP. The Forestry Division and the Soil and Water Conservation and Engineering (SWCEU) already carry out upper watershed and soil conservation services and technical advice (Research and Development Unit and SWCEU respectively). Also, the IP employ's staff that carries our Extension (demonstration) and propagation services (Research and Development Unit).</p> <p>In addition, other entities such as NPRBA, Fisheries, CWSA and Public Health carries out water carries water quality testing,</p>

<p>Agricultural Specialist</p> <p>Rate: \$30,000</p>	<p>Market</p> <p>Lump Sum based on Deliverable</p> <p>During Years 2 & 3</p>	<p>For Outputs 3.2 & 3.3, will be responsible for 1) conducting a gender responsive market analysis of the value chain of selected crops and CSA; 2) identifying micro-finance opportunities for small and micro-enterprise development, including producers, post-production and other small sustainable livelihoods initiatives; 3) providing support and training for market access and production requirements and standards (local and / or regional, tbd); and 4) providing guidelines and training for micro-finance grant management and application review.</p>	<p>This can be combined with the consultancy to be undertaken by the Micro-enterprise/ Agricultural post –production Specialist. If not, the consultant should work alongside the aforementioned specialist.</p>
--	--	--	--

Annex 5 MTR Rating Scales used by the GEF

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

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

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

Annex 6 Evaluation Criteria Matrix

Evaluative Criteria	Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the UNCBD and to the GEF Biodiversity Focal Area, and to the environment and development priorities at the local, regional and national levels for biodiversity in SVG?				
Is the project relevant to the UNCBD objectives?	<ul style="list-style-type: none"> How does the project support the objectives of the UNCBD? 	<ul style="list-style-type: none"> UNCBD priorities and areas of work incorporated in project design Extent to which the project is implemented in line with incremental cost argument 	<ul style="list-style-type: none"> Project documents National policies and strategies to implement the UNCBD, other international conventions, or related to environment more generally UNCBD and other international convention web sites 	<ul style="list-style-type: none"> Documents analyses Interviews with project team, UNDP and other partners
Is the project relevant to the GEF biodiversity focal area?	<ul style="list-style-type: none"> How does the project support the GEF biodiversity focal area and strategic priorities related to biodiversity conservation 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and GEF biodiversity focal area 	<ul style="list-style-type: none"> Project documents GEF focal areas strategies and documents 	<ul style="list-style-type: none"> Documents analyses GEF website Interviews with UNDP and project team
Is the project relevant to CIS's environment and sustainable development objectives?	<ul style="list-style-type: none"> How does the project support the environment and sustainable development objectives of CIS? Is the project country-driven? What was the level of stakeholder participation in project design? What was the level of stakeholder ownership in implementation? Does the project adequately 	<ul style="list-style-type: none"> Degree to which the project supports national environmental objectives Degree of coherence between the project and national priorities, policies and strategies Appreciation from national stakeholders with respect to adequacy 	<ul style="list-style-type: none"> Project documents National policies and strategies Key project partners 	<ul style="list-style-type: none"> Documents analyses Interviews with UNDP and project partners

	<p>take into account the national realities, both in terms of institutional and policy framework in its design and its implementation?</p>	<p>of project design and implementation to national realities and existing capacities</p> <ul style="list-style-type: none"> • Level of involvement of government officials and other partners in the project design process • Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 		
Is the project addressing the needs of target beneficiaries at the local and regional levels?	<ul style="list-style-type: none"> • How does the project support the needs of relevant stakeholders? • Has the implementation of the project been inclusive of all relevant stakeholders? • Were local beneficiaries and stakeholders adequately involved in project design and implementation? 	<ul style="list-style-type: none"> • Strength of the link between expected results from the project and the needs of relevant stakeholders • Degree of involvement and inclusiveness of stakeholders in project design and implementation 	<ul style="list-style-type: none"> • Project partners and stakeholders • Needs assessment studies • Project documents 	<ul style="list-style-type: none"> • Document analysis • Interviews with relevant stakeholders
Is the project internally coherent in its design?	<ul style="list-style-type: none"> • Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc)? • Is the length of the project sufficient to achieve project outcomes? 	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> • Program and project documents • Key project stakeholders 	<ul style="list-style-type: none"> • Document analysis • Key interviews
How is the project relevant with respect to other donor-supported activities?	<ul style="list-style-type: none"> • Does the GEF funding support activities and objectives not addressed by other donors? • How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors? • Is there coordination and complementarity between 	<ul style="list-style-type: none"> • Degree to which program was coherent and complementary to other donor programming nationally and regionally 	<ul style="list-style-type: none"> • Documents from other donor supported activities • Other donor representatives • Project documents 	<ul style="list-style-type: none"> • Documents analyses • Interviews with project partners and relevant stakeholders

	donors?			
Does the project provide relevant lessons and experiences for other similar projects in the future?	<ul style="list-style-type: none"> Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Effectiveness: To what extent have the expected outcomes and objectives of the project been/be achieved?				
Has the project been effective in achieving the expected outcomes and objectives?	<ul style="list-style-type: none"> Has the project been effective in achieving its expected outcomes? 	<ul style="list-style-type: none"> See indicators in project document results framework 	<ul style="list-style-type: none"> Project documents Project team and relevant stakeholders Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Documents analysis Interviews with project team Interviews with relevant stakeholders
How is risk and risk mitigation being managed?	<ul style="list-style-type: none"> How well are risks, assumptions and impact drivers being managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<ul style="list-style-type: none"> Completeness of risk identification and assumptions during project planning and design Quality of existing information systems in place to identify emerging risks and other issues Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> Project documents UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
What lessons can be drawn regarding effectiveness for other similar projects in the future?	<ul style="list-style-type: none"> What lessons have been learned from the project regarding achievement of outcomes? 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? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?				

Was project support provided in an efficient way?	<ul style="list-style-type: none"> • Was adaptive management used or needed to ensure efficient resource use? • Did the project Results framework and work plans and any changes made to them use as management tools during implementation? • Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? • Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? • Was project implementation as cost effective as originally proposed (planned vs. actual) • Did the leveraging of funds (co-financing) happen as planned? • Were financial resources utilized efficiently? Could financial resources have been used more efficiently? • Was procurement carried out in a manner making efficient use of project resources? • How was results-based management used during project implementation? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures • Planned vs. actual funds leveraged • Cost in view of results achieved compared to costs of similar projects from other organizations • Adequacy of project choices in view of existing context, infrastructure and cost • Quality of results-based management reporting (progress reporting, monitoring and evaluation) • Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency • Cost associated with delivery mechanism and management structure compare to alternatives 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP • Project team 	<ul style="list-style-type: none"> • Document analysis • Key interviews
How efficient are partnership arrangements for the project?	<ul style="list-style-type: none"> • To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? • Which partnerships/linkages were facilitated? 	<ul style="list-style-type: none"> • Specific activities conducted to support the development of cooperative arrangements between partners, • Examples of supported 	<ul style="list-style-type: none"> • Project documents and evaluations • Project partners and relevant stakeholder 	<ul style="list-style-type: none"> • Document analysis • Interviews

	<ul style="list-style-type: none"> • What was the level of efficiency of cooperation and collaboration arrangements? • Which methods were successful or not and why? 	<ul style="list-style-type: none"> • partnerships • Evidence that particular partnerships/linkages will be sustained • Types/quality of partnership cooperation methods utilized 	s	
Did the project efficiently utilize local capacity in implementation?	<ul style="list-style-type: none"> • Was an appropriate balance struck between utilization of international expertise as well as local capacity? • Did the project take into account local capacity in design and implementation of the project? • Was there an effective collaboration between institutions responsible for implementing the project? 	<ul style="list-style-type: none"> • Proportion of expertise utilized from international experts compared to national experts • Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
What lessons can be drawn regarding efficiency for other similar projects in the future?	<ul style="list-style-type: none"> • What lessons can be learnt from the project regarding efficiency? • How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)? • What changes could have been made (if any) to the project in order to improve its efficiency? 		<ul style="list-style-type: none"> • Data collected throughout evaluation 	<ul style="list-style-type: none"> • Data analysis
Results: What are the current actual, and potential long-term, results of activities supported by the project?				
How is the project effective in achieving its long-term objectives?	<ul style="list-style-type: none"> • Will the project achieve its overall objective ? • Is the globally significant biodiversity of the target area likely to be conserved? • What barriers remain to achieving long-term objectives, or what necessary steps remain to be taken by stakeholders to achieve sustained 	<ul style="list-style-type: none"> • Change in capacity: <ul style="list-style-type: none"> ○ To pool/mobilize resources ○ For related policy making and strategic planning ○ For implementation of related laws and strategies through adequate institutional frameworks and their maintenance 	<ul style="list-style-type: none"> • Project documents • Key stakeholders • Monitoring data 	<ul style="list-style-type: none"> • Documents analysis • Meetings with UNDP, project team and project partners • Interviews with project beneficiaries and other stakeholders

	<p>impacts and Global Environmental Benefits?</p> <ul style="list-style-type: none"> • Are there unanticipated results achieved or contributed to by the project? 	<ul style="list-style-type: none"> • Change in use and implementation of sustainable livelihoods • Change in the number and strength of barriers such as: <ul style="list-style-type: none"> ○ Knowledge about biodiversity conservation and sustainable use of biodiversity resources, and economic incentives in these areas ○ Cross-institutional coordination and inter-sectoral dialogue ○ Knowledge of biodiversity conservation and sustainable use practices by end users ○ Coordination of policy and legal instruments incorporating biodiversity conservation and environmental strategies ○ environmental economic incentives for stakeholders 		
How is the project effective in achieving the objectives of the UNCBD?	<ul style="list-style-type: none"> • What are the impacts or likely impacts of the project? <ul style="list-style-type: none"> ○ On the local environment; ○ On economic well-being; ○ On other socio-economic issues. 	<ul style="list-style-type: none"> • Provide specific examples of impacts at species, ecosystem or genetic levels, as relevant 	<ul style="list-style-type: none"> • Project documents • UNCDB documents • Key Stakeholders • Monitoring data 	<ul style="list-style-type: none"> • Data analysis • Interviews with key stakeholders
Future directions for results	<ul style="list-style-type: none"> • How can the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives? 		<ul style="list-style-type: none"> • Data collected throughout evaluation 	<ul style="list-style-type: none"> • Data analysis
Sustainability: Are the conditions in place for project-related benefits and results to be sustained?				

