

Socotra Conservation and Development Programme

Terminal Evaluation



Final Report

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Contents

Acknowledgements.....	i
Executive Summary	iii
Acronyms.....	v
1. Introduction	1
1.1 Context	1
1.2 Purpose, Objectives and Expected Use of the Evaluation	1
1.3 Additional Evaluation Objectives	2
2. Methodology and Limitations	3
2.1 Methodology	3
2.2 Limitations and Strengths	6
3. The Project and its Development Context	8
3.1 Project Components	10
3.2 Project Timeline	10
3.3 Problems to be Addressed	10
3.4 Project Objectives.....	11
3.5 Project Stakeholders	12
4. Design and Relevance.....	13
4.1 Assessment of the Project Design	13
4.2 Project Relevance	14
4.3 Participatory Design	17
4.4 Decision Support System	18
5. Efficiency	21
5.1 Resources Provided to the Project.....	21
5.2 Co-Financing	22
5.3 Cost / Benefit	22
6. Effectiveness	23
6.1 Degree of Implementation of Project Activities	23
6.2 Extent of Achievement of Target Outputs	30
7. Implementation and Management	34
7.1 Appropriateness of Implementation and Management Arrangements.....	34
7.2 Assessment of Project Monitoring and Evaluation System.....	36
7.3 Adaptive Management.....	37
7.4 Project Supervision and Support.....	37
7.5 Participatory Project Management	38
7.6 Challenges in Project Implementation	39
8. Impact.....	41
8.1 Developing Capacity of Direct Beneficiaries	41
8.2 Conservation and Development Impacts	42
8.3 Policy Impacts	44
8.4 Most Significant Change.....	45
9. Sustainability	47
9.1 Mechanisms to Ensure Sustainability.....	48
9.2 Gender.....	49
9.3 Government Support	50
9.4 Prognosis for Sustainability	51
10. Conclusions	52
11. Lessons Learned	54
12. Recommendations	58
12.1 Strategic Recommendations.....	58
12.2 Operational Recommendations	59

Annexes	62
Annex 1. Terms of Reference	62
Annex 2. Documents Reviewed	67
Annex 3. Interview Guide / Questionnaire	69
Annex 5. Stakeholders Interviewed	79
Annex 6. Summary of Project Expenditures	86
Annex 7. Analysis of DSS Expenditures	92
Annex 8. Original SCDP Management Structure	93
Annex 9. Profiles of the Evaluators	94

List of Figures

Figure 1. Map of Socotra with places visited by the evaluation mission	3
Figure 2. Number of persons interviewed according to stakeholder group	4
Figure 3. Number of persons providing quantitative data, according to stakeholder group	5
Figure 4. Proportion of stakeholders interviewed by gender	7
Figure 5. Nursery for endemic and threatened plants	14
Figure 6. Is the SCDP relevant to Socotra's environmental priorities?	15
Figure 7. Is the SCDP relevant to Socotra's development priorities?	16
Figure 8. Was the Project designed in a participatory manner?	17
Figure 9. Overall Co-Financing of the SCDP by UNDP and the Government of Italy	22
Figure 10. Has the Project achieved results at a reasonable cost?	23
Figure 11. Extent of Implementation of Planned SCDP Activities	30
Figure 12. To what extent has the Project achieved its target outputs?	31
Figure 13. Ecotourism camp	32
Figure 14. Ongoing problems with solid waste, Qalansia	33
Figure 15. How appropriate are the Project implementation and management arrangements?	35
Figure 16. Have the beneficiaries and stakeholders influenced the management of the Project?	38
Figure 17. Has the Project contributed to developing the capacities of the direct beneficiaries?	41
Figure 18. Will the Project contribute to long-term positive effects for people and nature?	42
Figure 19. Has the Project been effective at the policy level?	45
Figure 20. Did the Project put mechanisms in place to ensure the sustainability of results?	48
Figure 21. Has the Government allocated sufficient resources to ensure sustainability?	50
Figure 22. How likely are the results and activities of the Project to be sustainable?	51
Figure 23. Overall ratings for all research questions	53
Figure 24. Relative ratings of the various stakeholder groups	53

Executive Summary

The United Nations Development Programme (UNDP) and the Government of Yemen (GoY) have been implementing different projects to promote sustainable development of the Socotra Archipelago since 1997. The present Project builds on capacities developed during the former phases of the Socotra Conservation Development Programme (SCDP). In this phase, from 2004 to the end of 2008, the project budget is provided by the Government of Italy (2.5 million Euros) and by UNDP (2.5 million USD). According to the overall actual expenditures we were given, the Government of Italy contributed 63% of the overall project funding, while UNDP contributed 37%.

The overall objective of the SCDP is to promote human development and biodiversity conservation in the Socotra Islands archipelago. The project involves a large number of partners and stakeholders with different roles and functions. The primary direct beneficiaries of the Programme include: government institutions (both central and local); local communities; NGOs and CBOs; and the private sector. The final long-term beneficiary is the entire population of Socotra, who will benefit from the sustainable use of their natural and economic resources. The main objectives of the Project define its three major components:

- 1) Support the engines of growth for the local economy, i.e., eco-tourism and sustainable fisheries.
- 2) Address the most pressing basic community development needs, and create awareness among local communities regarding biodiversity conservation.
- 3) Enhance the professional capacity of local and central government to drive the islands toward sustainable development, and to mobilize additional resources to support conservation and development programmes.

Purpose

The evaluation is meant to provide donors, government and project partners with an objective view of the relevance, efficiency, performance (effectiveness and implementation), impact, and sustainability of the Project, and to provide recommendations for improvement.

Methodology and Focus

The evaluation methodology was designed to generate evidence, using a multi-pronged approach and triangulation to ensure the robustness of the evaluation findings. To this end we used multiple methods and multiple data sources. Seven stakeholders groups were defined and a total sample of 92 stakeholders and beneficiaries were interviewed: 73 men and 19 women. Of these, 30 respondents felt able to provide quantitative data. One limitation of the evaluation as a whole was the substantial difficulty of finding a sufficient number of women to interview. The report draws heavily on the qualitative data gathered from the 92 stakeholders interviewed.

On the positive side, the evaluation team was able to collect a vast amount of data in a very short time. The guiding principle of the evaluation was to combine qualitative and quantitative methods to ensure that the findings and recommendations were strongly based on evidence.

The evaluation focused on developing learning with regard to: project design and relevance; efficiency; effectiveness; implementation and management; long-term impacts; and sustainability.

Conclusions

The overall ratings, calculated across all key informants, for each of the 13 quantitative research questions, demonstrated that the average score for every question was in positive territory. The three aspects of the Project with the highest scores were: the Project's policy impact, its environmental relevance and its success in capacity building. At the other end of the spectrum, the lowest scores were given to: implementation and management, mechanisms for sustainability and the prognosis for sustainability.

Our general assessment of the Socotra Conservation and Development Programme is quite positive:

- ✓ It is an excellent project overall.
- ✓ It benefited from good design, which was underpinned by a deep understanding of the local situation and a commitment to laying the foundations for sustainability.
- ✓ Socotra could serve as a model for community-based protected area management in the Middle East.
- ✓ There have been important, remarkable accomplishments – despite the difficulties in management and implementation:
 - Widespread and lasting change in environmental awareness
 - World Heritage site designation
 - Capacity built among project staff, local communities, and the EPA.

These are impressive achievements, which can be reasonably attributed to the efforts of the SCDP. We believe that the GoY, UNDP and the Government of Italy should be rightfully proud of this Project.

Lessons

The evaluation generated the main lessons on eight broad themes that can be drawn on the experience from the SCDP and that may have wider, more generic application:

- Holistic approach
- Language and culture
- Community-based protected area management
- Governance and government
- Civil society
- Threats from World Heritage status
- Protected area system
- Cost sharing
- Appropriate technology
- Appropriate management
- Humility.

Recommendations

In an effort to enhance the usefulness of this evaluation, we divide our recommendations into important strategic recommendations and more detailed operational recommendations: 14 strategic recommendations are given for the next phase of the Project, together with 21 operational recommendations.

Acronyms

Avg	Average
CBO	Community-Based Organization
CTA	Chief Technical Advisor
CZP	Conservation Zoning Plan
DGCS	Directorate General for Development Cooperation (Italian Ministry of Foreign Affairs)
DLDSP	Decentralization and Local Development Support Programme
DSS	Decision Support System
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
EUR	Euros
FFEM	Fonds Français pour l’Environnement Mondial
GCRMN	Global Coral Reef Monitoring Network
GoY	Government of Yemen
M&E	Monitoring and Evaluation
MOWE	Ministry of Water and Environment
NGO	Non-Governmental Organization
NWRA	National Water Resources Authority
PA	Protected Area
PAM	Protected Areas Management
RAPPAM	Rapid Assessment and Prioritization of Protected Area Management
SCDP	Socotra Conservation and Development Project
SD	Standard Deviation
ToR	Terms of Reference
UAE	United Arab Emirates
UNDP	United Nations Development Programme
USD	United States Dollars
YER	Yemeni Rials

Socotra Conservation and Development Project Terminal Evaluation

1. Introduction

1.1 Context

The overall objective of the Socotra Conservation Development Programme (SCDP) is to promote human development and biodiversity conservation in the Socotra Islands archipelago. The Project is nationally executed by the Government of Yemen (GoY), and the budget is provided by the Government of Italy (2.5 million Euros) and by the United Nations Development Programme (UNDP) (2.5 million USD). The GoY provided 20% of the project budget in kind, and is now paying the basic salaries for 33 staff members of the SCDP.

The project involves a large number of partners and stakeholders with different roles and functions. The primary direct beneficiaries of the Programme include: government institutions (both central and local); local communities; NGOs and CBOs; and the private sector. The final long-term beneficiary is the entire population of Socotra, who will benefit from the sustainable use of their natural and economic resources.

1.2 Purpose, Objectives and Expected Use of the Evaluation

This is an external evaluation of the 2004-2008 phase the Socotra Conservation Development Programme. The evaluation was initiated by the UNDP Country Office, with the full support of the donor, the Government of Italy, including approval of the Terms of Reference and selection of the lead consultant. The evaluation is meant to provide donors, government and project partners with an objective view of the relevance, efficiency, performance (effectiveness and implementation), impact, and sustainability of the Project.

The evaluation is intended to address the following key issues:

- relevance of the Project's contributions to the environmental and development priorities of Socotra as well as to the needs of the direct beneficiaries
- appropriateness of the project concept and design with respect to the clarity of the problems to be addressed, and the soundness of the approaches adopted to solve these problems
- cost-effectiveness
- progress towards objectives and results achieved to date
- appropriateness of its monitoring and evaluation system
- problems that may affect project implementation and management efficiency
- long-term impacts on people and nature
- sustainability of project activities and results, and
- recommendations and suggested corrective measures.

The output expected from the evaluation is a comprehensive report, according to the draft outline included in the Terms of Reference (ToR), attached as Annex 1.

The evaluation is expected to be used primarily to inform the formulation of the next phase of the Project, and to enhance project implementation and management.

1.3 Additional Evaluation Objectives

In addition to the purpose, objectives and expected use of the evaluation as described in the Terms of Reference (Annex 1) and in Chapter 1.2 above, the consultants brought to the evaluation additional objectives in line with the mission and values of *ARTEMIS Services*. Our approach is grounded in rigorous results-based performance measurement, but then strives to embrace deeper, more systemic evaluation objectives.

By emphasizing an approach that is evidence-based, collaborative, humanistic, analytical and constructive, we endeavoured to design and implement the evaluation with a view to:

- ✓ generating evaluative knowledge to enhance learning and empowerment, both institutional and individual
- ✓ doing no harm: honouring the dignity of everyone we meet, ensuring care and compassion for all persons involved in the evaluation and concern for the welfare of those affected by it
- ✓ maximizing objectivity and validity, minimizing bias, and ensuring impartiality
- ✓ understanding what works and why, as well as what does not work and unintended outcomes
- ✓ building the capacity of the Project Team – in analytical methods, monitoring, self-evaluation, etc.
- ✓ building understanding, communication and team work
- ✓ maximizing transparency, so that the evaluation purposes and processes are clear to all and ownership of the evaluation results is enhanced
- ✓ endeavouring to ensure that participants in the evaluation feel their input is valued and correctly interpreted
- ✓ guaranteeing accountability vis-à-vis management, stakeholders, and donors
- ✓ supporting adaptive management by providing a basis for improved decision making, and
- ✓ ensuring a strategic approach by connecting the evaluation to the Project's ultimate goals, and working so that the evaluation itself contributes towards those goals.

Through this evaluation, we have tried to promote the use of evaluative evidence so that lessons learned inform both management decisions and programming for the future. We have endeavoured to guide this evaluation by the criteria of utility, credibility, relevance and human rights.

As professional evaluators, we embrace UNDP's people-centred approach to development and the universally shared values of human welfare, equity, women's rights, justice, cultural sensitivity and respect for diversity.

2. Methodology and Limitations

2.1 Methodology

The evaluation methodology was designed to generate evidence, using a multi-pronged approach and triangulation to ensure the robustness of the evaluation findings. To this end we used multiple methods and multiple data sources, including:

- document review
- a short initial questionnaire prepared for the administrating agency (UNDP)
- a self-assessment tool, which was filled out by the Project Team in advance of the evaluation mission
- identification of stakeholders groups
- interviews with key stakeholders and beneficiaries, using an interview guide / questionnaire, in Arabic and English, which generated both qualitative and quantitative data (Annex 3)
- presentations to the evaluation team by the Project section leaders
- field visits and observation
- a final workshop with the Project Team to generate a detailed Effectiveness Assessment of results achieved
- a first debriefing in Socotra with Project Team to solicit feedback of the initial findings and recommendations of the evaluation
- a second debriefing in Sana'a with the main project partners: GoY, UNDP and the Government of Italy, again to solicit feedback of the initial findings and recommendations of the evaluation
- the opportunity for the Project Team and the main project partners to provide comments on the draft evaluation report (in line with the independence of the evaluation, the incorporation of these comments remains at the discretion of the evaluators).

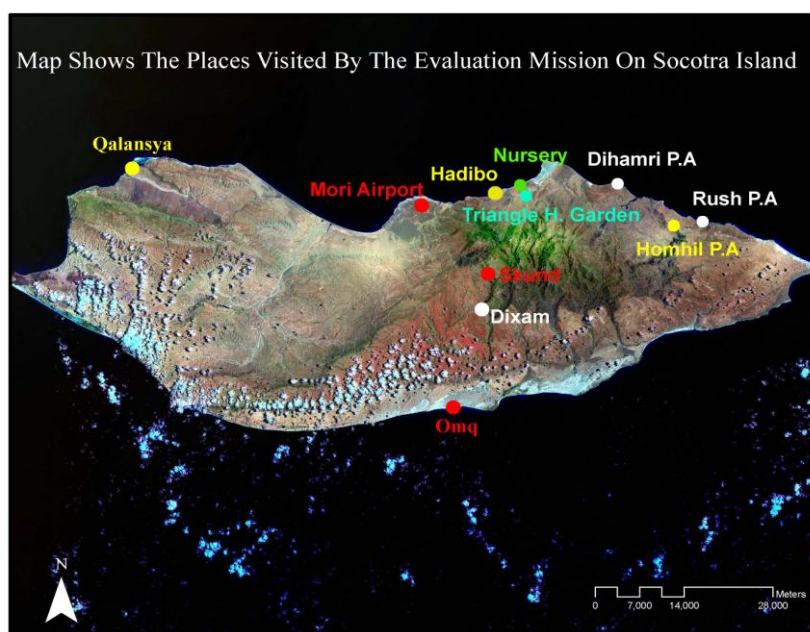


Figure 1. Map of Socotra with places visited by the evaluation mission

As can be seen from the choice of methods above, we endeavoured – within the limits of the short time-frame allocated to this evaluation – to emphasize participatory and collaborative approaches.