Are sustainability issues adequately integrated in project design?	<ul style="list-style-type: none"> • Were sustainability issues integrated into the design and implementation of the project? 	<ul style="list-style-type: none"> • Evidence / quality of sustainability strategy • Evidence / quality of steps taken to ensure sustainability 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
Financial sustainability	<ul style="list-style-type: none"> • Did the project adequately address financial and economic sustainability issues? • Are the recurrent costs after project completion sustainable? • What are the main institutions/organizations in country that will take the project efforts forward after project end and what is the budget they have assigned to this? 	<ul style="list-style-type: none"> • Level and source of future financial support to be provided to relevant sectors and activities after project ends • Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after project end • Level of recurrent costs after completion of project and funding sources for those recurrent costs 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews
Institutional and governance sustainability	<ul style="list-style-type: none"> • Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures? • Is there evidence that project partners will continue their activities beyond project support? • What degree is there of local ownership of initiatives and results? • Were laws, policies and frameworks addressed through the project, in order to address sustainability of key 	<ul style="list-style-type: none"> • Degree to which project activities and results have been taken over by local counterparts or institutions/organizations • Level of financial support to be provided to relevant sectors and activities by in-country actors after project end • Efforts to support the development of relevant laws and policies • State of enforcement and law making 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP and project personnel and project partners • Beneficiaries 	<ul style="list-style-type: none"> • Document analysis • Interviews

	<ul style="list-style-type: none"> initiatives and reforms? What is the level of political commitment to build on the results of the project? Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits? 	<ul style="list-style-type: none"> capacity Evidences of commitment by government enactment of policies and laws and resource allocation to priorities 		
Social-economic sustainability	<ul style="list-style-type: none"> Are there adequate incentives to ensure sustained benefits achieved through the project? 		<ul style="list-style-type: none"> Project documents and evaluations UNDP, project personnel and project partners Beneficiaries 	<ul style="list-style-type: none"> Interviews Documentation review
Environmental sustainability	<ul style="list-style-type: none"> Are there risks to the environmental benefits that were created or that are expected to occur? Are there long-term environmental threats that have not been addressed by the project? Have any new environmental threats emerged in the project's lifetime? 	<ul style="list-style-type: none"> Evidence of potential threats such as infrastructure development Assessment of unaddressed or emerging threats 	<ul style="list-style-type: none"> Project documents and evaluations Threat assessments Government documents or other external published information UNDP, project personnel and project partners Beneficiaries 	<ul style="list-style-type: none"> Interviews Documentation review
Individual, institutional and systemic capacity development	<ul style="list-style-type: none"> Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date? 	<ul style="list-style-type: none"> Elements in place in those different management functions, at the appropriate levels (regional, national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors 	<ul style="list-style-type: none"> Project documents UNDP, project personnel and project partners Beneficiaries Capacity assessments available, if any 	<ul style="list-style-type: none"> Interviews Documentation review
Replication	<ul style="list-style-type: none"> Is there potential to scale 	<ul style="list-style-type: none"> Number/quality of 	<ul style="list-style-type: none"> Project Exit 	<ul style="list-style-type: none"> Document

	<ul style="list-style-type: none"> up or replicate project activities? Did the project's Exit Strategy actively promote replication? 	<ul style="list-style-type: none"> replicated initiatives Number/quality of replicated innovative initiatives Scale of additional investment leveraged 	<ul style="list-style-type: none"> Strategy UNDP, project personnel and project partners 	<ul style="list-style-type: none"> analysis Interviews
Challenges to sustainability of the project	<ul style="list-style-type: none"> What are the main challenges that may hinder sustainability of efforts? Have any of these been addressed through project management? What could be the possible measures to further contribute to the sustainability of efforts achieved with the project? 	<ul style="list-style-type: none"> Challenges in view of building blocks of sustainability as presented above Recent changes which may present new challenges to the project Education strategy and partnership with school, education institutions etc. 	<ul style="list-style-type: none"> Project documents and evaluations Beneficiaries UNDP, project personnel and project partners 	<ul style="list-style-type: none"> Document analysis Interviews
Future directions for sustainability and catalytic role	<ul style="list-style-type: none"> Which areas/arrangements under the project show the strongest potential for lasting long-term results? What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis

Annex 7 Signed UNEG Code of Conduct

Evaluators:

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

Evaluation Consultant Agreement Form¹²

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

Name of Consultant: Virginia Ravndal

Name of Consultancy Organization (where relevant): _____

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

Signed on 11/15/21

Signature: *A. Virginia Ravndal*

Evaluation Consultant Agreement Form

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

Name of Consultant: Noretta John

Name of Consultancy Organization (where relevant): _____

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

Signed on 11/26/21

Signature: Noretta John

¹²www.unevaluation.org/unegcodeofconduct

Annex 8 Evaluation Report Clearance Form

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

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP GEF RTA	
Name: _____	
Signature: _____	Date: _____

Annex 9 Audit trail (annexed in a separate file)

Annex 10 MTR Report on Progress towards Results Framework Indicator Targets

As per the Results Framework presented in the PRODOC, there are 3 Objective-Level indicators, 13 Outcome-level indicators with no indicator for 1 Expected Outcome (Outcome 4.2) and more than one indicator given for several Expected Outcomes (Outcome 1.2, Outcome 2.2, and Outcome 4.1). A color-coding system is used to represent progress made towards the targets associated with the various indicators for the expected outcomes. Green = Achieved, Yellow=On target, Red=Not on target, Grey= Cannot be assessed or is not being monitored. As can be seen in Table 3 (below), the Project is not on course to achieve its overall objective by project end.

Indicator	Baseline	Mid-Term	End of Project	Progress as Reported in PIR	Progress according to Independent MTR	
OBJECTIVE LEVEL						
Objective-Level Indicator # 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level, disaggregated by partnership type.	0	4 Private sector: 1 NGO/CBO: 2 Donor: 1	9 Private sector: 3 NGO/CBO: 4 Donor: 2	To-date, partnerships have been explored/ secured, as follows: Four (4) Non-Governmental Organizations 1. Flora and Fauna International 2. Union Island Environmental Attackers 3. Birds Caribbean 4. Caribaea Initiative The Project through the Forestry Department has had close communication and partnership with Flora and Fauna International (FFI) who are also providing funding for ranger salaries for the Union Island Environmental Attackers (UIEA), a beneficiary of the project and NGO on the Grenadine Island of Union Island. A draft MOU has been developed and the finalized signature is pending as the stakeholders (FFI and the Forestry Department) anticipate signing in August 2021 when all parties meet. The Forestry Department has had a longstanding relationship with FFI, as they have provided financial and technical assistance for several biodiversity actions. The most recent funding has been for the	0 The intention was to bring about <i>new</i> partnerships with <i>additional funding</i> . To date, this project has not identified/facilitated/catalyzed any new partnerships. There has been no significant change from the baseline situation. Moreover, with one exception (UIEA), even those partnerships that already existed before this project have not been strengthened in any way, with missed opportunities that could have brought benefits to this project effort. According to the IP, several MOUs are currently being considered. These are between the FD and others with whom they have ongoing collaboration. The FD has been discussing some form of collaboration with these entities for quite some time – well before this project began. The MOUs under discussion are with UIEA regarding Chatham Bay, and with NPRBA regarding the PA Systems Plan. As of the time of the MTR, no MOUs have yet been developed and only an MOU that was not related to this project effort was shared with the MTR. with whom the IP has previously partnered but these are not yet finalized. The partnership between FD and UIEA has been	

				<p>parrot relief work in response to the volcanic eruption. In addition other organizations such as Birds Caribbean and Caribaea Initiative have also provided funding to the Department for the parrot relief and volcano recovery work. A memorandum of understanding exists between the Forestry Department and Caribaea Initiative but no formal agreement with Birds Caribbean and the department.</p> <p>In addition to the parrot relief initiatives, the project has partnered with Union Island Environmental Attackers (UIEA) to hire four (4) rangers to conduct monitoring and site enforcement at Chatham Bay, Union Island to address the illegal poaching of the union island Gecko and to assist with overall site management. In addition to the four hired under the project, the Union Island Environmental Attackers alongside Flora and Fauna International have hired 4 Rangers that existed prior to the commencement of the project which brings the total to eight (8) rangers at Chatham Bay.</p> <p>One (1) Donor (UNEP). IWEco Project is being implemented jointly with the UNDP Ridge to Reef Project.</p>	<p>strengthened somewhat as a result of the project but this has not happened with any of the other pre-existing partnerships and some opportunities for doing so were lost due to a misunderstanding of the PRODOC by the PC.</p> <p>The partnership between the FD and the UIEA and FFI (which supports the UIEA) existed prior to this project. Although this project is providing additional support to the work of the UIEA, it has not resulted in bringing additional financing to the area or engaging additional partners.</p> <p>It is noteworthy that at one time, other partners including National Geographic, Disney, United States Fish and Wildlife Service, USAID and SVG Environmental Fund all provided some support to this area. The project has done nothing to reach out to those formerly involved to renew their interest in the area nor has it approached any new entities (private sector, NGOs, Foundations, academic institutions, etc.) to assess potential interest.</p> <p>Some of the new partnerships the project was to help to establish were to be with the private sector. No prospective private sector donors have been approached to date and none have yet been identified.</p>	
<p>Objective-Level Indicator # 2:</p> <p># of direct project beneficiaries (men and women farmers/agricultural labourers, women and men along value chains) benefiting from livelihoods created through sustainable</p>	0	<p>a) Women: 48 (at least 30% of total beneficiaries)</p> <p>b) Men: 112</p> <p>c) Additional females benefiting from new sustainable livelihoods</p>	<p>a) Women: 254 (at least 30% of total beneficiaries)</p> <p>b) Men: 592</p> <p>c) Additional females benefiting from new sustainable livelihoods</p>	<p>The project targets have not been met to date. Work towards achieving this project result is expected to start in quarter 4 of 2021 as the project will begin the process of providing grants to farmers to support climate-smart agriculture and sustainable land management into their farming practices. This initiative has already been heavily anticipated by the implementing partner as it will also quickly bolster the work needed to combat the effects of the</p>	<p>0</p> <p>160 people should be benefitting at this point from new sustainable livelihoods created through sustainable management of natural resources and ecosystem services. 0 (no) people are yet benefitting in this regard.</p> <p>Activities related to this indicator were not included in the WP until year 3 (which was not well planned as this can take time). Following the volcanic</p>	

management of natural resources and ecosystem services, in the project prioritized landscapes, disaggregated by sex. (GEF Core Indicator 11)		created: 50 % d) Additional males benefiting from new sustainable livelihoods created: 50 % Note: Target will be confirmed during Year 1 of Project implementation and monitored throughout project implementation.	created: 50 % d) Additional males benefiting from new sustainable livelihoods created: 50 % Note: Target will be confirmed during Year 1 of Project implementation and monitored throughout project implementation	volcanic eruption which has impacted several farmers in the northern end of the island. A meeting has already been held with the Extension services Department of the Ministry of Agriculture to present the activity. Further discussion is expected to be held to plan and properly develop the grant activity taking into consideration the UNDP micro grant policies and processes detailed in the project document.	eruption (in April 2021) relevant activities were brought forward to 2021 (year 2) as part of the recovery activities. This was a good example of appropriate adaptive management although it would have been best to recognize that this activity should have begun earlier even at the inception workshop while discussing the overall work plan. There have been several meetings between the PMU and Agriculture Extension Services but no substantive progress has been made to date. The small grants programme is not operational and no criteria have yet been developed regarding the types of activities that will be eligible or the mechanisms by which gender equality will be assured within the small grants programme. It takes time to create new livelihoods and it seems unlikely that new sustainable livelihoods will be operational within the existing time frame of the project given that halfway through the project there is still no programme in place. The target was not confirmed during year 1 of the project implementation (as it should have been as indicated in the RF).	
Objective-Level Indicator # 3: Number of the following globally threatened endemic species whose populations have remained stable or increased by EOP: <i>Amazona guildingii</i> , <i>Chironius vincenti</i> , <i>Pristimantis shrevei</i> , <i>Catharopeza bishopi</i> , <i>Gonatodes daudini</i>	0 The baseline as described would indicate that the populations of all 5 species are declining (as none are even stable according to the baseline). Was this indeed an accurate baseline?	0	5 <i>Amazona guildingii</i> , <i>Chironius vincenti</i> , <i>Pristimantis shrevei</i> , <i>Catharopeza bishopi</i> , <i>Gonatodes daudini</i> .	Work has commenced to address the threats to the populations of the <i>Gonatodes daudini</i> (Union Island Gecko) and the <i>Amazona Guildingi</i> (SVG's national bird / parrot). Rescue efforts for the <i>Amazona Guildingi</i> have been ongoing since the volcanic eruption in April 2021 with the facilitation of a parrot census scheduled for August 10 - 13, 2021. There was much concern regarding this endemic species due to the eruption but from observation, the parrots have been seen migrating from the northern end of the island to the south and the population seemingly remained steady. Further data will be collected subsequent to the	Insufficient data has been collected/is available to enable reporting on all five species. Some data is available for 2 of the 5 species. A census of the <i>Amazona guildingii</i> parrot was done in September 2021 with project support which paid the cost of the census and trained about 60 Forestry personnel in the watch point procedure and provided the equipment to be used in conducting the census. The last census before that one was done 11 years earlier (in 2010). Preliminary results from the 2021 census indicated an increase in the population of the parrot over the 2010 census. The project had communications with Birds Caribbean but was not successful in coming to an agreement for them to provide training on the new	

				<p>census which will shed further light on the population of the species. A proposal was submitted by the Forestry Department to accompany the purchase of equipment for the parrot census.</p> <p>With regards to the the Union Island Gecko, cameras have been installed by the UEIA to monitor the illegal poaching activity and the rangers hired under the project have confirmed that the poaching activity has decreased, thus stabilizing the population. A formal assessment and or report highlighting the population is expected to be done in the upcoming year 2021 after further conversation with FFI and UIEA.</p>	<p>parrot census methodology (which is less costly and requires less people to be involved compared to the methodology currently used). Birds Caribbean wanted to do a more comprehensive undertaking including the development and implementation of an action plan but the project only wanted a census done as part of their rapid needs assessment in response to the volcanic eruption. Thus, the opportunity after a decade to use the newer less costly and cumbersome methodology was lost, as was a potential new partnership that could have enhanced sustainability of the project effort in relation to this endemic species.</p> <p>The census for <i>Gonatodes daudini</i> (Union Island Gecko) earmarked to be conducted under this project was not done. The census conducted in 2010 estimated the population to be around 6,500 Geckos in Chatham Bay. However, a rapid survey in 2016 found that many rocks and logs had been overturned, reducing the abundance and quality of microhabitat for these geckos. As a result, it is estimated the population is probably around 4000 Geckos.</p> <p>The trend related to poaching of geckos is not known by the MTR (but is known by UIEA). Poaching incident records were requested by the MTR but have not yet been received. This type of information is important to track and should normally be attached as “evidence” in PIRs.</p>	
<p>Outcome 1.1 Indicator 4¹³ (Component # 1): # of targeted departments with effective use of centralized database with information for informed decision-</p>	<p>0 Forestry Department Fisheries Department National Parks, Rivers and Beaches</p>	<p>0 Forestry Department Fisheries Department National Parks, Rivers and Beaches</p>	<p>5 Forestry Department Fisheries Department National Parks, Rivers and Beaches</p>	<p>Thus far the project has not created a formal centralized database management system but has begun purchasing the necessary tools that will aid with capturing the data and storing the information. To date the project has procured a computer system for the Forestry Department with several</p>	<p>0 No centralized database has been established. Although computers and other hardware has been purchased, there is no indication of how this equipment will be used to support the functioning of such a centralized database. Some of the basic</p>	

¹³ The indicators maintain the same numbers assigned to them in the Results Framework included in the PRODOC

making, as indicated by reporting of routine use (of agency outcome indicators) in annual work programme by the agencies	Authority Physical Planning	Authority Physical Planning	Authority Physical Planning	computers to follow soonest, three drones for watershed reporting and other assessment work as well as 9 (nine) tablets to assist with data documentation. Along with the purchase of IT equipment to assist with proper data management, the project is also in the process of procuring a consultant to train the Technical officers how to conduct parrot surveys. Currently, the department has been only conducting parrot censuses which are another type of methodology to capture the population data of the endemic specie. There will be a component for training on proper data management and data collection that will feed into the Department's overall Central Management Information Systems. It is envisioned that a full database will be created in Quarter 3 of 2021 in conjunction to the survey training.	questions such as is such a centralized database really the best approach to ensure sharing of data and accessibility of data; exactly what data is supposed to be shared and who currently collects that data and where (if at all) is that data currently maintained; who will host the database; what will be the recurrent costs of such a database and how will these be met; how would such a database relate to the effort of the Statistics Department which already maintains some data; who will analyze trends in data and is that to be part of the centralized database, etc.. This project support does not appear to contribute cost-effectively to the project objective. Moreover, the MTR believes it may be worthwhile to reconsider the outcome itself.
Outcome 1.2 Indicator 5 (Component # 1): Number of policy, legislative, regulatory and planning instruments developed/revised (with support for submission to Cabinet) that integrate SLM, CSA, gender responsiveness and/or biodiversity conservation	0 Forest Policy PA Policy (revised) PA System Plan (revised) PA Mgt Plan Integrated Watershed Mgt Plan National Land Policy Note: A legislative review will take place during Year 1 to decide what policy legislation,	0 Forest Policy (revised) PA System Plan (revised) PA Mgt Plan Integrated Watershed Mgt Plan National Land Policy	6 Forest Policy (revised) PA System Plan (revised) PA Mgt Plan Integrated Watershed Mgt Plan National Land Policy	The commencement of the revision to the Protected Areas Policy and Systems Plan is underway as few consultations with the Government's National Parks Rivers Beaches Authority (the department responsible for the policy framework) have been achieved. Follow up discussions are expected to continue throughout the year for which a formal consultation meeting with all stakeholders will be held once the Chief Technical Advisor comes on board during quarter 4 of 2021 and into the following year.	0 No policies, legislation, regulations or plans have yet been developed or revised and no legislative review has taken place (as indicated would be done during year 1) to decide what policy, legislation, regulations and/or guidelines would be updated/revised.

	<p>regulations and/or guidelines will be updated/revised. The above mentioned have been identified by the key government stakeholders.</p> <p>This is something that should be done during project design, not during year 1.</p>					
<p>Outcome 1.2 Indicator 6 (Component # 1): Change in capacities of key government institutions for biodiversity conservation, PA management and integrated natural resource management</p>	<p>42% (overall score) Ensure it is clear that this relates to the Capacity Development Scorecard</p> <p>Capacities to Generate, Access and Use Information and Knowledge: Baseline +5%</p> <p>Capacities to Generate, Access and Use Information and Knowledge: 33%</p> <p>Capacities for Strategy, Policy and Legislation development: 44%</p> <p>Capacities to monitor and evaluate: 33%</p>	<p>+5% (overall score) Capacities to Generate, Access and Use Information and Knowledge: Baseline +5%</p> <p>Capacities for Strategy, Policy and Legislation development: Baseline +5%</p> <p>Capacities to monitor and evaluate: Baseline + 5%</p>	<p>+20% (overall score) Capacities to Generate, Access and Use Information and Knowledge: Baseline +20%</p> <p>Capacities for Strategy, Policy and Legislation development: Baseline + 15%</p> <p>Capacities to monitor and evaluate: Baseline + 20%</p> <p>Note: End of Project target to be confirmed during inception workshop</p>	<p>The project's main focus for the year 2021 subsequent to the series of explosive eruptions of the La Soufriere volcano has been on recovery activities. Work towards achieving this indicator will start on Q1 2022. The project has however begun the process of identifying the needs and gaps within the Department through lessons learnt from current implementation activities. E.g. the need to explore the possibility of the department conducting parrot surveys alongside a parrot census as it'll be more feasible and sustainable for the unit. Training to operate the GPS and adoption of the necessary database to capture and manage the data is required.</p>	<p>The capacities of the key government institutions involved in biodiversity conservation, PA management and natural resource management has not been assessed after the original assessment was done using the Capacity Development Scorecard (undated and included in PRODOC as Annex N). Therefore, it is not possible for the MTR to report on this indicator. Lesson: It is noteworthy that all the key government institutions were lumped together in assessing capacity, using a single capacity scorecard. This is not a legitimate approach to assessing the capacity of institutions, as the capacity may vary dramatically from one to another, and lumping all together does not provide a useable indicator of capacity of any of them.</p>	