The itinerary for the evaluation mission is given in Annex 4, and Figure 1 maps the areas of Socotra that we were able to visit.

The complete list of stakeholders and beneficiaries interviewed is given in Annex 5. A total of 92 stakeholders and beneficiaries were interviewed: 73 men and 19 women (21% women). The distribution of our respondent population according to stakeholder group is illustrated in Figure 2 below. There was some inevitable overlap among the groups because many stakeholders play more than one role. This is the result of the laudable strategy of the Project to integrate the SCDP with the Socotra branch of the Environmental Protection Agency (EPA), and with direct beneficiaries involved in community-based protected area management.

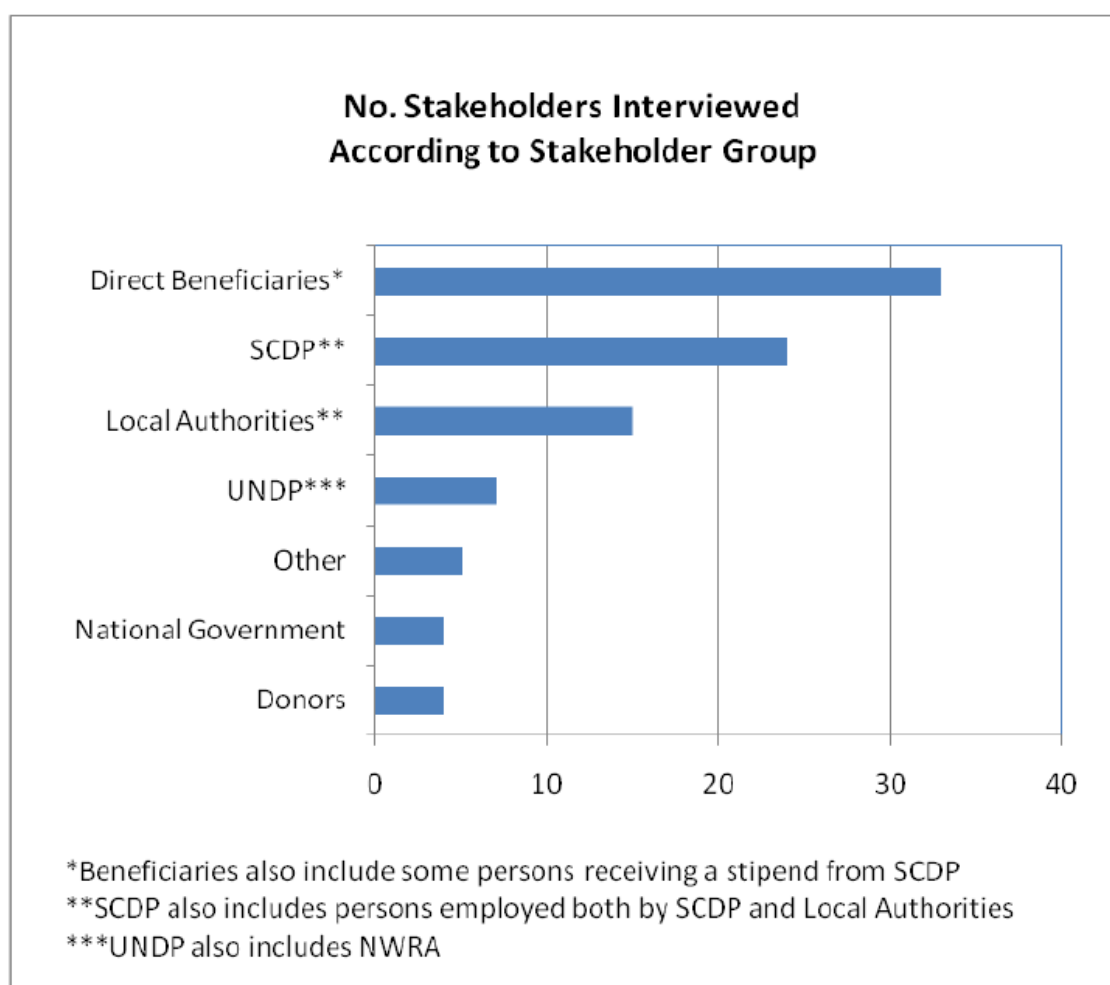


Figure 2. Number of persons interviewed according to stakeholder group

In addition to the research we did in Yemen, we also conducted additional in-depth telephone interviews on the Decision Support System (DSS) methodology with the Technical Expert in charge of

environmental projects at the Directorate General for Development Cooperation (Italian Ministry of Foreign Affairs) in Rome, and with the Ecuadorean expert in information technology applied to natural resources management who oversaw the application of the DSS methodology in the Galapagos (Galapagos National Institute).

Not all of the key informants we spoke with felt competent to answer the quantitative questions in the interview guide. A total of 30 respondents provided quantitative data: 26 men and 4 women (13% women). The distribution of these respondents is given in Figure 3 below (9 direct beneficiaries, 6 local authorities, 5 project staff, 3 national government, 3 UNDP staff, and only 2 donors, and 2 others). Because of the small number of respondents to the quantitative questions in the various stakeholder groups, it is not possible to compare the quantitative responses among groups. In the figures presenting the results of the quantitative questions (Figures 6-8, 10, 12, 15-22), the results by stakeholder group, though in many cases not statistically significant, are given to illustrate the composition of the overall result of the views of all key informants taken together (the last column in each of these graphs). When the quantitative responses of all the stakeholders are taken together, the sample size is adequate to provide meaningful evidence of stakeholders' perceptions overall on various aspects of the SCDP.

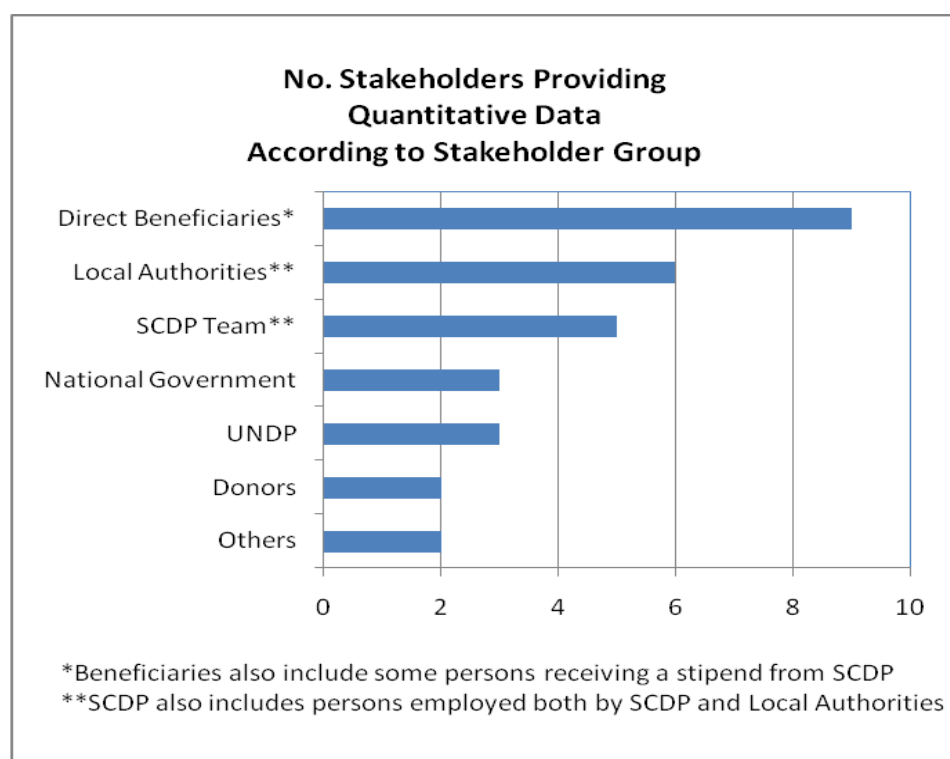


Figure 3. Number of persons providing quantitative data, according to stakeholder group

The results of the answers to the quantitative questions are illustrated in graphic form. As shown in the interview guide / questionnaire (Annex 3), the quantitative questions were formulated as five-point Likert scales, which could then be scored as follows:

- 5 = strongly agree
- 4 = agree
- 3 = neutral or mixed opinion
- 2 = disagree
- 1 = strongly disagree.

A score of 3 (neutral or mixed opinion) divides the average response scores into generally positive and generally negative territories.

This report draws heavily on the qualitative data gathered from the 92 stakeholders we interviewed. To the extent possible, we wanted to give stakeholders a voice in this evaluation, and to this end direct quotes are sometimes given. In this report, verbatim direct quotations are presented in italics with a grey background, and are identified by stakeholder group.

After carrying out our interviews and field visits, and having already formulated many of our impressions, we held a workshop with the section heads of the Project Team to explore and verify, in a participatory manner, our initial findings with respect to project effectiveness – specifically the level of achievement of the intended project outputs.

The two debriefing workshops, first with the Project Team in Socotra and then in Sana'a with the major partners from the Government of Yemen and the Italian Embassy, were extremely useful in providing us with frank feedback on our initial findings and recommendations.

The draft report was submitted in early February 2009, and the period for comments was extended to six weeks to enable UNDP and all partners to provide feedback on the evaluation report, which was finalized on 28 March 2009. In late April detailed additional comments were received from the Government of Italy, and the present edition of the final report takes those comments into account. Because of previous heavy commitments of the evaluation team leader, it was not possible to produce this additional version of the report sooner.

A note about terminology: little distinction seems to be made by most stakeholders between the terms “programme” and “project”. Nevertheless, most people refer to the SCDP as “the Project”, and for the sake of user-friendliness, we also use “the Project” in this report to refer to what is really a programme.

2.2 Limitations and Strengths

As is so often the case with external evaluations, time was the great limiting factor. The agreed Terms of Reference (Annex 1) allowed for ten days of data collection on the island of Socotra. In the end, however, the evaluation team had only eight days there due to a malfunction of the aircraft on which we were originally booked to travel.

The time available was very limited indeed, and we had to prioritize the many research questions suggested in the ToR. The first decision we made, driven solely by feasibility, was to evaluate the Project as a whole, rather than attempting to evaluate each project component separately. In addition, we were not able to look in depth at the financial and administrative details, such as: what human and technical resources had been provided to the Project and by whom; the extent to which local expertise, technologies and resources were used; equipment purchased; asset management; and the details of project management (organizational setup, procedures, decision-making processes, compliance, etc.).

We felt it was a higher priority to give more attention to the strategic aspects of the evaluation than to the operational details of the Project, and this more strategic approach was supported by the supervisors of the evaluation at UNDP Yemen in Sana'a.

In addition to the limited time available, another challenge was lack of systematic project monitoring, and the absence of a mid-term evaluation – despite the fact that this had been foreseen in the project budget. The lack of monitoring and evaluation (M&E) data was a serious constraint.

The Government of Italy did in fact commission a mid-term evaluation, but the report of this evaluation was never made available to the Project. This is unfortunate, as the Project could have undoubtedly benefited from the lessons learned in this mid-term review. The Project Team did recall that during the debriefing session, the Italian evaluators were very positive about the achievements of the Project thus far. We regret that, despite our formal request, we too were unable to obtain a copy of this evaluation report.

Another limitation that we learned about after the fact was that the results of the initial Self-Assessment by the Project Team were less than optimal. We were able to correct for this by carrying out the self assessment in a participatory manner with the project team during the debriefing session towards the end of the mission on the island.

The evaluation mission took place during the last week of service of the Chief Technical Advisor, to whom we are very grateful for his help, especially given the many constraints on his time.

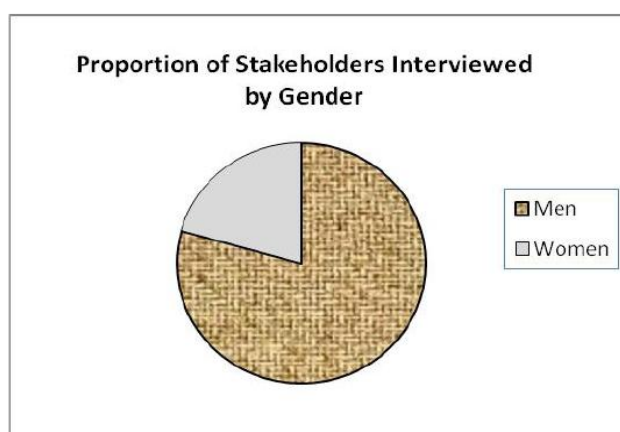


Figure 4. Proportion of stakeholders interviewed by gender

A major limitation was the paucity of women stakeholders we were able to meet (Figure 4). Little thought was given by the Project Team, who organized the itinerary of the evaluation mission in Socotra and the schedule of stakeholders to be interviewed, to optimizing the participation of women among the stakeholders to be interviewed. We did everything we could to gain access to women stakeholders once we were in the field, but this was difficult, if not impossible, if arrangements had not been made in advance. For example, we asked to talk with village women on our visit to Homhil Protected Area, but this could not be arranged once we were there, as the women were already out tending goats and otherwise too busy.

Finally, the evaluation was made more difficult by the changing baseline of the Project. During the five years of project implementation:

- There were several changes in the format of the project work plan.
- Some objectives and expected outputs were changed during the course of implementation, but the project document was not updated, thus complicating the evaluators' task of assessing overall project effectiveness.
- It was difficult to synthesize data for project efficiency and cost-effectiveness because of two major changes in the budget, as well as in the format for financial reporting.

Despite its limitations, a number of strengths also characterized the evaluation, for example:

- ✓ We received tremendous cooperation from everyone involved.
- ✓ We were able to hear the views of important representatives of all the major stakeholder groups.
- ✓ The field visits were well organized and instructive.
- ✓ The two evaluators worked together as a highly complementary and harmonious team.
- ✓ The evaluation was strongly evidence-based; we were able to collect a vast amount of data in a very short time.
- ✓ We relied heavily on triangulation, checking and double-checking our findings by using multiple methodologies and multiple sources.