<p>Outcome 1.2 Indicator 7¹⁴</p> <p>(Component # 1):</p> <p>Financial sustainability of the PA system, as indicated by the rating of the GEF TT Financial Scorecard</p>	60 (overall score)	+5% (overall score)	+30% (overall score)	The indicator has not been achieved to date but will be addressed in the upcoming 2022 workplan.	<p>The Financial Sustainability Scorecard for GEF-6 biodiversity projects was completed in 2018 during the PPG but was not completed at mid-term. Thus, it is not possible to report on this indicator. It is noteworthy that a few lines (lines related to annual surplus and annual financing gaps) seem to have been misunderstood in the scorecard with Zero (0) being indicated as the annual financing gap. This would mean no additional financing is required. This is clearly not the case.</p> <p>The project anticipated contracting a financial sustainability consultant, but to date no TOR have been drafted for this consultancy.</p>	
<p>Outcome 2.1 Indicator 8</p> <p>(Component #2):</p> <p>Change in management effectiveness of 2 terrestrial and 1 marine PA covering 15,460 ha, as measured by the METT</p>	CMFR: 51 Chatham Bay: 29 LCMP: 27	CMFR: 60 Chatham Bay: 35 LCMP: 35	CMFR: 70 Chatham Bay: 50 LCMP: 50	There has been no formalized action towards the improvement in management effectiveness during the reporting period but it is envisioned that after the onboarding of the Chief Technical Advisor this can be addressed during quarter 2 of 2022.	<p>CMFR: 51 (no change from baseline) Chatham Bay: 29 (no change from baseline) LCMP: 27 (no change from baseline)</p> <p>The METT scores at Mid-Term for all 3 PAs which this project is to enhance (CMFR, Chatham Bay and LCMP) all remained unchanged from the baseline.</p> <p>It seems there is confusion as to which TT the project is to use. Both the GEF 6 TT for PAs (which was only partially completed) as well as the one for GEF 7 PAs were used. No information for Midterm is, however, included on the GEF 6 TT. That is the TT which should have been used as this is a GEF-6 project.</p> <p>Data sheet 3 (PA Threats) in the TTs was not completed at mid-term. No baseline was included either. This was to have been determined in year 1 of the project but that was not done. This section of the TT is important. Data Sheet 4 (the METT Assessment Form) was completed at mid-term. It shows no change from the baseline, with all values being identical to that at project start-up for all three PAs for which the TT was completed.</p>	

¹⁴ There are 2 indicators for this Outcome

					<p>According to information provided in Data Sheet 1, the size of the CMFR has actually been reduced from 13,216 ha to 961 ha but this is likely attributed to the fact that only 961 ha (the Cumberland Forest Reserve) has been legally gazetted – this was done many years prior to this project. Data Sheet 1 for Chatham Bay indicates that both permanent and temporary staff have increased, as has the budget, but, incongruently, the values given for management effectiveness have all remained unchanged including for such things as active resource management, staffing, training, etc.</p> <p>The GEF 7 Core Indicators were completed, but not correctly. The indication is given that 961 hectares in the Central Forest Range was added as PA. As indicated above, this refers to the Cumberland Forest Reserve which was gazetted and listed as a FR under the Forest Reserve Conservation Act in 1993 -- well before this project began. Thus, the Cumberland FR should not have been cited as a new PA.</p> <p>Indicator 1.2 (management effectiveness) in the Core Indicators was not completed.</p> <p>According to information obtained by the MTR, there has indeed been some improvement in the management effectiveness of both Chatham Bay as well as parts of the CMFR. Four more rangers have been hired for Chatham Bay, doubling the number of rangers compared with the baseline. Wildlife surveys have been conducted in both Chatham Bay and the CMFR. Rangers were trained in the use and operation of drones and other equipment to enhance their work has been provided. Rangers in Chatham Bay were trained on tourism.</p>	
Outcome 2.2 Indicator 9 (Component # 2):	1 KBAs, 7% – Cumberland Forest Reserve	1 KBA, 7% – Cumberland Forest Reserve	7 KBA, 47% – Cumberland Forest Reserve	The indicator and its target level have not been achieved to date. Consultations will start on quarter 4 of 2021 with the	1 KBA (Cumberland FR) – no change from baseline No Cabinet submissions have yet been made to	

Number of Priority KBAs and proportion (%) of total SVG KBAs that are integrated/included in the expanded PA estate (as indicated by Cabinet Submission for their legal protection)			<div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div></div></div>
---	--	--	--

Leeward Coast Marine Park (2,183 ha) (GEF Core Indicator 2.1)					
<p>Outcome 2.3 Indicator 11 (Component # 2): Conservation of critical habitat within the PA targeted by the project:</p> <ul style="list-style-type: none"> • Forest cover at 4 terrestrial PAs, as measured by # of hectares (interpretation of new/current satellite images) • Coral reef health in Marine Park site, as measured by: <ul style="list-style-type: none"> -Percent live hard coral cover -Number of coral recruits (< 5cm) per m² 76 -Rate of bleaching and disease -- Prevalence of fleshy microalgae; as measured by % substrate cover • Coverage of healthy seagrass bed, as measured by # of hectares • Health of selected reef fish populations, as measured by: <ul style="list-style-type: none"> -Abundance per m² -Species richness <p>(Check with Fisheries to see if all of this is normally measured as</p>	TBD during year 1 TBD during year 1 TBD during year 1 TBD during year 1 TBD during year 1 TBD during year 1 TBD during year 1 TBD during year 1 TBD during year 1	No net loss (in # of hectares) No decrease No decrease No increase No increase No net loss (in # of hectares) No decrease No decrease	No net loss (in # of hectares) No decrease No decrease No increase No increase No net loss (in # of hectares) No decrease No decrease	<p>The project has not conducted a full consultation and assessment regarding this indicator but has gathered information from the Fisheries Dept noting instances of discoloration of the ocean during La Soufriere's eruptive fervor. Fishers reported sightings of large swaths of seawater having a dark green appearance nearshore. Fishing grounds are also covered with logs and other debris, floating and on the substrate, due to the Lahar flows.</p> <p>Given the destruction caused by the eruption of the volcano, a significant forest cover was lost. The project alongside the Fisheries Division and the Forestry Department is in the process of re-assessing baseline and targets to be completed by December 2021, once the Chief Technical Advisor is onboarded.</p>	<p>The baseline for all the values described in the indicator was to be determined during the first year of the project but this was never done.</p> <p>AGRRA monitoring was done by Fisheries in 2016. That data could have been used as the baseline – and still should be inserted as baseline in the RF. The AGRRA report should be attached to the PIR as evidence.</p> <p>No satellite images have been analyzed (for either the baseline or the current year) to enable determining whether forest cover has changed within the 4 (unnamed) terrestrial PAs.</p> <p>Lesson: There is likely quite a lot of existing information that could be used to describe the baseline. Effort should be made to find that information and present it in the RF.</p>

part of the AGRRA protocol) YES						
Outcome 3.1 Indicator 12 (Component #3): Nutrient content, as reflected by total nitrogen (TN) in downstream watercourse and Quantity of sediments in downstream watercourses in the Buccament watershed as measured by TSS (Total Suspended Solids -particulate matter)	Baseline to be determined during the 1st year of the project Baseline to be determined during the 1st year of the project	Baseline or < baseline Baseline or < baseline	Baseline – 15% Baseline – 15%	Baseline have not yet been determined and will be done upon the onboarding of the Chief Technical Advisor in consultation with the necessary stakeholders. It is envisioned that this will take place before December 2021.	TN and TSS are not monitored in the Buccament watershed. However, the MTR was able to confirm NPRBA monitors these parameters in the Cumberland watershed but the Cumberland watershed is not part of this project. When next the Project reports on this indicator, it should include reports with data as evidence.	
Outcome 3.2 Indicator 14 ¹⁵ (Component #3): % of farms targeted in watershed with an improved income resulting from applying enhanced CSA and SLM practices	Baseline to be determined in first year of the project	Baseline + 4% Note: TBD during inception Workshop	Baseline + 10% Note: TBD during inception Workshop	Work on the indicator and an associate baseline is pending and will be addressed by December 2021. Activities to tackle the improvement of livelihoods through the application of CSA and SLM practices are expected to be implemented in the upcoming year 2022.	Although this indicator is not being tracked, it can reasonably be deduced that no farms have an improved income resulting from applying enhanced CSA and SLM practices as encouraged/facilitated by this project as these activities have not yet commenced. The baseline was to be determined during the first year of the project but has not been determined as of the time of the MTR. The mid-term target was to have been determined during the inception workshop but there is no evidence that this was discussed at that time and there is no value indicated in the RF being reported on in the PIRs.	
Outcome 3.3 Indicator 13 (Component #3): Area of land restored, disaggregated by land	0 ha 0 ha	77 ha restored including 60 ha agricultural land	514 ha restored including - 396 ha agricultural land and	No work has commenced to date as it was not enlisted in the workplan for 2021 but will be addressed in the upcoming year.	0 ha 0 Ha To date, this project has not restored any forest land. The FD earmarked some areas to be	

¹⁵ These are not in numerical order, with, for example, indicator 14 preceding indicator 13 because these were not presented in the corresponding order in the PRODOC.