3. The Project and its Development Context

Socotra, one of the ten most important islands in the world in terms of biodiversity, is also probably the poorest and most disadvantaged district of Yemen. The Socotra Archipelago consists of the main island, Socotra (3,625 km²) and three much smaller islands. The long isolation of the islands from Arabia and Africa for at least 20 million years has resulted in the evolution of unique life forms. Speciation has also been fostered by the island's diverse and mountainous topography. In terms of endemism, all of the land molluscs, 90% of the reptiles, 307 plant species (over a third of all the plants), and 22 bird species exist nowhere else in the world. Due to its location at the intersection of currents from the Arabian Sea, the Red Sea, the Indian Ocean and East Africa, the Socotra Archipelago hosts exceptionally rich marine biodiversity in terms of fish, corals and other invertebrates. In the national investment plan prepared by the Ministry of Water and Environment (MOWE) in 2002, the top priority for conservation in Yemen is the Socotra Archipelago.

Socotra is an environment that is born of the interaction of people and the environment, and you cannot separate the two. In the past the island was protected because of its isolation; now that is broken.

- National Government

Socotra is a peaceful, tribal society where people have long lived in harmony with their natural environment. The population is estimated at 44,000. Again, because of its isolation, Socotra has developed a unique culture and language. Socotri, one of the rarest and most threatened languages of the world, belongs to the Modern South Arabian languages, which are not dialects of Arabic, but rather of Semitic origin. Socotri is an unwritten language with four different dialect groups (Hofstede 1998). With Arabic as the official language in Socotra, the Socotri language and poetry are being lost at an alarming rate.

The main economic activities upon which the people of Socotra rely are based on livestock production (goats, sheep, cattle), fishing, date palms and medicinal plants. Very little food is grown locally. The provision of basic services such as safe water, health centres, education and sustainable livelihoods is far from adequate, and the majority of the population live below the absolute poverty line. Conservation / ecotourism and sustainable fisheries represent the most viable basis for the economic development of the archipelago.

Tourism is in fact becoming the economic driver of the Socotra economy. The number of tourists visiting Socotra has increased dramatically, from about 50 in the year 2000 to 3,000 in 2008. Over the last five years, the number of tourists has been doubling every 18 months.

The SCDP aims at fostering the vision and technical guidelines set out in the two main planning instruments developed by the GoY for the Socotra Archipelago:

- Conservation Zoning Plan (CZP) of Socotra Islands (a Presidential Decree issued Republic of Yemen in 2000), which had previously been reviewed and approved by all of Socotra's community leaders
- Socotra Archipelago Master Plan, which outlines the basic framework for sustainable development.

The CZP, based on both scientific research and local knowledge, is the outcome of a consultative process, and it enjoys wide political support both in Socotra and nationally. Most of the archipelago is community-owned. Socotra has a long history of community-based natural resource management, and the Conservation Zoning Plan strengthens the role of local communities in maintaining the ecological balance required to achieve sustainable development. Fully 72% of the main island of Socotra is included in National Parks. With ten terrestrial and 22 marine protected areas (PAs), Socotra has an impressive protected area system, although it lacks experienced management and adequate financing. Land tenure issues are a major problem for some PAs, and need to be clarified. Management plans have been prepared for five out of Socotra's 32 PAs.

3.1 Project Components

The main objectives of the Project define its three major components:

- 1) Support the **engines of growth** for the local economy, i.e., eco-tourism and sustainable fisheries.
- 2) Address the most pressing basic **community development** needs, and create awareness among local communities regarding biodiversity conservation.
- 3) Enhance the professional **capacity of local and central government** to drive the islands toward sustainable development, and to mobilize additional resources to support conservation and development programmes.

These components were identified according to the following criteria:

- Yemen's natural resources provide the basis for the country's economy.
- The Poverty Reduction Strategy paper and the Vision 2025 document highlight the need for environmental protection, as the loss of natural resources hampers human development and primarily affects the poorest people.
- Local administrations are faced with a severe scarcity of qualified professionals, even at the lower grades, and a very low level of education of local government employees and members of local administrations.

3.2 Project Timeline

The United Nations Development Programme and the Government of Yemen have been administering different projects to promote sustainable development of the Socotra Archipelago since 1997. The present Project builds on capacities developed during the former phases of the Socotra Conservation Development Programme.

In this phase, from late November 2003 to the end of 2008, the major partners are the GoY, UNDP and the Government of Italy.

A GEF project on governance and biodiversity is planned to start in 2009, with the aim of assisting the GoY in establishing an Island-wide Authority to better address the specific needs of Socotra by creating a regulatory framework for mainstreaming biodiversity. This project, however, will not cover all that is being done in the current SCDP. Therefore, a reformulation mission is planned to develop a third phase of the Project.

3.3 Problems to be Addressed

The remote location of Socotra, as well as its extreme weather from June to October, imposes tremendous constraints, hampering the movement of people and goods, complicating human and economic development and the provision of basic services. For centuries this very isolation has protected the delicate balance between Socotra's natural resources and the needs of a relatively small population. This all changed with the opening of the airport in 1999, and Socotra is now facing a range

of new socio-economic and development threats and environmental challenges. There is significant international pressure to exploit the islands unsustainably, with little or no benefit to the islanders or to Yemen as a whole. The main threats facing the archipelago are:

- Unmanaged human population growth, both intrinsic and from immigration
- Extreme poverty
- Poor governance
- Very low level of education of GoY employees and members of Local Councils
- Inappropriate tourism development
- Unplanned infrastructure development
- Over-exploitation of marine resources (shark, lobster, reef-fish, coral)
- Over-cutting of trees for timber and fuelwood
- Localized overgrazing
- The cloistering of women and their exclusion from decision-making processes
- The ongoing loss of Socotra's unique language, poetry, oral history and culture.

Although the threats to marine resources were not identified in the project document, the problems threatening marine biodiversity were clearly identified by the Marine Section during the implementation of the Project: a limited resource base; escalating export demands; lack of information on stocks; lack of monitoring and control; illegal and uncontrolled industrial fishing (poaching, excessive licensing); lack of surveillance and enforcement capacities.

3.4 Project Objectives

The SCDP is the fruit of an initiative by the GoY, UNDP, and the Government of Italy as a donor, to address human development and environmental concerns in a more integrated fashion. As such, the Project aimed at becoming a pilot demonstration case for the commitments signed at the Johannesburg World Summit on Sustainable Development in 2002.

The project objectives as stated in the project document are the following:

1. Supporting the “Engines of Growth” for the Local Economy

- 1.1. Capacity of the EPA/MOWE Socotra Branch improved to implement CZP, EIA, PAM, ecological monitoring, awareness raising and resources use and management
- 1.2. EPA Protected Areas Programme enhanced and operational

2. Community Mobilization and Development

- 2.1. Access to safe drinking water increased
- 2.2. Food security improved through home gardens and improved self sufficiency
- 2.3. Malaria programme extended to protected areas
- 2.4. Community health facilities and services upgraded in Hadibo and in proximity of protected areas

3. Governance and Resources Mobilization

- 3.1. Capacity of local government in Socotra improved
- 3.2. Local development benefits delivered by local governments in Socotra
- 3.3. Capacity of the central government to steer and support the development of Socotra improved
- 3.4. Decision Support System in use at central and local level.

The intended outcome as stated in the project document (SCDP, 2003) is “Improved capacity of local authorities and community-based groups in environmental management and sustainable energy development.” This outcome is not specific to the SCDP, but refers to the whole UNDP Country Office environment portfolio.

Expected impacts were not given in the project document.

3.5 Project Stakeholders

The main stakeholders of the Project are: the GoY, especially the Ministry of Water and Environment (and in particular the EPA), and the Ministry of Local Administration; local communities; CBOs and NGOs; the people of Socotra, the people of Yemen, and the global community.

According to the partnerships strategy in the project document, the Environmental Protection Agency assumes lead responsibility for project implementation.

Community-based management, community development and decentralization are important components of the Project. Local communities are responsible to manage common resources, to improve their organization, to undertake and maintain community development, conservation and ecotourism activities, and increase the involvement of women.

The Project works to strengthen the important role of NGOs such as: the Socotra Ecotourism Society, the Socotra Conservation Foundation, protected area management associations and women’s associations.

Private sector stakeholders, especially in the ecotourism sector, have also been targeted.

The project stakeholders are also the major beneficiaries of the Project: government institutions, local communities, NGOs, the private sector, the people of Socotra, the people of Yemen and the global community.

In terms of external support, the two main donors – the Government of Italy and UNDP – are co-financing the SCDP. The GoY provided 20% of the project budget in kind, and is now paying the basic salaries for 33 staff members of the SCDP.

4. Design and Relevance

4.1 Assessment of the Project Design

UNDP recognizes that development effectiveness rests on strengthening institutions, improving policy frameworks and forging strategic partnerships (UNDP Evaluation Office, 2002), and this underlying philosophy provides an excellent basis for the design of the SCDP.

The project document was developed from baseline studies carried out in the earlier phases.

Our assessment is that the project document is a good one. It begins with a well-informed situation analysis, and then develops a very pertinent three-prong strategy to promote systemic and integrated human development and biodiversity conservation. The project design is detailed in a Strategic Results and Resources Framework, which – because it was developed through a participatory approach – does respond well to Socotra’s environmental and development priorities. As is often the case, the weakness of this Framework is in the formulation of the indicators, most of which are simply activity indicators, whereas what is needed are indicators to measure the achievement of results.

The project document adequately describes the Management Arrangements, also this later proved to be one of the thorniest areas of implementation. Missing from the section describing the roles of the various partners is a clear definition of the role and responsibility of the major donor, the Government of Italy.

We also note that far more emphasis was placed on management in the role of the Chief Technical Advisor (CTA) as described in their Terms of Reference than it had been in the table describing the key functions of the different members of the project management team. In the original project document, the role of the CTA centred more on technical advice than on project management.

Also the Project Team would have benefited from a more explicit description in the project document of the monitoring and evaluation (M&E) system to be employed. This weakness in the project document later translated into a less than adequate M&E system for the Project.

The major fundamental weakness in the project document is that gender issues – which are of capital importance for Socotra – are given a relatively superficial treatment. Activities were indeed designed to help empower women, but they tended to be piecemeal rather than truly strategic.

As highlighted in the comments below, the project document would have benefited from a more integrated, interdisciplinary approach, and from more attention being given to an exit strategy. However, the lack of an exit strategy is not surprising since at the time the project document was written, the Project was conceived of as the first five-year phase in a 25-year programme.

The people who designed the project document did not see an exit strategy – because everyone agrees that the island needs 20 years of support.

- National Government

It has just been a multi-disciplinary project, not an inter-disciplinary project. The health part needs to know about the economic part, and vice-versa. We need to bridge these partitions.

- Donor

4.2 Project Relevance

Relevance to Environmental Priorities

Socotra's amazing flora is one of the key justifications for the island's recognition as a World Heritage Site. One of the key environmental priorities is protecting the wealth of Socotra's plant biodiversity. One of the early leaders in this crusade is A. Hadeed Adeeb (on the left in the photo below), an islander, who of his own initiative, started a nursery to conserve Socotra's endemic and threatened plants in 1996. The Project has supported this initiative, with remarkable results. This is just one example, out of many, of the Project's environmental priorities.



Figure 5. Nursery for endemic and threatened plants (photo © Meg Gawler / ARTEMIS Services)

We asked stakeholders to what extent they agreed that the Project had responded to Socotra's environmental priorities. As shown in the far-right column of Figure 6 below, there was general agreement overall that the Project did respond to the archipelago's environmental priorities.

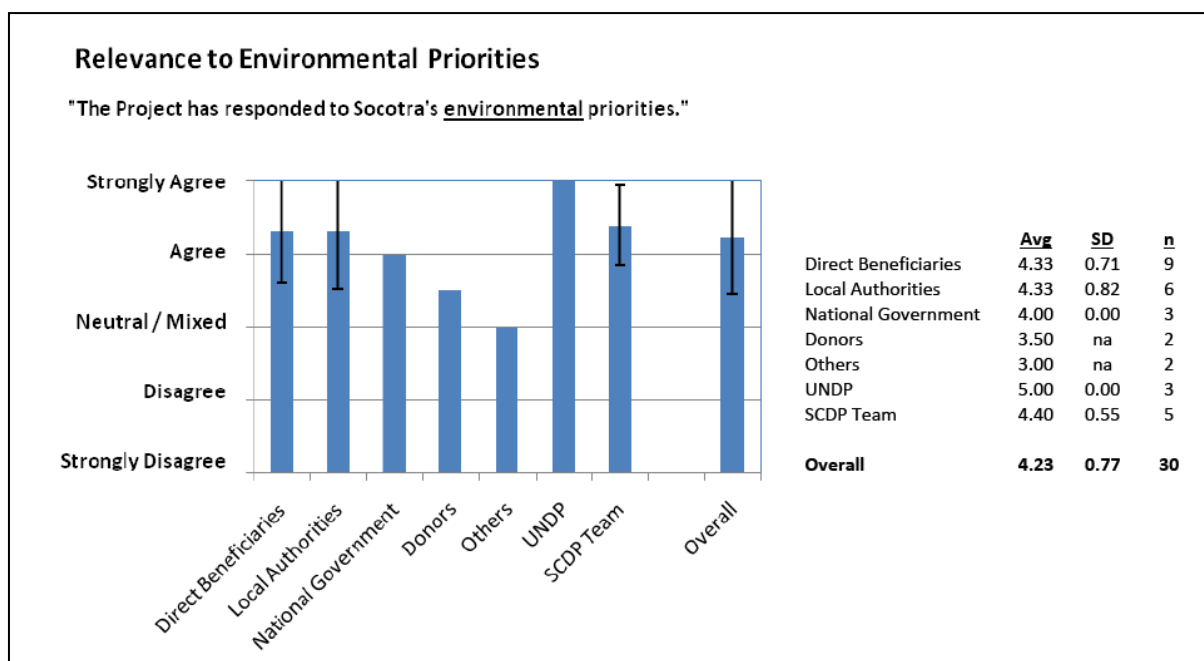


Figure 6. Is the SCDP relevant to Socotra's environmental priorities?

Relevance to Development Priorities

On the other hand, as shown in the far-right column of Figure 7, opinions of stakeholders were more mixed as to whether the Project had responded to the island's development priorities. There were three major reasons for this:

- In the initial situation analysis biodiversity conservation was determined to be the principal engine of growth for economic development.
- The Project was initially designed with a far greater development component, which unfortunately had to be cut when several of the donors who had initially pledged withdrew.
- Socotra's development needs are enormous – far beyond what this Project could address with its relatively small budget.

One of the biggest shortcomings of the Project in terms of its relevance to development priorities is the difficulty it has had in involving women:

- The lack of attention to gender is perhaps the greatest weakness of the project document.
- Not a single senior staff member of the SCDP Team in Socotra is a woman.
- The extremely conservative culture in many parts of Socotra presents real challenges in ensuring that women's voices are heard in designing (and implementing) the SCDP.
- Some of the strategically selected villages collaborating with the SCDP do not yet have a women's association (Skund, for example).

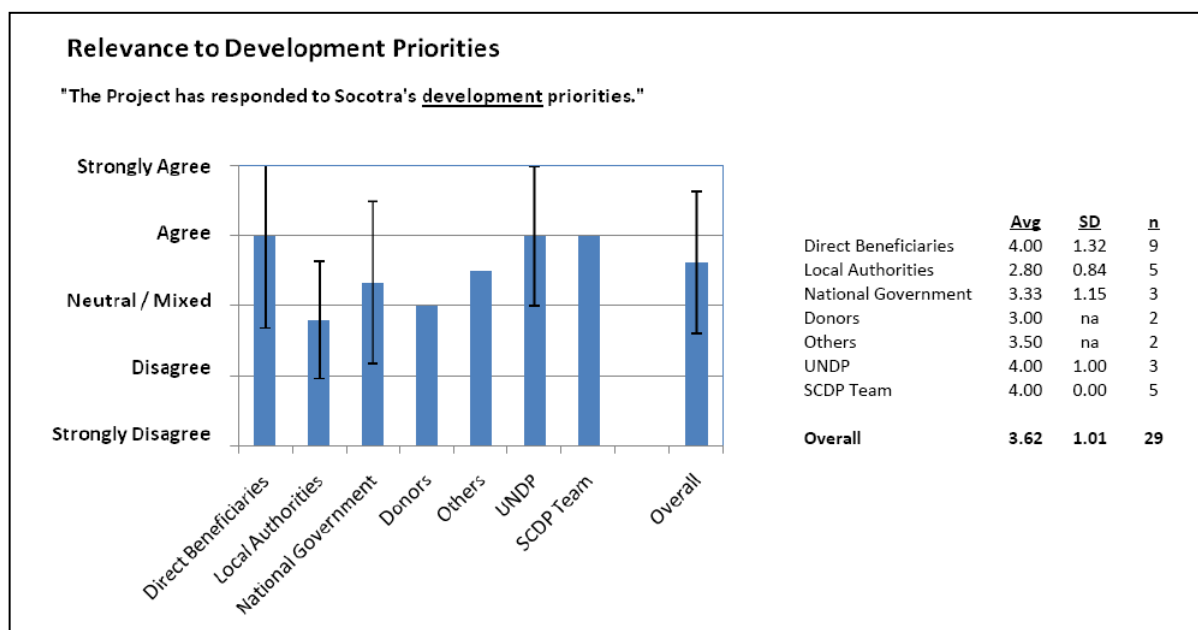


Figure 7. Is the SCDP relevant to Socotra's development priorities?

In addition, many of the most disadvantaged and vulnerable communities in the Archipelago are those that are the most isolated and difficult to reach. In the future the Project should make more effort to reach these most disadvantaged communities.

Apart from the difficulties in engaging women and highly isolated communities in all development aspects of the Project, the SCDP has in large done a good job responding to the island's development priorities. This is evidenced by the agreement of the group of direct beneficiaries (Figure 7) that the Project responds to Socotra's development priorities. Local Authorities (both elected and appointed), however, tended to disagree. As mentioned above, Socotra's development needs are enormous – it is likely the poorest district in all of Yemen. Local Authorities are only too aware of the huge needs to invest in education, health, water, roads – and they recognize that this single project cannot meet all of those needs. In short, the development needs of the island are huge, and the expectations, especially of the Local Authorities, are high.

Investing in ecotourism is a long-term, strategic choice that is highly relevant to the needs of remote communities in the vicinity of Socotra's under-resourced protected areas system. These investments are largely appreciated by the target communities, although in some (Amaq, for example), it has taken some time for the villagers to appreciate the opportunities that ecotourism is likely to provide. The relevance of this strategy to local communities is clearly evidenced when they contribute their own labour to constructing ecotourism facilities, as we saw in many communities (Dihamri, Homhil, Skund, Amaq, etc.).

The most important development priority for Socotra is the Zoning Plan. [The major zone for development is] the general use zone. Here we are looking for sustainable tourism, sustainable fisheries, sustainable livestock and home gardens.

- National Government

One of the most relevant projects we visited was the Triangle Home Garden project, which was planned and outsourced by the SCDP. Triangle went to great length to strategically select villages of intervention, and they began their efforts working with what is thought to be the most disadvantaged groups on the island: descendants of former black African slaves. These women and their children had suffered from severe mal-nutrition and associated anemia; one woman told us that she had only six live babies – out of 15 pregnancies. Other women in this group had similar experiences. Women from 22 of these families are now able to grow vegetables successfully, and have substantially improved their families' nutrition, as a result of the Triangle project. We visited several of these gardens, and the women were delighted with the Project and proud of their accomplishments. More needs to be done, however, to build the capacity of these women to organize themselves into women's associations, and to scale up the home gardens work.

4.3 Participatory Design

As evidenced in Figure 8 below, the overall perception of key respondents, with the exception of the local authorities, was that the Project had been designed in a participatory manner. We witnessed a substantial difference between the appointed and the elected local authorities regarding the extent to which the Project was perceived to have been designed in a participatory manner, with the elected authorities expressing a more positive view.

Local people were involved in the project design through a week-long workshop to analyse Socotra's needs, and this provided the basis for the project document. The draft project document was prepared by the SCDP and submitted to UNDP, which finalized it and invited all relevant agencies, including the government, to review and comment on it before its final approval.

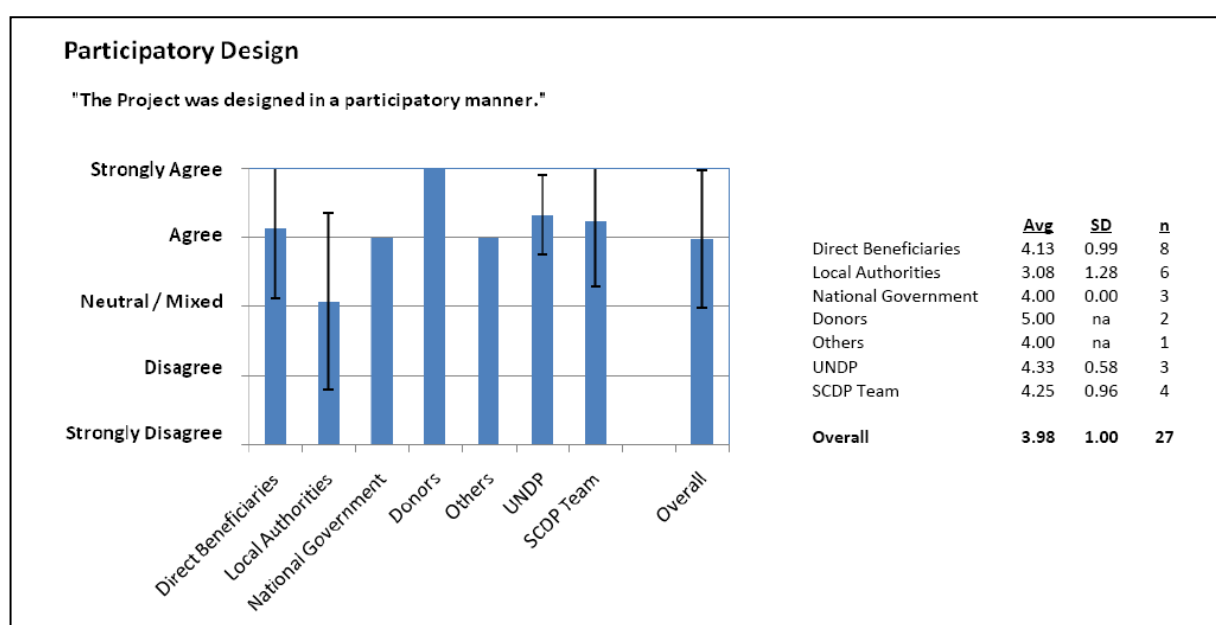


Figure 8. Was the Project designed in a participatory manner?

While there was wide agreement that the original Project was designed in a participatory manner, one major phase of the project design seems not to have been at all participatory in its approach, namely when the Project was cut from an initial budget of USD 12 million to a final budget of only USD 5 million. Several of the initial donors pulled out, and unfortunately, the activities that were to have been funded by these donors had to be cut or drastically reduced. These cuts largely involved development components.

There was no problem in the beginning with the design of the Project. Before establishing the protected area, they consulted with the people.

- Direct Beneficiary

The Project took our opinions into account – everyone's opinions. All were involved. We ourselves were strongly involved.

- Direct Beneficiary

When it was decided to downsize the Project, the consultation process was not repeated. It was an administrative decision by UNDP and the project management what to keep and what to cancel. Replanning should have been done. Instead of the dream of scaling up from the first phase of baseline studies, we ended up with a Project that barely maintained the previous activities.

- National Government

There was community participation as well as institutional participation.

- National Government

I feel that the zoning plan has been done in a really participatory manner, and the communities were involved. The design of the marine protected areas was participatory as well.

- Donor

Without working with relevant institutions and local communities we could not work. The communities are giving us a hand.

- SCDP

In conclusion, there was general agreement that the project was designed in a participatory manner, with three exceptions:

- Appointed government authorities did not feel involved.
- Stakeholders were not consulted when the budget was reduced from \$12 to \$5 million.
- Stakeholders were not consulted when the budget for the Decision Support System was dramatically increased.

4.4 Decision Support System

The Decision Support System is a computer aided tool designed to support systematic land use planning, management and monitoring. It is intended to function as a coordination mechanism to

enable the policy-maker to take informed decisions and to monitor their effects. However, the DSS is not yet used by Socotra's decision-makers.

The Decision Support System for the sustainable management of Socotra is without a doubt the most controversial aspect of the Project. While the Italian Government strongly supports this computer-based decision-making tool, virtually all other stakeholders we talked to had serious doubts as to its relevance in the context of Socotra. The essential problem is that the DSS seems to be too sophisticated for the environment in which it is intended to be applied. The end users of the DSS are the local authorities, in particular the Socotra Branch of the Environmental Protection Agency (EPA), together with other local agencies (fisheries, agriculture, local council, culture office, etc.). During the evaluation mission, the DSS was not being applied within the EPA, nor in the local resource management agencies, because of lack of capacity.

Until now, the work on the DSS has been done by a team of Italian consultants working directly with the EPA in Socotra. The DSS has focused primarily on building the capacity of the EPA. Other decision-making stakeholders have been involved, but to a lesser extent. Questionnaires filled out by the participants in the DSS training indicated the following:

- the training met the expectations of the bulk of the trainees
- all of the trainees saw the DSS as a useful tool in support of their professional activities
- all of the trainees thought they needed additional training in order to apply the DSS in their institutional activities.

During visits to the offices of the Socotra EPA and of local authorities, the evaluation team found no evidence of the DSS being used. A major obstacle is that many of the local authorities do not have electricity, nor do they know how to use a computer, not to mention how to collect data, or how to enter it in a complex computer package such as the DSS.

The Information Technology section within the SCDP was not given support or training in the DSS. Likewise, we were told by the SCDP Conservation and Research Unit that there was no active collaboration between the DSS, which is regrettable.

Using the same consulting firm as for Socotra, the Italian Government had also supported the development and application of the DSS for the Galapagos Islands. We wanted to find out how the DSS had worked in the Galapagos, and so we carried out a telephone interview with the person responsible for information technology for natural resource management at the Galapagos National Institute. According to this source:

- The DSS in the Galapagos had three components: information, technology and management. For the Galapagos, all the data for the information component was gathered in country by national experts. The technical component, however, was developed out of context, in Italy, with the result that there was insufficient interaction between the application and the place where it was used. The DSS came pre-defined, and could not be modified by the users. While the ecosystem models were said to be interesting, their application in the Galapagos did not work. The Galapagos Institute requested that the DSS be adapted to local realities, but this was not possible. Furthermore, the Institute wanted an application that could be used by all the key decision-makers involved in the management of the Galapagos. This too was not possible

because the DSS was compatible only with its own database, and could not connect with the databases of other institutions.

- The DSS in the Galapagos never went beyond the demonstration version. It was unable to address the complex system of a set of islands, with small towns, active tourism and fisheries industries, and more than 50 institutions. A major problem that was identified was that the DSS assumes causal relationships (a problem tree), but no funds were allocated to carry out the serious research that was needed to identify these causal relationships. If the causal relationships are not fully understood, one cannot have confidence in the pertinence of the decision support for land-use planning.
- Ultimately, the DSS was found to be unable to adapt to local needs in the Galapagos because of its rigid design. In the end, the Ecuadorian Government decided that, because the DSS did not address the needs of the beneficiaries, it would not be used in the Galapagos.

The DSS team in Socotra is also working primarily with the EPA, but not enough with the SCDP or with other local authorities. If the DSS is really to be **used** as a decision-making instrument for land use planning, management and monitoring, one must be very clear who the end-users are.

It is crucial that Socotra's decision-makers really own this tool and are empowered to use it. Given the sophistication of the DSS and the realities of the situation in Socotra, we are not convinced that the key local decision-makers will have the capacity to use the DSS, and we question the long-term relevance of the DSS for managing the Socotra archipelago.

The DSS aspect was a very small part of the project document, but has taken on enormous proportions.

- National Government

The DSS is a complex management tool for which Socotra is not yet prepared. It is a computer-based management system which is good for scientists. The Local Council is supposed to use it, but they don't have computers. It is premature for Socotra. The only people who can use it are a few of the EPA staff, and most of them were hired by the project. It is a good tool but in the wrong place - this application is not for Yemen. People don't know how to use computers.

- SCDP

UNDP had a more pragmatic approach – work where one is likely to get results... whereas the Italians were really focused on the scientific approach. I was surprised to meet so many Italian researchers just collecting data without any coordination with the SCDP. They sent many experts every year, putting the data in their DSS software. This was hampering the implementation of some activities.

- Donor

The DSS is not used for decision-making now in the Galapagos.

- Donor

5. Efficiency

5.1 Resources Provided to the Project

We heard criticism that too much money was spent on salaries, to the detriment of the main aims of the Project. In our evaluation experience, this is a frequent complaint. Of course, the amount spent on salaries must be carefully scrutinized, but at the same time, with a dearth of capacity, as is the case in Socotra, adequate human resources are often the limiting factor in what a project can accomplish. Our judgement is that the amount spent on human resources was not excessive, especially given the long-term view expressed in the project document (approved by the donors and the Government) that this phase was the first in an ambitious 25-year programme.

As is so often the case, there is a large gap in the salaries paid to expatriate staff and those of Yemeni nationals, and this gap has generated some resentment among the Yemeni project staff and Local Authorities. This is often an intractable issue that the administering agency tries to handle as efficiently and sensitively as possible. It is well known that offering relatively low salaries to expatriate professionals can result in: 1) not being able to recruit anyone at all with the requisite expertise, or 2) hiring an expatriate who may not be up to the job. Likewise, salary levels for nationals must be based on thorough research of the realities of the local economy, and what is paid for similar jobs in Socotra and in Sana'a. If the Project were to set local salaries too high, this would complicate any exit strategy, and would lower the chances that the Project one day could be handed over to national and local institutions and organizations.