type (agricultural and forest) (GEF Core Indicators 3.1 & 3.2) Landscape area (ha) under improved SLM practices in productive systems in the 3 target watersheds (Buccament, Yambourand Kingstown) (GEF Core Indicators 4.3)		and 17 ha forest land 102 ha	118 ha forest land 686 ha		reforested in the CMFR but this has to be reassessed in light of the recent volcanic eruption. In accordance with the work plan, the project started the process of purchasing equipment to be used for the reforestation efforts. However, the Government's Central Supplies Tenders Board curtailed the process because they did not receive 3 bids, which is required as per GSVG procurement guidelines. As a result, they must relaunch the procurement process. The Soil Conservation Unit informed the MTR that no work has been done by this project in the watershed. Thus, no agricultural lands were improved by implementing SLM measures.	
Outcome 4.1 Indicator 15 (Component # 4): Number of lessons/experiences disseminated on experiences in the incorporation of conservation of biodiversity, SLM, and CSA	0	5	10	Further Knowledge management and capacity building exercises anticipated in 2022.	0 – no change from baseline No written or visual materials meant to disseminate lessons/experiences on biodiversity conservation or SLM have been prepared.	
Outcome 4.1 Indicator 16 ¹⁶ (Component # 4): Number of men and women who practice agriculture (commercial and consistent subsistence use) aware of the importance and benefits of biodiversity conservation and sustainable land management	Baseline (TBD during 1st 6 months implementation)	Baseline + 10%	Baseline + 25%	The project through the Extension Services Department of the Ministry of Agriculture continually performs the advocacy and awareness. The project will conduct capacity building workshops in 2022 to provide SLM and biodiversity awareness as well as the provision of information of climate smart agriculture. Discussions with the Agricultural planner in the Ministry of Agriculture to determine the necessary baseline date will be done prior to December 2021.	The Extension and Advisory Services within the Ministry of Agriculture provides technical guidance to the farming population. However, there is no evidence that a concerted effort outside of their normal work programme was taken to educate or bring awareness to the farming community on the importance of and benefit of biodiversity conservation and SLM. Thus, the status has not changed since project start. The baseline that was to be established during the first 6 months of the project was not established however there was a discussion planned with the Ag Planner to address this issue by 12/21. The MTR was unable to verify if	

¹⁶ There are 2 indicators for Outcome 4.1 and no indicator for Outcome 4.2

					this discussion took place.	
--	--	--	--	--	-----------------------------	--

Annex 11 MTR Assessment of Project Oversight by UNDP as GEF Agency for this Project

A total of 17 parameters are assessed related to project oversight provided by UNDP as the GEF Agency for this project. Of the 17 parameters, the MTR assessment indicates that performance was “less than satisfactory” for 10 of the parameters, “satisfactory” for 3, and the remaining 4 are either not applicable or it was not possible for the MTR to assess them. A color-coding system is used in the table below, with green shading indicating satisfactory, brown indicating less than satisfactory; and no colour indicating that aspect of project oversight cannot be assessed at this time.

Responsibility	MTR Observations/Comments	Evidence Collected From
Convene & participate in LPAC meeting	A Local Project Appraisal Committee (LPAC) meeting should be held for full size GEF projects before the expected CEO endorsement date, which in the case of this project was April 15, 2019. The LPAC meeting was held in a timely fashion on September 14, 2018 (7 months prior to CEO endorsement). This was, however, not as thorough a review as it might have been. Project activities and budget details were not presented due to time constraints. There was confusion between outputs and outcomes in the presentation made by the PPG Team (which elaborated the PRODOC). Not all participants in the LPAC had seen the latest version of the PRODOC. Despite the low score received on the Capacity Development Scorecard (20 = 42%), and the risk levels as assessed, there was no discussion (as per the minutes of the meeting) regarding whether the project should be NIM or DIM. The MTR believes this point deserved some discussion at the LPAC, recognizing that UNDP policy is that projects should be NIM whenever possible. The need to ensure gender equality in the project was discussed. The outcome of the meeting was to approve the project pending amendments to ensure gender equality integration.	LPAC Meeting Minutes
Ensure project inception workshop is held on time and with all project executing agencies (i.e., “Responsible Parties”) & ensure all topics expected to be covered are adequately discussed at the workshop	<p>Project inception workshops should normally be held within 60 days after CEO endorsement. The M&E plan in the PRODOC indicates that the inception workshop should take place within two months of project start (PRODOC signature). The Inception Report should be completed within 2 weeks of the inception workshop.</p> <p>The inception workshop took place very late (on Feb 15, 2021). Sixteen and ½ months passed after project start before the (virtual) inception workshop took place in February 2021. Two PSC meetings had already taken place before the inception workshop. The IW and the MTR are taking place in the same year, which is very rare indeed.</p> <p>The IW was divided (as it rightly should be) into two parts – the project launch which took place on one day, and the workshop sessions which took place on another day approximately 2 weeks after the launch. Dividing the workshop into two distinct parts is considered good practice. The workshop sessions, however, were not adequately planned as often these may take several days to allow for substantive discussion to take place. According to the IW agenda presented in the IW report, the workshop sessions took a total of only 3 hours. It is noteworthy that the presentation and discussion of the project’s</p>	<p>Project Inception Workshop Report</p> <p>MTR Interviews</p>

	<p>Results Framework took less than one hour and the presentation and discussion of the AWP took even less time (30 minutes). Annex 5 in the IW report confirms the inadequate time for the discussion, “The following notes were compiled from the UNDP Ridge to Reef Logical Framework for review in conjunction with the Project Results framework document to capture any additional comments/queries that may have been missed at the inception workshop <u>due to time constraints of that day’s activities.</u>”</p> <p>Most topics expected to be covered during an inception workshop were covered, including the Results Framework (RF), institutional responsibilities, budget and financing, the 2016 AWP and budget, the M&E plan, consultancy needs, TORs for the project team and TORs for the PSC. Most of these topics were, however, addressed rather superficially. This was a serious deficiency. Indicators and targets in the RF were not fine-tuned. No detailed work plan was produced. Discussion of institutional responsibilities was basically limited to reviewing who the Executive, Senior Supplier and Senior Beneficiary were and reviewing the TOR for the PSC. The explanation of the role of the PSC which was presented during the IW was inadequate. According to the IW report, approval of the AWP and budget is not even amongst the responsibilities of the PSC. The IW is an important opportunity to clarify roles and responsibilities and this was not given adequate focus. There was no discussion or outlining of the responsibilities of each of the Responsible Parties (RPs), including what activities each would be responsible for. Reporting lines were not reviewed.</p> <p>Some IWs include a presentation by UNDP on the GEF-UNDP Finance procedures and mechanisms to be employed in the project. No such presentation was given in this IW.</p> <p>The PRODOC budgeted activities for a large number of consultant-led inputs (national and international). There was no discussion of these during the IW and many were still without TORs.</p>	
Ensure experiences/lessons from other relevant projects around the world are shared	<p>Sharing information regarding what other relevant projects exist around the world should be done early on, preferably beginning at the PPG stage and continued at the project inception workshop. After this, it is the responsibility of the PMU and CTA to stay up-to-date and informed about what relevant initiatives exist, although sharing of new information by UNDP is encouraged throughout a project.</p> <p>According to MTR interviews, no experiences/lessons from other relevant projects in the Caribbean or around the world were shared by UNDP. The MTR is aware of a number of GEF-financed R2R projects, including several in the Caribbean, that would have been relevant to this project and from which ongoing experience lessons could have been shared.</p>	<p>Project Inception Workshop Report</p> <p>MTR Interviews</p>
Ensure annual PIRs and an Exit Strategy (if indicated in the	<p>PIRs were produced for all years for which they were required. A total of 1 PIR was produced (for the period from July 1 2020 – June 30 2021). Reporting in the PIR was not comprehensive and in some cases did not</p>	<p>PIRs</p> <p>MTR Interviews</p> <p>PSC Meeting</p>

PRODOC or inception workshop report) are prepared that provide a comprehensive and candid picture of progress, risks etc.	respond to the actual indicator/target in the RF. Very little supporting evidence was uploaded (none was shared with the MTR in the original Project Information Package but a few documents were shared later). No exit strategy has been developed and there is no evidence (as per PSC meeting minutes) that UNDP has suggested that one be prepared. It is considered best practice to prepare an exit strategy for all projects, and to do so well before project end (much earlier than used to be the practice).	Minutes
Manage independent MTR process	The MTR was conducted on time (start date of mid November 2021), approximately 26 months into what was planned as a 54-month project (i.e., halfway through the project) with the expected date of operational closure being March 30, 2024. Best practice is to have a team comprised of both international and national consultants. There were procurement challenges encountered in contracting the National Consultant (with the first NC who was to be contracted ultimately ineligible). Eventually a NC was brought on board several weeks after the MTR had begun (after the inception report had been submitted and numerous interviews with stakeholders conducted). The MTR was adequately budgeted at USD 30,000. UNDP M&E guidelines suggest up to USD 40,000. USD 3,000 is indicated in co-financing for the MTR in the M&E plan (based on 300 person hours). It is not clear what this refers to, or how co-financing in person hours for an independent evaluation would be appropriate.	
Timely preparation and submission of Management Response and oversee follow-up of MTR recommendations agreed in Management Response to MTR	Normally, the management response to an MTR should be prepared within three weeks after a final evaluation report is submitted. It is premature to assess this as the MTR report has not yet been finalized.	Date of Management Response to MTR
Ensure TTs & Core Indicators are prepared for all relevant GEF Focal Areas at project inception, mid-term, and prior to the TE	Not all the required TTs were prepared and not all of those that were completed were completed comprehensively. The GEF BD TTs completed at project inception were satisfactorily completed and a participatory approach was taken involving all of the relevant stakeholders. Much of the baseline information which was to be completed during Year 1 has still not been completed.	GEF TTs & Core Indicator Reports
Ensure proper composition of PSC	The PSC is comprised of representatives of 7 Government entities (FD – Director level; NPRBA – Director level; Fisheries Division –Director level; Physical Planning; the SVG GEF Focal Point; the Sustainable Development Unit – the GEF Focal Point is also from the same unit, Agriculture, Central Water Sewage Authority), and the National Trust, 2 representatives of UNDP (UNDP Regional Technical Advisor, UNDP SSECC Cluster Head) and the UNDP GEF Small Grants Programme. This composition is satisfactory although certain additions could be considered to further involve the private sector and to strengthen NGO participation on the PSC. The MTR also believes that representation at a higher level from UNDP (DRR) should be considered moving forward.	TORs for PSC Actual composition of PSC according to PSC Meeting Minutes MTR Interviews