We were told that the project staff have no health benefits. Clearly the Project wants to set salaries and benefits at a level that allows it to retain its talented and dedicated staff, and it may wish to carry out a review of all salaries and benefits at the beginning of the next phase.

It is crazy how many staff they have. The Project has become the biggest employer on the island. They more or less merged with the EPA, which can be confusing because people get two positions.

- Donor

You wonder if it is so necessary to have all these people... We never had an exit strategy.

- UNDP

Financial resources are too small relative to the needs of Socotra... People are always asking us to fill needs we cannot cover.

- SPCD

A summary of project expenditures from inception in 2004 through the third quarter of 2008 was provided by the SCDP accountant, and is presented in Annex 6.

5.2 Co-Financing

Based on the summary of project expenditures through the third quarter of 2008 (Annex 6), the relative contributions of UNDP and the Government of Italy are presented in Figure 9 below. In the project document, UNDP pledged USD 2.5 million to the SCDP, and the Government of Italy EUR 2.5 million. According to the overall actual expenditures in US Dollars (Annex 6), the Government of Italy contributed 63% of the overall project funding, while UNDP contributed 37%.

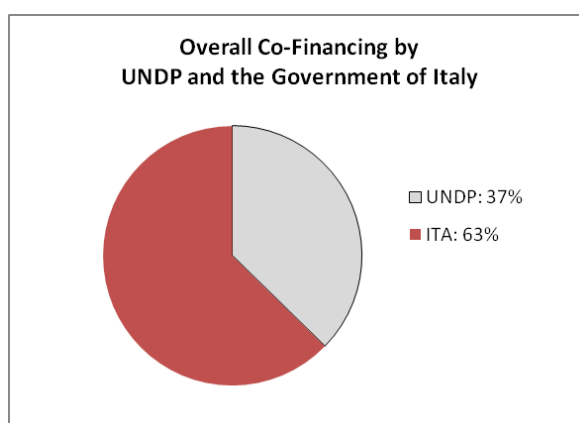


Figure 9. Overall Co-Financing of the SCDP by UNDP and the Government of Italy

Co-financing was secured from a number of other partners (e.g.: the Japanese, German, Dutch, UK and US embassies; GEF; FFEM; Socotra Conservation Foundation) for various specific activities such as ecotourism, support to associations, solid waste collection, scholarships, feasibility studies, bee-keeping, etc.

5.3 Cost / Benefit

We asked the stakeholders to what extent they agreed that the Project is achieving results at a reasonable cost (Figure 10 below). Again, with the exception of the donors, the average opinion of all the respondent groups was slightly positive. It would seem, the more people knew the Project, the more they found it cost-effective.

It seems as though most results have been achieved at a reasonable cost. Our impression is that, overall, the project has accomplished a tremendous amount with a relatively modest budget.

From the activities we have seen, we think it is cost-effective.

- Direct Beneficiary

The budget was quite small compared to the ambitions of the Project.

- Donor

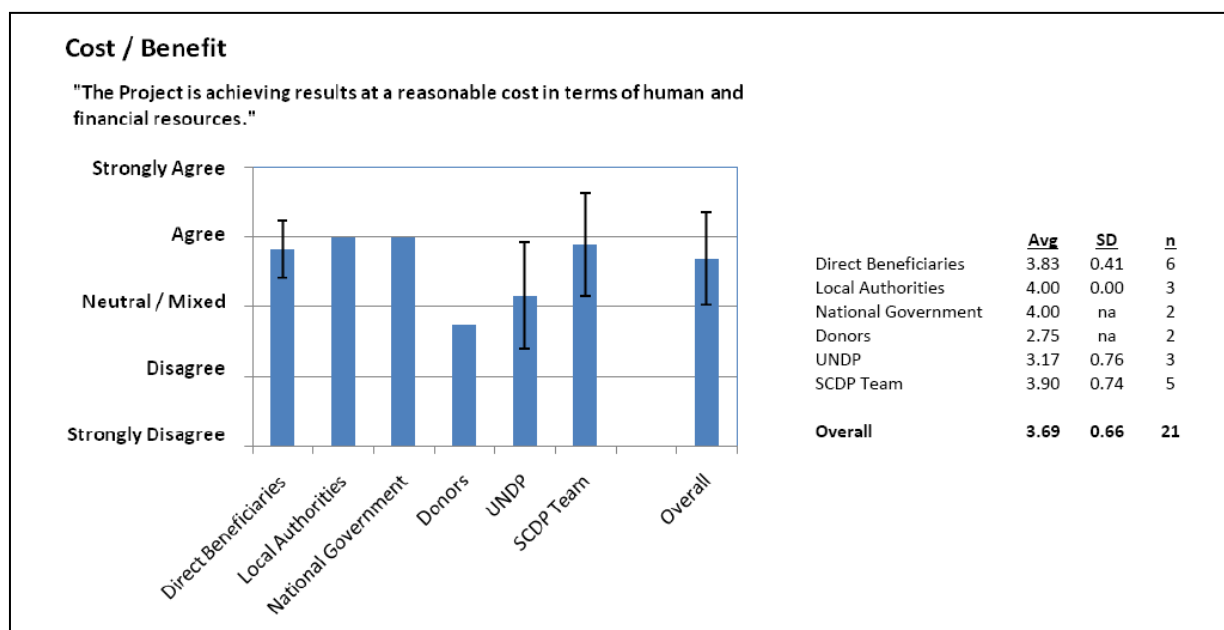


Figure 10. Has the Project achieved results at a reasonable cost?

The major exception to this is the DSS component. Annex 7 presents an analysis of the overall expenditures on the DSS over the lifetime of the project, according to UNDP's financial reporting system. Although only USD 75,000 was anticipated for the DSS in the project document, the initial budget for the DSS activities amounted to USD 112,440. Expenditures for the DSS over the four-year period (USD 144,138) exceeded the budget by 28 per cent, and yet the DSS still has not yet produced the results anticipated. Furthermore, we were told that the project financial reports do not reflect the full costs of the DSS.

In five years we should have a completely designed DSS system, which we do not. We are still in the beginning, still explaining it to the authorities. We should have achieved these results, but have not.

- Donor

6. Effectiveness

6.1 Degree of Implementation of Project Activities

In the absence of an ongoing project monitoring system to track the achievement of project outcomes and results, we carried out an Effectiveness Workshop with the Heads of the project Sections to document project effectiveness at the output / activity level. The detailed results of this exercise are given in Table 1, which records for each activity planned whether it was: not achieved, partly achieved, mostly achieved or fully achieved. Then the level of implementation recorded in Table 1 is summarized afterwards in Figure 11.

Table 1. Extent of Implementation of Planned SCDP Activities

Activities (Activities planned in the project document)	Not Achieved	Partly Achieved	Mostly Achieved	Fully Achieved	Status / comments
Component 1. Supporting the “Engines of Growth”					
1.1. Capacity of the EPA/MOWE Socotra Branch improved to implement CZP, EIA, PAM, ecological monitoring, awareness raising and resources use and management					
1.1.1 Training needs assessment				X	Full report is available.
1.1.2 Develop and implement a capacity building programme for EPA/MOWE Socotra Branch		X			50-60%
1.1.3 Mobilize additional funds for scholarships			X		More than \$200k raised
1.1.4 Undertake on-the-job training on site			X		
1.1.5 Upgrade and/or replace equipment and vehicles		X			This has lagged behind due to ins lack of funding due to budget revision
1.2. EPA Protected Areas Programme enhanced and operational					
1.2.1 Implement of Management Plans in four pilot protected areas of Dihamri, Homhil, Datwah lagoon, and Skund			X		Problem in Dutwah due to conflicts over land ownership
1.2.2 Select new pilot sites for protected areas, compile essential baseline data and secure agreement with local communities				X	Five done: Rosh, Shu’ab, Timrah, Ayaf NP, Ablahl NP
1.2.3 Develop three new management plans				X	Three done: Rosh, Shu’ab, Ayaf NP
1.2.4 Develop and install essential visitor facilities in pilot Protected Areas				X	Dihamri, Skund, Rosh, Homhil, Amog NP

1.2.5 Review and update legal instruments to regulate PAM, EIA, import and export of biological materials, access to bio-prospecting and revenue generation and revenue sharing mechanisms in the tourism sector		X			Done: partly for PAM, partly for EIA, mostly for import/export, nothing further on bioprospecting, no legal instruments yet on revenue sharing.
1.2.6 Develop and enforce law enforcement mechanisms in consultation with local communities			X		There is an increase in need for law enforcement. Examples: turtle protection mechanisms. Working at many levels on law enforcement. A lot of attention paid to this. Project does not always get the cooperation of the police.
1.2.7 Up-grade and implement a management-oriented Biodiversity Monitoring Programme				X	
1.2.8 Set-up and operate meteo and water-wells data collection network				X	Done in Hadibo. Extended: collected data from 4 new wells in Qalansiya.
1.2.9 Consolidate EPA's Education and Awareness Programme				X	But more still needs to be done.
1.2.10 Set-up EPA's Environmental Impact Assessment (EIA) Unit and enhance its capacities		X			Unit established but capacity still needs to be built.
1.2.11 Develop training courses and manuals on terrestrial nature, caving, marine (sport fishing, diving, boat handling), and archaeology and culture guides			X		Training for terrestrial nature, caving, diving, birds, culture. Manuals for birds, plants, caves, fishing.
1.2.12 Provide training for local stakeholders (community leaders, hotel staff, drivers, and tourism police) in management and service provision for eco-tourism				X	
1.2.13 Organize awareness raising workshops for government officials on the island			X		Done for Local Council, Agriculture Department, Fisheries Department. In the Agriculture Department we support Triangle project for four years. Difficulty: staff changes – need to renew training programmes regularly. One can't expect that the whole local administration of Socotra is trained through a project based in EPA. Need a realistic approach to this. Different perspectives: fully achieved from the project viewpoint, only partly from the local administration viewpoint.
1.2.14 Support local entrepreneurs in acquiring basic professional skills and capacities to partner with external tour operators			X		
1.2.15 Develop Socotra Ecotourism Society (SES) as main locally-based supplier of ecotourism activities on the island through professional training, promotional activities and technical			X		

advice					
1.2.16 Enhance capacities of PAM Unit in protected area planning, management, monitoring and community mobilization				X	Capacities have been enhanced far beyond the PAM Unit.
Component 2. Community Mobilization & Development					
2.1. Access to safe drinking water increased					
2.1.1 Identify areas for appropriate water management systems based on community consultation, Decision Support System and on ground experiences				X	Done, based on community consultation and field work. DSS not yet functional.
2.1.2 Develop water management systems including i.e.: natural water springs from caves with pipes and small reservoirs/ rehabilitation of existing kareefs / new kareefs				X	60 water management systems developed.
2.1.3 Train national personnel and local contractors to supervise and implement construction of water harvesting systems	X				Support but not training provided.
2.2. Food security improved through home gardens and improved self sufficiency					
2.2.1 Support the upgrading home gardening and cultivation of vegetables within and around protected areas, through provision of training and initial equipment, seeds and materials				X	11 areas selected 2004-2005 for home gardens, and all are fully operational. Starting in 2006 the home gardening program was handed over to Triangle, who selected 5 areas.
2.3. Malaria programme extended to protected areas					
2.3.1 Develop and implement awareness campaign in and around protected areas, in support of the ongoing malaria control programme				X	Worked in and around PAs, and in Hadibo, and funded malaria campaign. Before the project 80% of cases in the hospital were malaria – now only 2-3%
2.3.2 Conduct a baseline survey of malaria incidence, water bodies status, mosquito population and community awareness level in and around pilot protected areas				X	Project education team worked closely with the medical staff. Report of baseline study not available in project office. This activity not appropriate for the SCPD. Report available from the malaria programme.
2.3.3 Support the extension of government malaria control programme in and around protected areas				X	
2.4. Community health facilities and services upgraded in Hadibo and in proximity of protected areas					
2.4.1 Assess capacities and equipments of health units in the proximity of		X			Mobile Clinic responds to priority needs around PAs, but assessment

protected areas and identify gaps and needs					per se not done.
2.4.2 Provide essential equipment, furniture and basic renovation for selected health units in the proximity of protected areas				X	Selected 6 out of 12 health clinics island-wide to be rehabilitated, in addition to the Hadibo Hospital.
2.4.3 Consult with health facility committees and support their operation as appropriate	X				Worked with Red Cross and Red Crescent.
2.4.4 support the extension of district health systems to four health units				X	More than achieved: done for the 6 health units selected.
2.4.5 Assess capacities and status of essential equipment and premises at Hadibo Hospital				X	Report not done, but consulted with Director of Health Office and consultants and medical specialists.
2.4.6 Support the mother & child care unit of the Hadibo Hospital with a full-time specialist for 3 years				X	Russian gynaecologist has been working for five years, resulting in many lives saved.
2.4.7 Train four local staff on mother and child care				X	More than achieved: 12 midwives trained in Hadibo.
2.4.8 Enhance primary health care services at the Hadibo Hospital through provision of basic interior renovation and essential equipment				X	The entire hospital was renovated, and equipment provided.
2.4.9 Support the Mobile Unit programme operated jointly by MOH and EPA in provision of primary health care Services				X	Fully supported the Mobile Clinic with salaries for doctors, laboratory equipment for tests in remote areas, medicines, etc. Brought the Red Cross to Socotra. Mobile Clinic was handed over to the Red Cross.
2.4.10 Support mobile units to promote education and awareness raising among communities covering primary health, water management, and environmental issues in an integrated and systematic Fashion				X	Each time the Mobile Clinic went to remote areas, education and awareness training was conducted as well. Lesson: this was a very effective way to get environmental messages across to local people.
2.4.11 Provide mobile unit with essential audio-visual aids and awareness materials				X	Mobile Clinic had a video and leaflets.
Component 3. Local Governance & Resource Mobilization					
3.1. Capacity of local government in Socotra improved					
3.1.1 Develop and Implement a Local Authorities Capacity Building Programme including training on participatory strategic planning, budgeting and monitoring and evaluation				X	Collaboration with the Decentralization Project. Training has been done, but it needs to be continued.
3.1.2 Upgrade District Governments' offices & facilities				X	5 offices renovated in the Local Authority building and provided with furniture, generators and equipment in the two districts. Funding

					handed over to the Decentralization Project (DLDSP)
3.1.3 Enhance DGs' level of cooperation with regional and central government				X	DG received training in Jordan on conservation and PAs, and also on PAs in Hudida (Bora'a).
3.1.4 Set up structures and procedures for systematic involvement of communities in DGs decision making process & development of District Plans	X				3 workshops done, but communities not systematically involved in decision-making. DLDSP trained local councils in this.
3.1.5 Support the external independent financial and social auditing of district accounts and assess capacities Developed	X				Socotra is a pilot for the DLSDP. This is an issue that is better addressed by the DLDSP. Project is working through the Local Council on this.
3.2. Local development benefits delivered by local governments in Socotra					
3.2.1 Finance Local Governments' Delivery of Infrastructure and Services			X		Project was able to obtain financing from various sources.
3.2.2 Assist Local Governments to Promote Local Economic Development and Environmental protection in their jurisdictions		X			Project established associations to promote environmental and development priorities.
3.3. Capacity of the central government to steer and support the development of Socotra improved					
3.3.1 Build the professional capacity of the SCDP Coordination Unit in Sana'a			X		N.B.: The idea of a Coordination office was replaced simply by the Sana'a office, whose role is logistical support to the Socotra office, financial administration, public relations, and policy.
3.3.2 Develop proposals for a wide range of additional conservation and development elements of the programme in the island and mobilize resources				X	The two follow-up projects: the GEF project and the French Marine Programme, for a total of \$4.5 million. And a number of smaller proposals submitted to various embassies, and 10 proposals to Small Grants Programme. 2 solid waste proposals, 4 ecotourism proposals, the SCF proposal, Red Cross proposal, Triangle proposal, solar energy proposal, honeybee proposal.
3.3.3 Report on programme performance			X		There has been a struggle with the format of the report. Recommendation: simplify and standardize the format and make it compatible with the project document. Project had a double reporting burden with the additional Operational Plan reports.
3.3.4 Up-grade and manage SCDP Website			X		Text of website needs scientific review. Marine, birds, project contacts, maps updated. More to be done on scientific input.
3.3.5 Provide secretariat services for the SCDP Advisory committee	X				Advisory Committee never met. The Minister has organized a de facto committee on important issues for Socotra, and the project has played an important role in assisting the Minister.

3.3.6 Promote Socotra issues among stakeholders and donor community at national and international level				X	Facilitated coverage by international TV and journalists.
3.3.7 Produce and disseminate programme reports and documentation				X	
3.4. Decision Support System (DSS) in use at central and local level.					
3.4.1 Develop an integrated Decision Support System (DSS)		X			6 workshops done, but DSS not yet operational. Programme started late. Only partly achieved despite ten-fold increase in project budget.
3.4.2 Set up mechanisms and procedures for use and application of the integrated DSS by MOWE/EPA, SCDP CU and DGs		X			Data collection started on ecotourism and marine, but DSS not yet used for decision-making.
3.4.3 Train national staff on use and application of the integrated DSS		X			6 training workshops with stakeholders, but much more needs to be done for the DSS to be appropriated by stakeholders. DSS requires high-level capacity, which is not available among stakeholders.
3.5.1 Develop and implement the Socotra-Galapagos professional staff and government officials exchange and training programme	X				The donor asked the Project not to start this activity until further notice. The Project did initiate a note on what could be done, but no feedback received from the donor.
3.5.2 Report on the Socotra-Galapagos initiative achievements at national and international level	X				

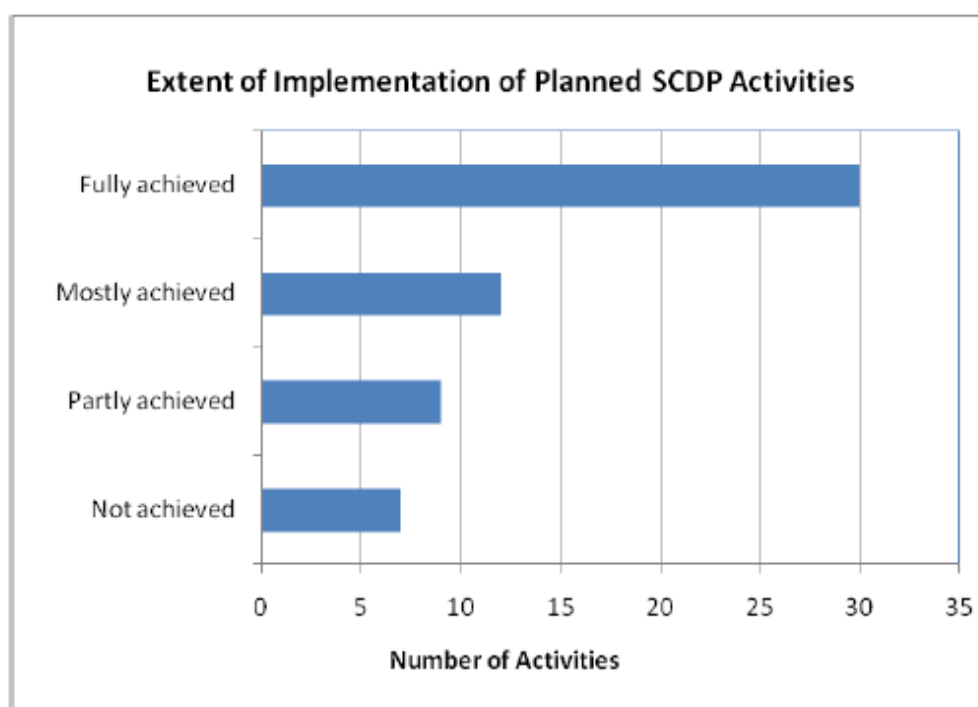


Figure 11. Extent of Implementation of Planned SCDP Activities

As shown in Table 1 and Figure 11, there was a good level of implementation of the activities planned for the SCDP. In addition, as the Project evolved, other activities were added, for example in support of:

- health surveys and the work of medical volunteers
- the alien species programme
- the road programme
- the nursery and the work with the Royal Botanic Garden of Edinburgh
- marine research at PERSGA in Saudi Arabia
- the grazing programme
- the World Heritage listing
- the Ramsar site designation of Dutwah Lagoon
- the Small Grant Programme
- the Amoq campsite (not a pilot PA).

6.2 Extent of Achievement of Target Outputs

The analysis presented in Chapter 6.1 on the extent of implementation of project activities was based on the document review and on data provided by the Project Team. To verify the effectiveness of the SCDP, we also asked other stakeholders to what extent they agreed that the Project had achieved its target outputs (Figure 12 below).

As can be seen, overall the key informants, with the exception of the donors, were positive about the extent to which the Project achieved its target outputs.

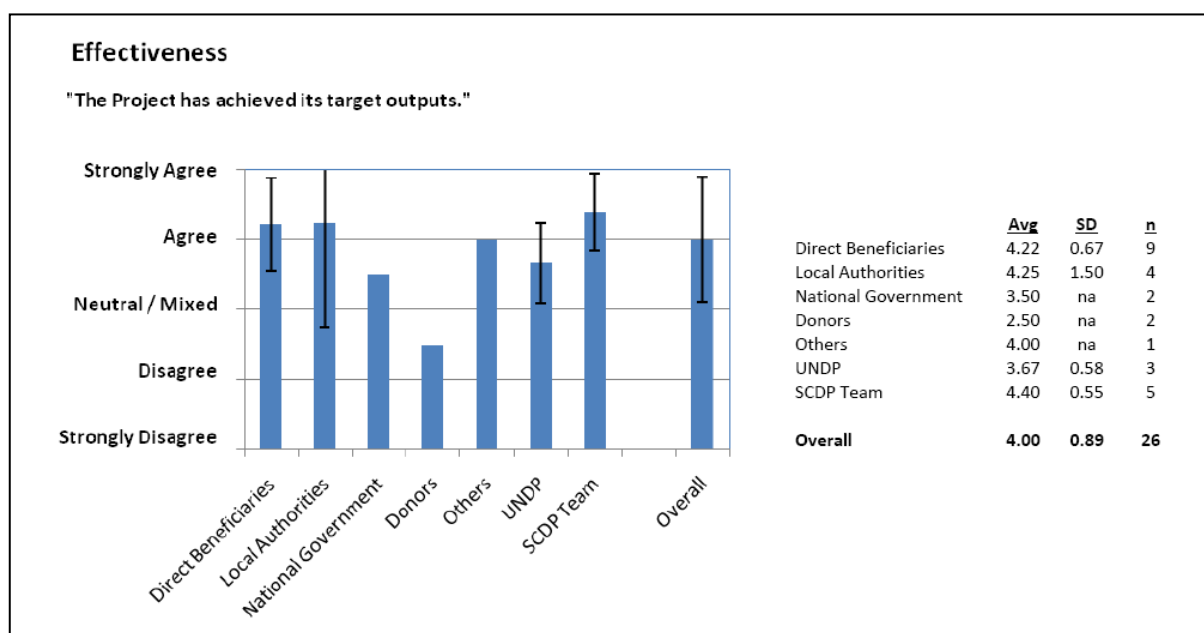


Figure 12. To what extent has the Project achieved its target outputs?

Disappointments

In any project there are bound to be disappointments, and the SCDP is no exception. Following are some of the most salient comments we heard about disappointments of the Project:

The awareness programme was developed very well in the beginning, but it became monotonous, not creative – like a curriculum. So I question this.

- National Government

The main Project was to set up the protected areas according to the zoning plan. They only did four protected areas. One is not working well because of tribal conflicts, so they did just three protected areas in five years, which is not much.

- Donor

The most important role of the project office in Sana'a was resource mobilization, but this never happened.

- UNDP

Poaching of marine resources remains a problem.

- SCDP

The DSS was originally budgeted for \$75k – now it is \$450k plus the direct project costs [of the DSS] – which makes it easily come to \$600k or \$700k. The DSS became a main focus in 2006, and so other aspects of the project were cut back [and less was achieved]... When the DSS started, the old part of the project continued on, but without the resources required.

- SCDP

The ecotourism camps under construction in Skund PA are an example of difficulties in project implementation. In the past, Skund PA, high in the mountains of Socotra, received only 100-150 tourists per year. The number of tourists was expected to increase dramatically with the construction of ecotourism camps to house them. Unfortunately, the camps were not able to be finished on time for the 2008-2009 tourist season – because of delays on the part of the contractor in getting materials transported to this remote site on roads washed out by rain. On the other hand, these camps are quite attractive (Figure 13), and hopefully will prove successful for the communities in Skund in the 2009-2010 tourist season.



Figure 13. Ecotourism camp built with a GEF small grant, Project funds and local labour, in Skund Protected Area (photo © Meg Gawler / ARTEMIS Services)

We were able to observe that the waste treatment programme in Qalansiya has not gone as well as had been hoped. The person responsible for garbage collection had hired ten people, but they had not received their salaries for nine months, and the garbage collection was not being carried out as it should (Figure 14).



Figure 14. Ongoing problems with solid waste, Qalansia
(photo © Meg Gawler / ARTEMIS Services)

Many of the local officials with whom we spoke were disappointed that the Project had not done more in terms of community development. Given the enormity of the needs for basic services, it has sometimes been difficult for the Project to manage expectations.

In particular, officials in Qalansiya felt that their town was deprived and neglected in comparison to Hadibo.

Factors that impeded the production of outputs are discussed in Chapter 7 under Challenges in Project Implementation.

Successes

We witnessed some extraordinary examples of capacity building – several men from the island began working with the Project in its previous phase, received well-targeted training, and have since become extremely competent and dedicated conservation professionals, integrated into the Socotra Branch of the EPA or other local institutions.

In line with developing the ecotourism engine of growth, the Project has trained 42 English-speaking Socotri in fauna, flora, trail design, etc. in order to become tour guides (they were all men as Socotri women are not allowed to accompany tourists). Local communities have been trained in hosting tourists (cooking, hygiene), and 45 drivers have been trained in safety, car maintenance, cleanliness, fauna and flora. In addition, the Project has supported the Socotra Ecotourism Society in carrying out

their activities. The Project has also promoted tourism marketing strategies, bringing in TV teams. There has indeed been a dramatic increase in the number of visitors to the island in the last few years.

The marine programme has been particularly successful in changing harmful fishing practices (see Section 8.3 below). It now has a subtidal monitoring programme with 11 permanent sites covering all the islands of the archipelago. The SPCD also implements a coral monitoring programme to describe the coral cover, using the GCRMN protocol. The marine section is also carrying out a comprehensive monitoring programme for major fish species.

I am very satisfied. We survived. And the fact that we succeeded in listing Socotra as a World Heritage site is a big achievement.

- National Government

The successes of the SCDP are discussed further in Chapter 8 below on the project impacts.

7. Implementation and Management

7.1 Appropriateness of Implementation and Management Arrangements

The original concept of the SCDP management structure is illustrated in Annex 8, which has since been modified to combine the positions of PA Specialist and CTA. In our opinion, this structure is in line with the objectives and needs of the Project. How well it works in practice has more to do with the skills of the project managers than with the structure itself.

Often, one of the difficult issues in a project such as the SCDP is defining – and implementing – the appropriate role of the Chief Technical Advisor. The CTA is often recruited internationally, and must have a high degree of cultural sensitivity. As defined in the Terms of Reference, the CTA reports to the National Programme Manager, and assists him/her in the day-to-day management and supervision of all components of the Project, both in Sana'a and in Socotra. Our assessment is that the position of the CTA could be better defined by:

- devolving the management responsibilities in Socotra to the Site Programme Manager
- reinforcing the “technical advisor” aspect of the position
- better defining what management skills and experience are necessary for the CTA.

We were provided with copies of the project workplans in the format imposed by the donor, but frankly we were unable to interpret them. We were then told that, in fact, of everyone involved in the Project, only two people were able to understand and use the workplans. A simplified format would be welcomed by the Project.

On the other hand the project six-monthly reporting format seems to have been over-simplified – reduced to a checklist of activities carried out. This is of course useful, but should probably be annexed to a more strategic report, which would focus on the key results achieved during each reporting period, with emphasis on successes, difficulties, and learning. Stories would be helpful for

developing communications materials. It may be useful for each Section to tell a story every six months on the single most significant change that happened in the context of their work.

One of the most problematic areas of the project management was the frequently changing execution and implementation modalities required by UNDP and the Government of Italy. We were told that during this phase of the Project, there were: three changes in the required format of the project workplans; two changes in the budget formats; several changes in the project budget lines; and two changes in the reporting format.

We did hear some criticisms of the implementation and management arrangements, for example:

If the project management were linked with the Local Authorities, it would be more appropriate.

- Direct Beneficiary

To improve the implementation and management, we would have needed more resources and less conflict.

- National Government

What they do is make reports on activities, not results. They need to focus more on results.

- Donor

The staff on the island need someone to [encourage] them. There are some amazing people. But they are left alone. Long-distance management does not work. People in Socotra have been working without management.