Ensure proper functioning of PSC and timely conduct of PSC meetings.	<p>The PSC has only met twice since project start. This is not in keeping with the TOR for the PSC (which indicates the PSC will meet at least twice annually) and is not adequate to maintain a well-informed PSC which can effectively steer a project. The MTR understands the impact of Covid pandemic but also notes that many GEF project PSCs met regularly (virtually) during the pandemic, even if those countries that were more severely impacted.</p> <p>Meetings of a meeting that took place in April 2021 are erroneously documented as a PSC meeting with the (at the time) Finance and Administrative Assistant in the PMU listed as the Chair. UNDP did not correct this mistake.</p>	<p>PSC Meeting Minutes</p> <p>MTR Interviews</p>
Ensure audits/spot checks are conducted as required	<p>According to the Monitoring and Evaluation plan (see PRODOC and IW report), NIM audits will be conducted annually or other frequency as per UNDP Audit policies. No audit has yet been conducted but none required according to UNDP audit policies. According to the UNDP Programme Officer responsible for the project, a spot check of the IP is currently underway. The UNDP MCO underwent a HACT audit in ---- and an internal UNDP audit in ---.</p> <p>According to UNDP policy, "The Harmonized Approach to Cash Transfer (HACT) dictates policies and procedures for capacity assessment, cash transfer modality, audit, assurance and monitoring. Before an entity can be engaged as an IP on a UNDP project, a capacity assessment of that entity is performed including assessment of technical, managerial, administrative, and financial capacity. The capacity of the IP should be regularly re-assessed by UNDP throughout the project, preferably annually. The HACT macro- and micro-assessments are the basis for selection of the cash transfer modality used for each IP and the level of assurance activities used. The level of risk may change over time, and this may require appropriate changes in options for cash transfer modality, and audit and monitoring procedures."</p> <p>The last HACT assessment done of the IP was in 2018.</p>	<p>M&E Plan</p> <p>Audit Reports</p> <p>Spot Check reports</p> <p>MTR Interviews</p>
Ensure recommendations in audit reports are addressed	No audits have yet been conducted (as indicated above)	<p>Audit Reports</p> <p>MTR Interviews</p>
Ensure project is included in portfolio discussed during annual meetings of the Country Programme Board (Board responsible for oversight of the UNDP Country Programme implementation)	To be Completed	<p>MTR Interviews</p> <p>Country Programme Board Meeting Minutes (as made available)</p>
Conduct field monitoring visits to verify progress	See Section 4.4 on Monitoring	<p>BTORs</p> <p>MTR Interviews</p>

reported and to manage any risks identified		
Ensure project risks are properly managed and mitigation measures and management plans are in place.	<p>Risks were well defined in the PRODOC. Amongst others, they included:</p> <p>Risk: - Lack of commitment of Government and local stakeholders to biodiversity conservation and PA management; Natural disasters (esp. hurricanes) threaten forest habitat and livelihoods</p> <p>Risk: Extreme climatic events and natural disasters shift management efforts to recovery and undermines the effectiveness of PA management beyond the Project implementation period.</p> <p>Risk: Extreme climatic events impact areas under restoration/soil conservation measures</p> <p>Risk: - Conflicting land uses impede political will for approval of plans</p> <p>Risk: Lack of interest from government decision makers to further protect PAs and increase the PA estate.</p> <p>Risk: - Lack of political will impede approval of plans</p> <p>Risk: Capacity building efforts in Government are undermined by limited available financing for maintaining adequate levels of trained personnel.</p> <p>Risk: Targeted users won't change current practices and incorporate data information system into practices</p> <p>Three risks were (correctly) identified in the PIR (2020) including project staffing, inability of the UNDP MCO to conduct missions to the country, and slow procurement. The volcanic eruptions in April 2021 were also described.</p> <p>According to TOR and consultancies described in the PRODOC, the PC is supposed to manage and monitor the project risks initially identified and submit new risks to the PSC for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log. Other than the reporting on risks in the PIR, the MTR has not been provided any information if a more in-depth risk log is being maintained.</p> <p>An M&E/Safeguards expert is to be responsible for project monitoring including updating indicators in project results framework and monitoring of environmental and social risks. An M&E/Safeguards expert has not yet been recruited.</p>	<p>MTR interviews</p> <p>PRODOC</p> <p>LPAC meeting minutes</p> <p>PIRs</p>
Ensure UNDP and GEF "mainstreamed issues" are adequately addressed	<p>Gender equality was discussed during the LPAC and the decision taken to approve the project pending amendments to ensure gender equality.</p>	<p>MTR interviews</p> <p>PRODOC</p> <p>LPAC meeting minutes</p> <p>PIRs</p>

Ensure PMU coordinates annual work planning workshop to discuss challenges, share lessons and good practices between executing agencies, and to strategize for the following year.	The PMU has not coordinated annual work planning workshops	
Track co-financing and update co-financing information at MTR	Co-financing information provided to the MTR indicate that less than one percent of the co-financing committed at project signing has actually been accounted. The only co-financing accounted (approximately \$115,000) is from a 2013 reforestation programme related to flood damage. As that was a 2013 programme, it is not clear to the MTR why that is being reported as co-financing for this project.	MTR Interviews and email communications with UNDP MCO and PMU

Annex 12 Signed LOA between UNDP and Government of SVG

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

Dear Mr. Frederick

1. Reference is made to consultations between officials of the Government of *St. Vincent and the Grenadines* (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the *Standard Basic Framework Agreement signed 27 May 1983 between UNDP and the Government of St. Vincent and the Grenadines* (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

R-7

W7

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

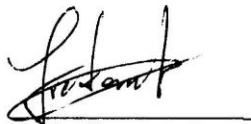
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.


9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



For the Government
Ricardo Frederick
Director of Planning (ag)
Date:


Signed on behalf of UNDP
Chisa Mikami
Resident Representative, a.i.
23/04/2018

K.7

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between *Ministry of Agriculture, Industry, Forestry, Fisheries and Rural Transformation*, the institution designated by the Government of *St. Vincent and the Grenadines* and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project *Conserving Biodiversity and Reducing Land Degradation Using a Ridge-To-Reef Approach* (97455), "the Project".

2. In accordance with the provisions of the letter of agreement signed on [insert date of agreement] and the *project document*, the UNDP country office shall provide support services for the *Project* as described below.

3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services* (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
Payments, disbursements and other financial transactions	For the project duration	\$6,685.00	Payment Processes (direct payment request processing for fifteen (15) nationally-recruited field assistants estimated at four (4) payment instructions/contract, and 25 nationally completed procurements including equipment, supplies and workshops) estimated at two (2) payment instructions/contract at \$60.77/each. Total Estimate: \$6,684.70
Travel authorisations, visa requests, ticketing and travel arrangements	For the project duration	\$2,130.00	a) Travel management for 19 individual travel arrangements from the SRO to include senior-level participation in inception workshop/Steering Committee Meeting, bi-annual M&E of project activities, programmatic spot checks/field visits and project closure to cover years 1-5 at \$112.02/management action. Total Estimate: \$2,128.38
Recruitment of staff, project personnel and consultants <i>R-7</i>	For the project duration	\$31,200	Recruitment of core project management unit (Project Manager, Finance Assistant, Gender Specialist, Communication Expert) to include one-time advertising, shortlisting and interviews at \$1,114.78/staff; recurrent management services at \$775.07/staff/year for 5 years and one-time costs of HR benefits at \$355.78/staff. <u>Sub-total: \$18,283.36</u> Recruitment of International consultants

			<p>(Chief Technical Advisor/Biodiversity Expert, M&E/Safeguard Expert, International Economic Expert, Legal Expert, Forest Management Policy Expert, Protected Area Planning Expert, Sustainable Finance Consultant, SLM Expert, IAS Expert, Biologist, CSA Expert, Agricultural Engineer, Watershed Management Expert, Agricultural Market Specialist) at \$430.55/consultant <u>Sub-total: \$ 6,027.70</u></p> <p>Recruitment of local consultants (Data Systems Design & Management Expert; Legal Consultants (2); Satellite image Interpretation Expert; Interpretation Design Specialist; Community Engagement Specialist; Capacity Building Specialist (with INRM/PA expertise); GIS Specialist; Community Engagement Specialist; PA Enforcement Specialist; IAS / lionfish control specialist; Interpretation Design Specialist; Forester; Micro-enterprise /agriculture post-production specialist; Graphic/Interpretation Design Specialist; Community Engagement Specialist) at \$430.55/consultant <u>Sub-total: \$6,888.80</u></p> <p>Total Estimate: \$31,199.86</p>
<p>Procurement of services and equipment and disposal/sale of equipment</p> <p>R.7</p>	For the project duration	\$15,345	<p>Procurement processes and related asset disposal involving local CAP (Advanced desktop equipment; terrestrial BD / Ecological Firm; Marine PA Planning / Zoning Consultant Firm; Endangered Species Consultant Firm; Marine Biodiversity Ecological Consultant Firm; 4 ton, 4-wheel drive dump truck; equipped agricultural container facilities; civil works (building renovation)) at \$993.37 (+ \$506.65 in cases of equipment disposal) /procurement process. <u>Sub-total: \$9,973.56</u></p> <p>Procurement support not involving local CAP (Hybrid Vehicle; 4WD pick-up; freshwater testing equipment; equipment for biodiversity monitoring; ICT equipment for field monitoring and interpretation center; materials for demarcation and conservation) at \$388.26/each + \$506.65 for equipment disposal <u>Sub-total: \$5,369.46</u></p> <p>Total Estimate: \$15,343.02</p>

Total		\$55,360.00	
-------	--	-------------	--

*All costs based on rounded estimates up to nearest \$5.

4. Description of functions and responsibilities of the parties involved:

UNDP direct project support services will be defined yearly, and for those executed during the period, direct project costs will be charged at the end of each year based on the UNDP Universal Price List or the actual corresponding service cost

K7

W

Annex 13 Signed UN to UN Agency Agreement

UN AGENCY TO UN AGENCY CONTRIBUTION AGREEMENT

A. SUMMARY OF ACTIVITIES

Title:	Addressing Land Degradation in the Georgetown Watershed, Saint Vincent
Start/End dates:	Activities start date: Upon Signature Activities end date: 31st July 2022
Location:	St. Vincent and the Grenadines
Contribution Amount:	\$999,685.00
Contributing Agency:	UN Environment Programme
Recipient Agency:	UNDP Barbados
Nature of Activities:	<ul style="list-style-type: none">• Implement targeted innovative, climate-change resilient approaches to integrated sustainable land and water resources management and enhanced management and maintenance of ecosystem services within the Georgetown watershed• Strengthen sustainable land management (SLM), integrating water resources management (IWRM) and ecosystems monitoring and indicators frameworks• Strengthen policy, legislative and institutional reforms and capacity building to support SLM, IWRM and ecosystem services management taking into consideration climate change resilience building• Enhance knowledge exchange, promotion of best practices, replication and expanding stakeholder involvement
Purpose:	To manage the IW/Eco National Project for SVG and coordinate the execution of activities, provide progress reporting and financial expenditure reporting to the Regional Project Coordination Unit in UNEP Kingston, Jamaica in order to reduce and revert land degradation within the target watershed in St Vincent, by an integrated water, land and ecosystems management approach.
Annexes:	In the event that the terms contained in Annex(es) are incompatible with those contained in this Agreement, then the latter shall govern and prevail.