- UNDP

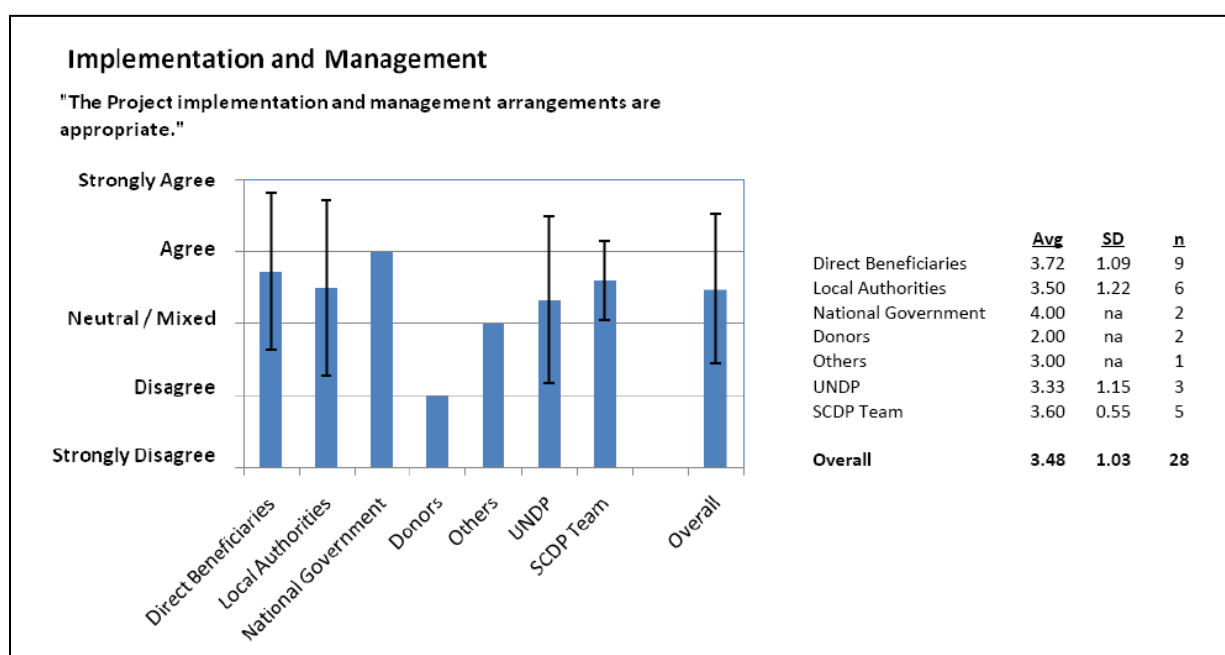


Figure 15. How appropriate are the Project implementation and management arrangements?

Nevertheless, as shown in Figure 15 above, with the exception of the donors, the overall perception of key informants was somewhat positive that the project implementation and management arrangements had been appropriate. The major donor did find fault with the project accountability, supervision, implementation, management and financial reporting. The strong criticisms of the donor, however, were not reflected in the overall responses of the other stakeholders.

For the Project here in Socotra, the management is very good. They have good communications with the people. They can convince them.

- Direct Beneficiary

7.2 Assessment of Project Monitoring and Evaluation System

As discussed above in Section 4.1, there was no real monitoring and evaluation plan in the project document. Furthermore, although evaluations were anticipated in the project budget, no resources were specifically allocated for project monitoring.

On the other hand, the DSS component did include a systematic planning, reporting and documentation process, as evidenced in the DSS reports (see Annex 2).

Our assessment of the Strategic Results and Resources Framework in the project document is as follows:

- ✓ The project objectives (or strategic results) are relevant and focused, although they are mistakenly labelled “Intended Outputs” in the framework; they are in fact more strategic than the term “outputs” would imply.
- ✓ The baseline situation for each project objective is given.
- ✓ The specific targets for each objective are useful.
- ✓ The indicative activities are appropriate.
- ✘ The indicators tend to be at the activity level, and do not provide a basis for measuring real change with respect to the project objectives (strategic results).

If it had had outcome-level and results-level indicators, the Strategic Results and Resources Framework could have been used as the basis for a project monitoring system. However, no monitoring system was put in place to track progress at the outcome and results levels. Likewise the technical six-monthly reporting format unfortunately encouraged the Project Team to focus on the activity level rather than on the longer-term results.

Monitoring of higher-level indicators requires resources in terms of expertise, time and money. Our sense is that the Project did have the expertise needed for outcome and results monitoring, but not only was there was no system in place, but the time required for effective monitoring was not woven into the work plans of the Section leaders, nor was funding for project monitoring anticipated in the budget.

Likewise, there was no project evaluation plan. The mid-term evaluation, which had been budgeted, was never carried out. An external monitoring mission was commissioned by the Government of Italy

in 2007, but the Project never received the report, and thus could not benefit from what was learned during this exercise.

Thus M&E information, which could have been used to improve project management or to document learning, was not systematically generated during the lifetime of the Project.

7.3 Adaptive Management

Our impression is that, in spite of the lack of a systematic approach to monitoring, the SCDP tried its best to practice adaptive management, but this was hindered by the reactions and requirements of the donor. Based on the realities of the field, and the pace of achievement of the different elements of the workplans, the Project proposed six-monthly workplans and related budget revisions to UNDP. Unfortunately, these had to be approved not only by the agency responsible for project administration (UNDP), but also by the donor (the Government of Italy), which sometimes took months to respond. It is our feeling that appropriate and realistic efforts by the SCDP to practice adaptive management were in fact hindered rather than helped by the donors.

The Project benefited from being based on a good project document. It is not surprising, however, that the situation changed and new needs arose in the time between when the project document was written and when the Project was implemented. The SCDP was right to try to respond to the realities encountered during implementation, and we congratulate UNDP on its support for an approach based on adaptive management rather than on rigid adherence to the original work plan. We feel that the SCDP and UNDP struck the right balance in being faithful to the original aims of the Project, while at the same time ensuring that the Project responded to the realities on the ground. Had the Project not done this, important opportunities would have been lost.

7.4 Project Supervision and Support

Our sense is that the Project could have achieved more with better supervision and support.

As discussed previously, strained relations and lack of trust between the Italian Government and UNDP have greatly hindered the implementation of the project. Stakeholders across the board expressed concern about this situation.

Delays by the donor in approval of workplans – and subsequent delays in getting funds to the Project – have had a negative effect on project implementation, especially since 2006.

A number of issues were raised with regard to the support and supervision provided by UNDP. Although there is a dedicated point-person responsible for liaison with the SCDP at the UNDP Country Office, in practice there was sometimes confusion within the Project Team about whom to liaise with, since different levels of Country Office personnel responded to different issues in the Project. It seems there were sometimes problems of information flow within the Country Office. According to SCDP managers, they have never received written feedback on the reports they

submitted to UNDP. It would seem that the UNDP Country Office could provide more active supervision, as well as greater technical and management support to the Project.

7.5 Participatory Project Management

As shown in the graph below, the views of key informants overall – with the exception of local authorities – tended to be somewhat positive that beneficiaries and stakeholders had influenced the management of the Project.

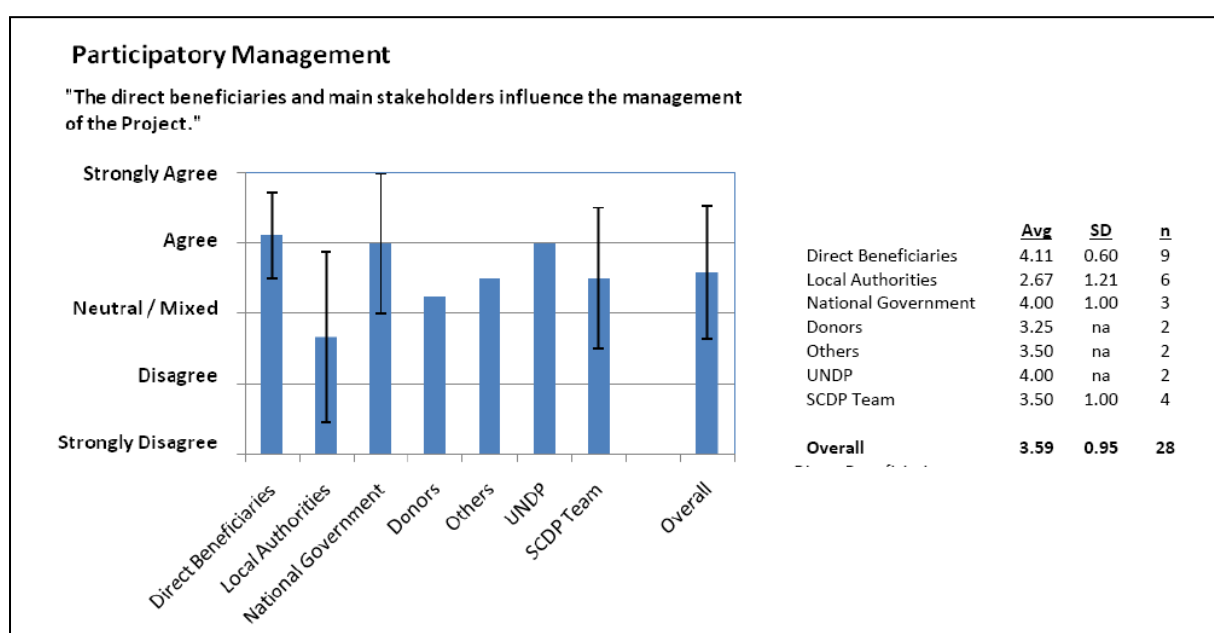


Figure 16. Have the beneficiaries and stakeholders influenced the management of the Project?

We heard a number of comments that, as a result of discussions starting in 2006 between the Italian Government and UNDP, the Project became donor-driven. This was an unfortunate reversal of the exemplary process that was carried out during the initial project design.

Below is a sampling of comments from various stakeholders. Women were particularly pleased to have a voice in the management of the Project.

The Project could move from 50% to 100% achievement if it involves local people more.

- Direct Beneficiary

The Project does not show us its budget... Our influence is limited, but we give them ideas and plans, and they are covering us... The Project built our capacity as an organization.

- Direct Beneficiary

The coordination with all stakeholders has been very weak. The EPA works independently. They are like a small government. They are doing everything by themselves without coordination with local authority. The EPA and SCDP are doing ... activities without consulting with us. When the Local Authorities want to make an intervention here, the project does not respond... In the beginning we agreed that the Local Authority should have a say. At the beginning they asked our opinion, but after that we did not hear anything from them... They are in one valley and we are in another valley.

- Local Authority

If there are problems, the Project tries to intervene and solve the problems. I strongly agree that the beneficiaries influence the management of the Project. Our concern is how to support the Project in achieving its goals.

- Direct Beneficiary

We want the people from Socotra to be targeted and to take the lead... I recommend building the capacity of staff in all the Local Authorities, not just certain ones.

- Local Authority

We are participating in the management of the Project in conducting workshops for women.

- Direct Beneficiary

I was a member of the Local Council and was involved. There was transparency. They told us about the project budget, how much was for development, etc.

- Local Authority

Our relationship with the Project is wonderful.

- Local Authority

7.6 Challenges in Project Implementation

As discussed above, the Project was seriously hindered during the last two years of implementation by the deterioration in relations between the two major donors: the Government of Italy and UNDP. This was most unfortunate. According to the stakeholders we spoke with, severe implementation problems were encountered as a result of long delays by the Italian Government in approval of the project workplans. The seriousness of this problem cannot be overstated. Delays in approval of the workplans meant that SCDP staff in Socotra went for several months without receiving their salaries! Many projects and activities have not been carried out simply because of these major inefficiencies in the prompt transfer of funds. It seems that the problems raised by the SCDP Team, in particular the late replenishment of project funds, were not taken up.

The most damaging thing was the entanglement between the two major donors.

- National Government

There have been problems between the two major donors. Since the beginning they had a very different approach.

- Donor

We wish the situation between the donors would be more coordinated; we need a clear agreement between the donors. The donor coordination meeting was supposed to take place in September [2008]. We still don't know when it will be.

- Donor

One hand cannot work – we need all the hands to work together.

- SCDP

In December 2007 we submitted the workplan for 2008. It was discussed with the Italian government. I thought an agreement had been reached in September 2008, but [at the end of November] as far as I know, the 2008 workplan is still not approved! So you are not working at full speed; you have relatively high overheads in terms of personnel and expenses, and people cannot take on new activities.

- SCDP

After 2006, we suffered from not getting funds. Whenever we wanted to make activities, we were told we did not have funds.

- SCDP

In any next phase of the Project, both UNDP and the Government of Italy must confront and resolve these issues, so that the process for approval of both reports and workplans is greatly streamlined, and supportive to effective project implementation. Both donors must work together with the Project Team to define to the satisfaction of all where to draw the fine line between proper supervision and management on the one hand, and micro-management on the other.

Another hindrance to implementation is the lack of communication, and even conflict, which sometimes arises among different ministries and different Local Authorities. We did witness this during our mission.

Now we are getting support from the District Authorities. But we need more.

- SCDP

Also the change of management, created some problems. Frequent changes of managers led to instability.

- SCDP

In addition to the changes in the management structure during this phase, the physical isolation of Socotra created both logistical and management hardships. Questions were often raised about the complexity of the management structure when the National Project Manager and CTA were based in Sana'a rather than Socotra. On the other hand, the Sana'a office played a crucial role in the Project's successful policy work and in mobilizing resources.

8. Impact

8.1 Developing Capacity of Direct Beneficiaries

As evidenced in the graph below, there was solid agreement among the stakeholders that the Project has built the capacity of the direct beneficiaries.

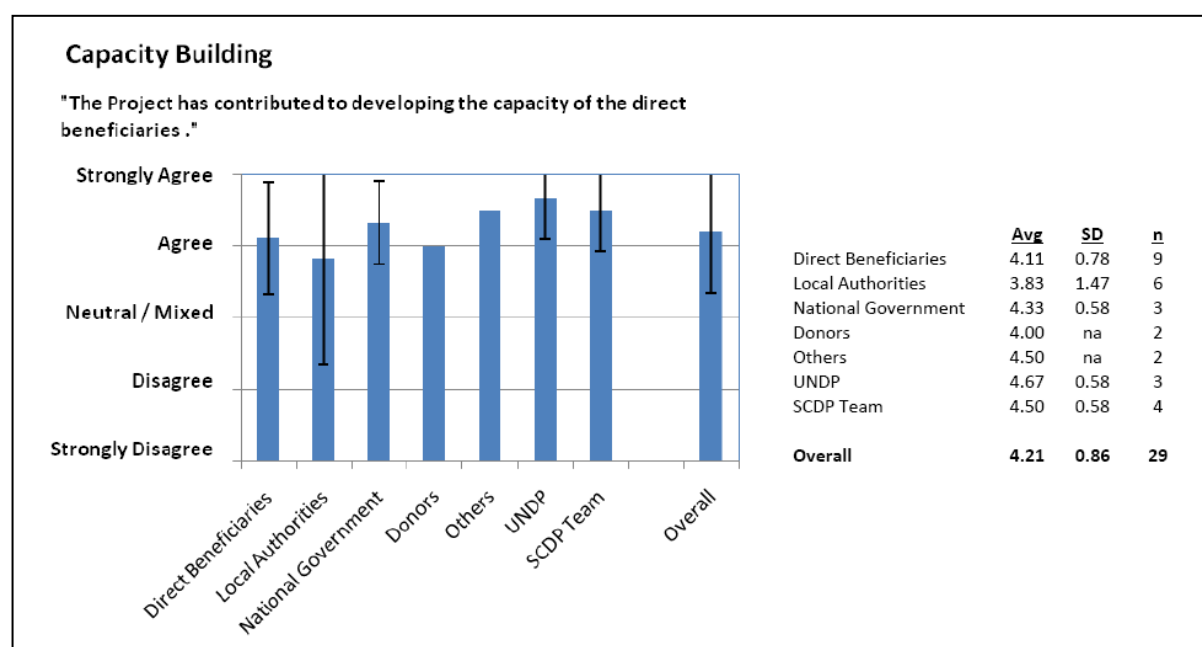


Figure 17. Has the Project contributed to developing the capacities of the direct beneficiaries?