Outputs

- Access restored to upper watershed to maintain critical forest for water and soil conservation, through the installation of river crossing platform and improved road access at Perseverance.
- Reforested and stabilized lands in Perseverance, resulting in increase in population species abundance and diversity toward prior natural condition of ecosystem (to be used as field demo; best practice guidelines)
- Detailed parrot census conducted and status of the species determined and water sampling and analysis conducted & analytical data available
- Investment in the Jennings Bird Watching Forest Trail with upgraded recreational facilities to include requisite capacity building
- Adoption into national accounts of IW and LD, and BD-related indicators of process, stress reduction, and environmental and socioeconomic status to monitor improvements in the management of land and water resources and wastewater
- New and/or revised policies and regulations on water supply and sanitation based on the IWRM Roadmaps (and IWRM/WUE strategies where they may exist), National Plans of Action for SLM and ecosystem conservation
- Strengthened inter-sectoral National Environmental Advisory Board (NEAB)
- Programmes for training and capacity building to support the implementation on LD and watershed management, integrating SLM & ecosystem management, IWRM/WUE and ICZM management issues to support mainstreaming and implementation throughout the relevant government, private sector agencies and civil society organizations
- Programmes for cross-sectoral sensitization and awareness-raising for all relevant stakeholders on LD and watershed management, integrating SLM & ecosystem management, IWRM/WUE and ICZM management issues to support mainstreaming
- Suite of best practices and lessons gathered from the national project that are exchanged with the Caribbean Region as well as other SIDS regions
- Information and knowledge outputs from the national project contributed to a Community of Practice (COP) for land degradation mitigation for the Caribbean region for vertical as well as horizontal (multi-sectoral) information exchanges with local stakeholders, as well as debates on the needs and aspirations of people, project deliverables and environmental realities

Outcomes

- Measurable stress reduction at project sites through appropriate sustainable water, land and ecosystems management interventions that account for climate change.
- Enhanced livelihood opportunities and socio-economic co-benefits for targeted communities from improved ecosystem services functioning through an increase in revenue generating ventures
- Increased consumptive use of riverine and near-shore marine fisheries (subsistence fishing - tri-tri, crayfish, mullets, macaw fish) as a result of improved ecosystem/watershed management
- Strengthened national and regional systems for monitoring of environmental status with respect to key international agreements
- Strengthened policy and legislation for the effective management of water, land and ecosystems resources that account for climate change
- Strengthened capacity of national and regional institutions and other stakeholders for water, land, and ecosystems management that take climate change into account
- Strengthened capacity of national and regional institutions and other stakeholders for water, land, and ecosystems management that take climate change into account
- Improved information access and enhanced engagement of practitioners and other stakeholders via targeted knowledge sharing networks

The Recipient Agency will be fully responsible for administering the Contribution in accordance with its financial regulations, rules, policies and procedures, and administrative instructions, and carrying out the Activities efficiently and effectively.

1. Implement targeted innovative climate-change resilient approaches to integrated sustainable land and water resources management and enhanced management and maintenance of ecosystem services within the Georgetown watershed
2. Strengthen sustainable land management (SLM), integrating water resources management (IWRM) and ecosystems monitoring and indicators frameworks
3. Strengthen policy, legislative and institutional reforms and capacity building to support SLM, IWRM and ecosystem services management taking into consideration climate change resilience building
4. Enhance knowledge exchange, promotion of best practices, replication and expanding stakeholder involvement

Start Date/Event	Due Date
7th Feb 2020	31st Jul 2022

B. BUDGET

The total budget for the Activities is 999,685.00, in USD, as more fully described below.

Summary of activities and BUDGET The Contributing Agency will not be responsible for any financial commitment or expenditure made by the Recipient Agency that exceeds the budget for the Activities. The Recipient Agency will promptly advise the Contributing Agency any time when the Recipient Agency is aware that the budget to carry out these Activities is insufficient to fully implement the Activities in the manner set out in the present Agreement, including its Annex(es). The Contributing Agency will have no obligation to provide the Recipient Agency with any funds or to make any reimbursement for expenses incurred in excess of the total budget as set forth herein. An average was used for the annual programmable amount including direct costs, grand total for all years of programmable amount, and the indirect support costs and the indirect support costs given that the annual amounts are different.	Annual (Years 1, 2, X)	Total (all years)
Total programmable amount, including direct costs	US\$ 308,544.75	US\$ 925,634.26
Indirect support costs	US\$ 204,683.58;	US\$ 74,050.74
Grand total	US\$ 333,228.34	US\$ 999,685.00

The Contributing Agency will not be responsible for any financial commitment or expenditure made by the Recipient Agency that exceeds the budget for the Activities. The Recipient Agency will promptly advise the Contributing Agency any time when the Recipient Agency is aware that the budget to carry out these Activities is insufficient to fully implement the Activities in the manner set out in the present Agreement, including its Annex(es). The Contributing Agency will have no obligation to provide the Recipient Agency with any funds or to make any reimbursement for expenses incurred in excess of the total budget as set forth herein.

C. COSTS RECOVERY

The Recipient Agency's support costs, determined in accordance with its cost recovery policy, will be paid from the Contribution, in accordance with the budget.

D. REPORTING

Narrative reporting:

The Recipient Agency will provide the Contributing Agency with a narrative report on the progress of the Activities on a regular basis, as set out below.

Narrative reporting:

The Recipient Agency will provide the Contributing Agency with a narrative report on the progress of the Activities on a regular basis, as set out below:

[] According to the requirements as mentioned in the signed PCA and following the provided template. (Half-yearly)

Financial Reporting:

The Recipient Agency will provide the Contributing Agency with the following financial reports, prepared in accordance with the Recipient Agency's financial regulations, rules, policies, procedures, and administrative instructions:

[] According to the requirements as mentioned in the signed PCA and following the provided template. (Quarterly)

Financial reporting:

The Recipient Agency will provide the Contributing Agency with the following financial reports, prepared in accordance with the Recipient Agency's financial regulations, rules, policies, procedures, and administrative instructions:

The Recipient Agency shall submit expenditure statements on the use of funds provided per the format provided in Annex 7, and per the reporting period specified above within 1 month of the end of the period to which they refer."

Reports	Date
Progress Report	15th July 2020
Progress Report	15th January 2021
Progress Report	15th July 2021
Progress Report	15th January 2022
Financial Report	15th April 2020
Financial Report	15th July 2020
Financial Report	15th October 2020
Financial Report	15th January 2021
Financial Report	15th April 2021
Financial Report	15th July 2021
Financial Report	15th October 2021
Financial Report	15th January 2022
Financial Report	15th April 2022
Final Report	30th September 2022
Financial Report	30th September 2022

E. CONTRIBUTIONS

The total amounts paid by the Contributing Agency shall match the total budget amount. For Activities less than one year in duration the Contribution will be paid to the Recipient Agency prior to the commencement of Activities. For multi-year Activities the Contribution will be paid in instalments according to the following schedule.

Schedule of Payments	Amount
Upon signature of contract	USD 317,120.00
Upon request with 75% expenditure	USD 400,000.00
Upon request with 75% expenditure	USD 282,565.00

The Contributing Agency acknowledges that the Recipient Agency will not pre-finance Activities. If the Contribution, or any part of it, is not received in a timely manner, the Activities may be reduced or suspended by the Recipient Agency with immediate effect.

The Contribution will be paid into the following account:

Account Details:	UNDP Representative in Barbados (USD) Account Account number: 3752218105 Swift code:
Currency:	BOFAUS3N ABA Number 111000012 FED Wire 026009593 US Dollars
Bank Address:	Bank of America 730 15th Street, N.W. 7th Floor Washington DC 20005-1012 United States of America

When making such transfers the Contributing Agency will notify the Recipient Agency, When making such transfers the Contributing Agency will notify the Recipient Agency, UNDP Barbados and the Eastern Caribbean (for the attention of Perry Parris), by e-mail (perry.parris@undp.org) of the following: (a) the amount transferred; (b) the value date of the transfer; (c) that the transfer is from the Contributing Agency pursuant to this Agreement. by email of the following: (a) the amount transferred; (b) the value date of the transfer; (c) that the transfer is from the Contributing Agency pursuant to this Agreement.

F. INTELLECTUAL PROPERTY RIGHTS

All Intellectual Property Rights related to the Activities will belong to the Recipient Agency. The Contributing Agency and, if applicable, the relevant programme Government will enjoy a perpetual, royalty-free, non-exclusive and non-transferable license.

G. CORRESPONDENCE

All correspondence regarding the implementation of this Agreement will be addressed to:

UN Environment Programme

UNITED NATIONS ENVIRONMENT PROGRAMME, United Nations Avenue, Gigiri PO Box 30552, 00100 Nairobi, Kenya

Address: P.O. Box 30552-00100, Nairobi, Kenya

United Nations Development Programme (UNDP) Barbados

UN House, Marine Gardens, Hastings, Christ Church, BARBADOS

Address: UN House, Marine Gardens, Hastings, Christ Church

H. AMENDMENTS

The present Agreement, including its Annex(es), may be modified or amended only by written agreement between the two Agencies.

I. COMPLETION OF THE ACTIVITIES

The Recipient Agency will notify the Contributing Agency when all Activities have been completed.

The Recipient Agency will continue to hold any part of the Contribution that is unutilized at completion of the Activities until all commitments and liabilities incurred in the carrying out of the Activities have been satisfied and all arrangements associated with the Activities have been brought to an orderly conclusion.

J. TERMINATION OF THIS AGREEMENT

This Agreement will terminate upon satisfaction of all commitments and liabilities incurred in carrying out the Activities and the orderly conclusion of all arrangements associated with the Activities.

This Agreement may be terminated by either Agency at any time by written notice to the other. Termination will be effective thirty (30) days after receipt of the notice. In the event of termination under this paragraph, the two Agencies will cooperate to ensure completion of the Activities, satisfaction of all commitments and liabilities, and the orderly conclusion of all arrangements associated with the Activities.

K. REFUNDS OF UNSPENT BALANCES

Upon termination of this Agreement and following the submission of the final financial report, any unspent balance of the Contribution (where the unspent funds exceed US\$1,000) will be returned to the Contributing Agency, unless otherwise agreed in writing by the two Agencies.

L. SETTLEMENT OF DISPUTES

The two Agencies will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Agreement or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Agencies.

M. ENTRY INTO FORCE AND VALIDITY

This Agreement will enter into force upon its signature by the authorized representatives of the Parties and remain in force until terminated in accordance with Section J above.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in duplicate.

Signed:

On behalf of the UN Environment Programme:

Susan Gardner

A handwritten signature in black ink, appearing to be 'S. Gardner'.

Signed:

On behalf of the United Nations Development Programme (UNDP) Barbados:

Magdy Martinez-Soliman

Title: Resident Representative

Annex 14. List of Expected Outcomes and Outputs with Suggested Modifications

This project has 11 expected Outcomes and 13 expected Outputs (see PRODOC). The Outcomes are grouped together under 4 components. Component 1 through 3 each have 3 expected Outcomes, whilst Component 4 has 2 expected Outcomes.

Component 1 (3 Outcomes)

Outcome 1.1 Enhanced multi-departmental access to centralized database system, incorporating biodiversity (BD), ecosystem services, land use / cover, protected areas, climate and soil data, to support natural resource conservation and gender responsive land use decision making.

Suggested Change to Outcome 1.1 Enhanced access by all key stakeholders (both Government and non-governmental) to information and data on SVG's biodiversity, BD), ecosystem services, land use / cover, protected areas, and climate and soil data, to support natural resource conservation and gender responsive land use decision making.

Outcome 1.2 Institutional frameworks and human resource capacities strengthened for the operationalization of the Forest Policy, PA Policy and PA system plan as well as for the implementation of related laws and regulations, resulting in improved biodiversity and ecosystem conservation and reduced forest loss and land degradation.

Outcome 1.3 Increased capacities for financial sustainability of PAs.

Component 2 (3 Outcomes)

Outcome 2.1 Operational terrestrial and marine protected area estate expanded with improved management, monitoring and strengthened protection, as measured by METT scores.

Outcome 2.2 Increased PA estate with globally vulnerable or irreplaceability values under protection.

Outcome 2.3 BD of known global significance in PA estate is documented, protected, with management and monitoring, including for newly discovered species of national and global significance, including at least 4 Species Recovery and Action Plans developed with implementation of 5 initiated.

Suggest Change to Outcome 2.3 BD of known global significance in PA estate is documented, protected, with management and monitoring, including for newly discovered species of national and global significance, including at least 4 Species Recovery and Action Plans developed with implementation of 4 initiated.

Component 3 (3 Outcomes)

Outcome 3.1 SLM and Climate Smart Agriculture (CSA) techniques and technologies implemented by local communities in 3 upper watersheds (Buccament, Yambou and Kingstown) covering 1200 ha resulting in threats to ecosystem functions (encroachment, pollution, sedimentation) being reduced in landscapes surrounding the Central Mountain Forest Reserve and downstream coastal and marine sites.

Outcome 3.2 Validated SLM practices support ridge to reef management process and provides inputs to national level INRM strategy and regulation.

Outcome 3.3 Increased diversification of income in households disaggregated by gender.

Suggested Change to Outcome 3.3 Increased diversification of income in households (disaggregated by gender) within the 3 project target watersheds to include income from livelihoods based on sustainable natural resource use that integrates the conservation of biodiversity.

Component 4 (2 Outcomes)

Outcome 4.1 Knowledge and experiences captured, shared and widespread adoption of gender responsive CSA, SLM and biodiversity conservation practices encouraged.

Outcome 4.2 Monitoring and evaluation of project implementation, outcomes and outputs ensures project effectively reaches outlined goals and objectives.

Outputs (13 in total)

Component 1

Output 1.1 Natural resources information management system harmonized for multi-departmental use.

Suggested change to Output 1.1 Natural resources information managed to facilitate regular sharing and access by all key stakeholders (both Government and non-Governmental).

Output 1.2. Strengthened policy, legal and regulatory framework for INRM (ridge to reef), biodiversity conservation, and protected areas.

Output 1.3 Strengthened coordination and planning framework for INRM, SLM, BD and PA.

Output 1.4 Enhanced financial sustainability framework for Protected Areas System.

Output 1.5. Strengthened institutional capacities for INRM (BD/SLM/CSA/Gender responsiveness) to support conservation of biodiversity and reduce land degradation.

Component 2

Output 2.1 Central Mountain Range Forest Reserve expanded, legally gazetted, demarcated and operationalized

Output 2.2 Leeward Coast Marine Park legally established, with conservation zones demarcated operationalization initiated

Output 2.3 Chatham Bay Wildlife Reserve is legally gazetted, demarcated and operationalized. This activity aims to further expand the PA estate and protect the sole known habitat of Critically Endangered single island endemic *Gonatodes daudini*¹⁷.

Component 3

Output 3.1 Improved SLM practices in 3 upper watershed landscapes in and surrounding the Central Mountain Forest Reserve, with watershed management plan developed and implementation initiated in the pilot Ridge to Reef site.

Output 3.2 National learning centers and demonstration sites on CSA and SLM

Output 3.3 Sustainable livelihood programme developed

Component 4

Output 4.1 Technical knowledge captured, experiences and lessons learned disseminated.

Output 4.2 Media products promote outreach and increased public awareness / environmental education of gender inclusive SLM, CSA and biodiversity conservation will be disseminated through videos, photo essays, fact sheets, web platform, television, exchange site visits by communities and producers involved, also dissemination.

Suggested Change to Output 4.2 Environmental awareness activities for youth and others, designed and implemented to encourage gender inclusivity, increase public awareness regarding biodiversity conservation (in both marine and terrestrial environments) and sustainable land management measures to reduce LD and to encourage the conservation of biodiversity within production landscapes.

Note: There is no Output 3.4 or Output 4.3 in the PRODOC text, yet these outputs are referred to in the budget notes.

¹⁷ Daltry, J.C., Adams, R., Gaymes, G., Providence, F. & Sweeney, R. (2016) *Union Island Gecko: Conservation Action Plan, 2016–2021*. Report to the Saint Vincent & the Grenadines Forestry Department, Fauna & Flora International and Virginia Zoo. 57 pp.

Annex 15. Project Timeline

Concept/PIF

2016

- Jul 11, 2016
 - GEF OFP Letter of Endorsement Received
- Jul 22, 2016
 - Technical Clearance before PIF/PPG Submission
- Dec 5, 2016Jun 1, 2016
 - PIF/PPG Submission
- Oct 14, 2016
 - GEF Review Sheet - PIF

2017

- May 2, 2017
 - PIF Clearance to WPI
- May 8, 2017
 - Date when STAP review was received
- May 23, 2017
 - PIF Council Approval
- Jul 3, 2017
 - Council Members' comments were received

PPG

2017

- May 2, 2017
 - PPG Approval
- May 18, 2017
 - Trustee commitment (Fee)
- Jul 20, 2017
 - PPG DOA Signature
- Jul 28, 2017
 - PPG IP Signature
- Sep 28, 2017
 - Date of First Disbursement in Atlas

2018

PPG Implementation

2019

- Jan 9, 2019
 - Date of Last Disbursement in Atlas
- Jun 14, 2019

- PPG Operational Closure
 - Jul 18, 2019
 - PPG Financial Closure
- FULL PROJECT
- 2018
 - Sep 14, 2018
 - LPAC Meeting
 - Nov 17, 2018
 - Financial Clearance before Submission
- 2019
 - Feb 20, 2019
 - Technical Clearance before Submission
 - Mar 1, 2019
 - GEF Review Sheet - CEO Endorsement Stage
 - Apr 15, 2019
 - CEO Endorsement
 - Apr 23, 2019
 - LOA Signature
 - May 9, 2019
 - Technical Clearance before DoA Issuance
 - May 14, 2019
 - Financial Clearance before DoA Issuance
 - May 15, 2019
 - DOA Signature
 - August 2019
 - Maria Cruz Gonzalez joins as RTA (Aug 2019-May 2020 -10 months)
 - Sep 30, 2019
 - Date of ProDoc Signature
- 2020
 - COVID-19 Pandemic begins
 - June 2020
 - Claudia Ortiz steps in as RTA
 - August 2020
 - Cluster Head was hired
 - 1st October 2020
 - Programme Officer for the Cluster was hired
 - Nov 2nd, 2020 (Week of)
 - Tessa Sharika Mandeville, Project Coordinator commenced duties
 - D'Andre Defreitas, Admin and Finance Assistant goes on maternity leave
- Nov 2020 National Elections held (change in some key Gov positions of relevance to the project including a new Permanent Secretary for the Ministry which is the IP)

2021

Jan 2021 increased rate of activity at the La Soufriere Volcano and this shifted the national priorities to focus on preparedness and Response activities

- Feb 15, 2021
 - Inception Workshop
- Feb (no date) 2021 Inception Workshop Report
- March 2021
 - Date project manager resigned
- 9 April 2021
 - First explosive eruption
- July 1, 2021
 - Date new project manager took the position
- September 2021
 - Maria Cruz Gonzalez joins as the RTA
- October 13, 2021
 - New (Temporary) Finance and Administrative Assistant Onboard

2022

- January February 2022
 - Expected arrival date of M&E/Safeguards Specialist
- January February 2022
 - Expected arrival date of Project Gender Specialist
- January February 2022
 - Expected arrival date of Knowledge Mgmt / Comms
- February 2022
 - Expected arrival date of CTA
- Feb 28, 2022
 - Revised Expected Date of Mid-Term Review


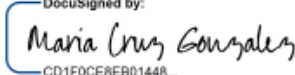
2023

- Dec 30, 2023
 - Expected Date of Terminal Evaluation

2024

- Mar 30, 2024
 - Expected Date of Operational Closure
- Sep 30, 2024
 - Expected Date of Financial Closure

Annex 16: Signed Clearance Form

Mid-Term Review Report for (Conserving Biodiversity and Reducing Land Degradation using a Ridge to Reef Approach; PIMS ID: 5862)	
Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: Sacha Hill Lindo	
Signature: 	Date: February 2, 2022
Regional Technical Advisor (Nature, Climate and Energy)	
Name: Maria Cruz Gonzalez	
Signature: 	Date: 03-Feb-2022