The people linked with the Project have benefited a lot from it, and their capacity has been increased.
- Direct Beneficiary

Capacity building is the biggest achievement of all. I am proud of the capacity building for the Yemeni mainlanders and the Socotri. When the project started, no one on the island had seen a telephone, or a computer, or spoke English. Now there are probably more Socotri per capita who can speak English than in any other rural district in Yemen. The Project trained 25 ecotourism guides, who are now making good money. It is rare to see tourists managed by locals.
- National Government

The Project has made very good progress in institution building. Now we have a very strong EPA branch in Socotra compared to other areas – it is one of our best branches.
- National Government

They should have trained people on the philosophy of the project – to get them to understand that they are in a very delicate environmental area, and so they have to think of the effects of any project on the island in a more global way.

- Donor

I was surprised to meet some beneficiaries who had learned quite a lot of things concerning the conservation of the island, even English language. Many are now able to communicate in English.

- Donor

The Project has also built the capacity of the Local Authorities through the DLDSP – this is also building capacity for the future.

- Other

We have done a very good job on capacity building. Professionalism is high in the EPA office in Socotra compared to other branches of the EPA, or with other government offices. In the EPA they have become quite skilled.

- SCDP

8.2 Conservation and Development Impacts

We asked the stakeholders to what extent they agreed that the Project will contribute to long-term positive effects for people and nature.

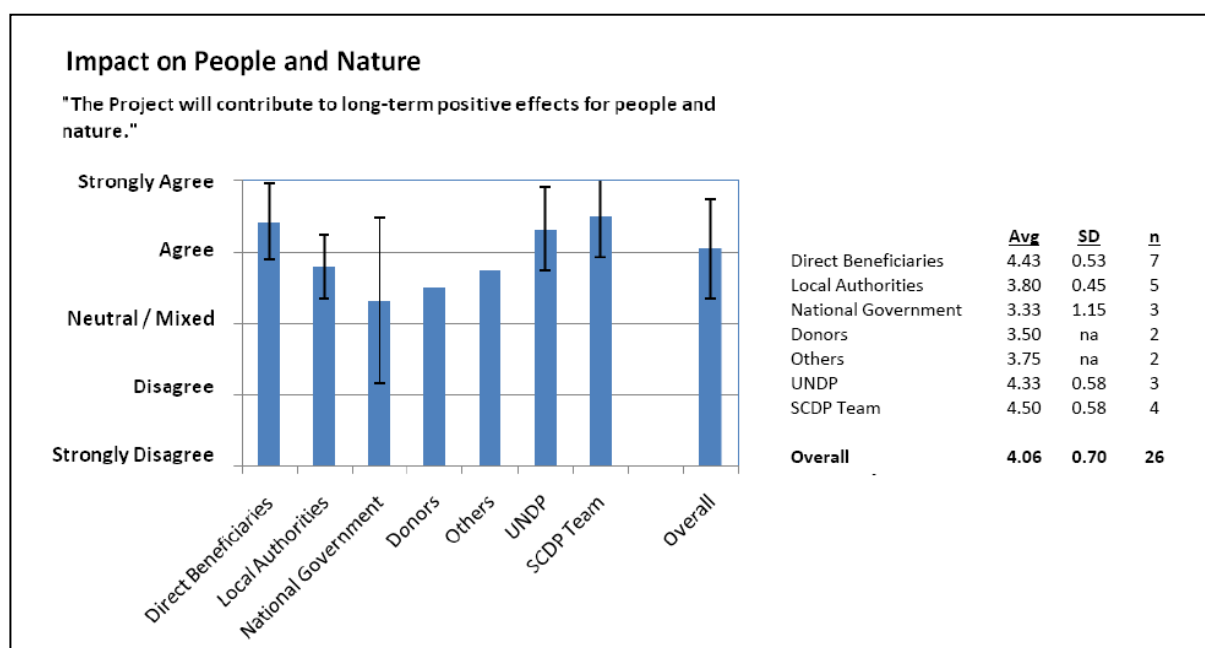


Figure 18. Will the Project contribute to long-term positive effects for people and nature?

As shown in the far-right column of Figure 18 above, on average key respondents overall agreed that the Project will contribute to long-term positive effects for people and nature.

Some examples of the SCDP's conservation impact include:

- ✓ A ban on sea-cucumber fishing by scuba-diving; however, estimations are still needed for the stocks of the eight species of sea-cucumbers
- ✓ A ban coral mining
- ✓ A voluntary shift in lobster fishing practices from nets to traps in order to protect females and juveniles. The Project has worked with six fishing companies, has distributed 3000 traps, and has convinced fishers to stop fishing females and juveniles. Now fishers will tell the local authorities if one of their colleagues uses the old, harmful method (a net) to fish lobster.
- ✓ A substantial increase in the number of nesting loggerhead turtles from 1999 to 2007. However, the turtle monitoring programme had limited success when it was turned over to local people.

It should be noted that since Socotra's "engines of growth" are nature-based tourism and sustainable fisheries, conservation impacts also lay the foundation for subsequent development impacts.

The Project taught the fishermen to change from using nets to traps; then the fishermen can separate the males and female lobsters, and return the females. This has increased the number of lobsters, so the fishermen are happy with this. Fisheries are our main resource.

- Local Authority

The Project has been effective in managing change, by empowering the communities, and by delaying things. The well-being of the island is really linked to the protection of the environment. Without the environment, the people will not have resources, and you will end up with a rock in the sea with very poor people.

- National Government

For the environment what we did will be long lasting. On people I am less sure. Beneficiaries have a lot more services and understanding, but we could have done more, especially with civil society. They need to be able to defend their island.

- UNPD

Before, people used endangered trees to build their houses. Now they have stopped.

- SCDP

In terms of development impacts, there are a number of remarkable achievements, as well as signs of potential contribution to creating an enabling environment for human and economic development. Following in the bullet points and in the direct quotes are a few concrete examples of the Project's development impacts:

- ✓ The malaria programme has been particularly successful and has saved lives. Before the Project 80% of the cases in the Hadibo hospital were malaria – now malaria accounts for only 2-3% of the patients in the hospital. In Qalansiya, the Project malaria programme has also

saved lives. Officials estimate that, thanks to the SPCD / EPA, there are now 20% fewer deaths due to malaria.

- ✓ The beekeeping project, which has been ongoing for ten years and is also supported by the Government of France, seems to have been successful. It has provided training, materials, advice and help with marketing to 130 bee owners, with the result that their average seasonal income has increased from YER 50,000 to YER 200,000.

The Russian gynaecologist, whose salary is paid by the Project, has saved the lives of many women in Socotra. This has [substantially] reduced the rates of mortality and morbidity.

- Direct Beneficiary

The marine protected areas are good for the fisheries. They increase the number of fish nearby.

- Direct Beneficiary

The Project has improved people's health with clean water.

- Direct Beneficiary

The Project played a vital role in livestock management, and in preventing plants and animals from being taken outside the island or from coming in.

- Local Authorities

The contribution of the Project has been quite good. People have been trained. They know what to do to conserve the island and to conserve the species. The Project also got some good development results which will remain positive in the long term. They developed eco-camps in protected areas, and people are getting benefits from tourism activities.

- Donor

Nevertheless, Socotra's needs are enormous.

You have to support all the islanders for water and health. The Project has to give more... We expected more in health issues.

- Direct Beneficiary

8.3 Policy Impacts

We were pleased to see that the project has been very effective at the policy level, for example:

- ✓ The Project fought for the listing of Socotra as a World Heritage site, and this was achieved.
- ✓ The Project and the donors worked together to halt the construction of an inappropriate ring road that contravened the CZP.
- ✓ The Project has helped develop regulations for the sustainable use of natural resources.
- ✓ The SCDP was at the impetus of a key decision to develop and strict implement a strong policy to protect Socotra's biodiversity by controlling at the airport what comes into and goes out of the island. One cannot bring plants, bees or other species onto the island; likewise one cannot leave the island, taking so much as a seashell.

- ✓ Encouraged by the Project, the Government adopted a policy to charge entry fees to the protected areas in Socotra of YER 100 for Yemeni nationals and YER 500 for visitors. This will contribute to the sustainability of the protected areas system.

Strong evidence of the Project’s success is provided in Figure 19, which shows that key informants across the board agreed that the Project has been an effective advocate of sustainable resource use at the policy level.

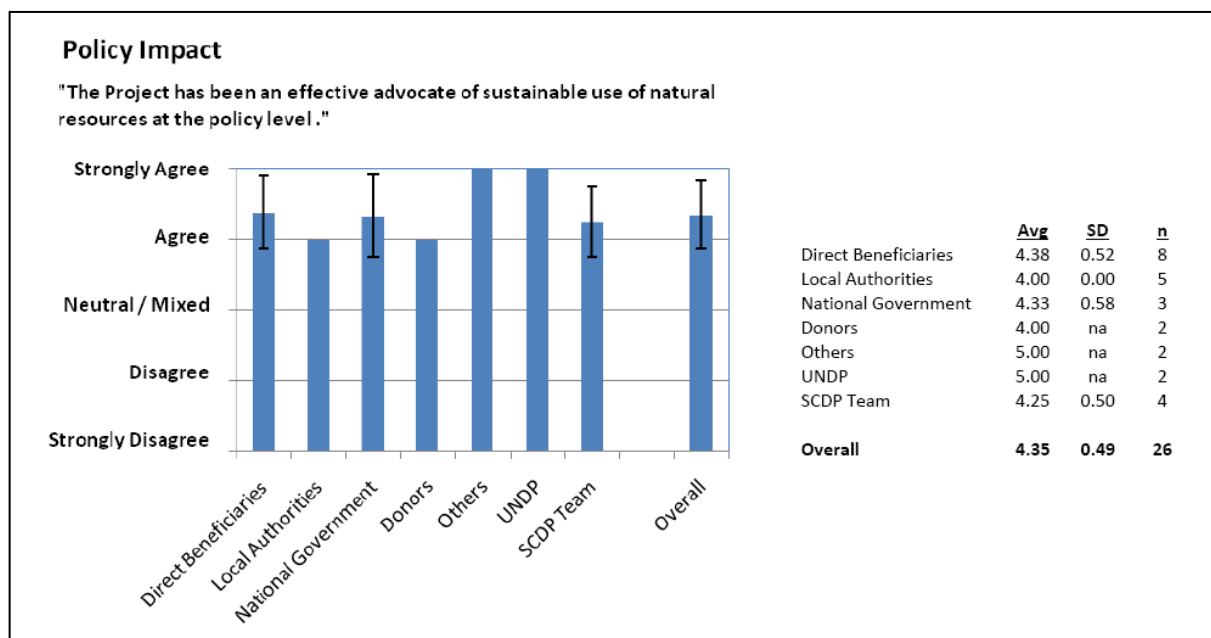


Figure 19. Has the Project been effective at the policy level?

8.4 Most Significant Change

We began all our interviews by asking “Thinking about all the effects the Project has had to date, what, in your opinion, has been the single most significant change of all? Why is this change important?” Following is a rich sample of responses to this key question:

The Project gave local people the chance to make something of benefit to us, and we add our support for the success of the Project. The Project will reduce poverty among local people.

– Direct Beneficiary

The most significant change is the awareness that has been raised among the Socotri about the unique biodiversity of Socotra. Before, they felt cut off from the mainland, thought their life was miserable.

– Direct Beneficiary

The Project has played a very important role in the reputation of the island outside of Yemen, especially including the island as a World Heritage site. Until the Project came, the island was

unknown to the world. Before the Project, nature was stolen; now it is strictly forbidden to take fauna and flora, to remove anything from the island – even if you are a minister.

- Direct Beneficiary

Before the project... we did not know there was so much to protect. After the project, we become aware of the importance of our area, and of establishing our association.

- Direct Beneficiary

Raising awareness on environmental issues is the most important result. People already had a tradition [of natural resource use], and the Project built on this.

- Direct Beneficiary

The most important change is that the awareness of people has risen, and the people will keep this knowledge.

- Direct Beneficiary

The most important thing from the Project is the mobile health clinic, with a doctor and an assistant. It provides women and children with vaccines in remote areas, where previously there had been no access to medical care.

- Direct Beneficiary

There is no significant change. From the development perspective, nothing has been done.

- Local Authority

The most significant change as a result of the Project is a mind change – a change in the importance of Socotra to the decision-makers. The people in Socotra never realized how unique and precious their island is. It is rare to find people so conscious about their environment. Our island is unique and we must protect it. We know it is important. The Project changed the way the people treat the island.

- National Government

I have a very positive impression of the advocacy work. I was surprised to see how aware people are to conserve their environment. They have got some good knowledge. When we compare this with the small population on Socotra, the Project represents a big institutional success. The Project presents the environment to the people of Socotra. They are aware that having this amazing island is great.

- Donor

The most significant change is the increased awareness among local people, decision-makers and international donors on the unique biodiversity of Socotra. The SCDP highlighted Socotra as a unique site. Before this project, many endangered species were taken away from the island, and exotic species were brought in, but now people are aware of the unique treasure of Socotra.

- Other

Evidence of policy impact is the Conservation Zoning Plan which defines zones for different kinds of use, the Presidential Decree, the World Heritage designation, and the Cabinet Decree.

- Other

The most significant change is that the road planned was rerouted due to advocacy by the Project. This is important for the conservation of nature and environmental priorities. A wise network of roads is important for the development of Socotra without destroying the environment, pastures, etc. Private companies and the government are benefitting from more tourists, more flights and more profits.

- Other

Now they have come to appreciate the uniqueness of their island and the importance of its biodiversity. Now they are keen to protect their island. This is recent. We can attribute this to this phase. If this is all we've done – this is enough.

- UNDP

The biggest change is the Unesco World Heritage site. This really can be attributed to the Project.

- UNDP

The most important thing is new awareness inside the island. The Project taught the Socotri people... how they can use their environment for sustainable development. Before the Project, people were not aware of that. They used to send corals to the UAE, but we gave them the alternative of creating protected areas. I am very proud of that. This change in awareness is important because people can protect the environment, and so it can be sustainable.

- SCDP

The number one significant change is the designation of Socotra as a World Heritage site.

- SCDP

Three major themes emerged from the analysis of all the responses to the question on the most significant change:

- ✓ Major change in environmental awareness
- ✓ Designation of Socotra as a World Heritage site (July 2008)
- ✓ Capacity built among project staff, local communities, and the EPA.

9. Sustainability

According to the project document (SCDP 2003), the five-year phase, which has just come to a close, represents “the outset of a 25-year program, which the GoY will implement in collaboration with UNDP... This long-term and integrated approach is deemed essential.”

It is clear to the evaluation team that it is too early to expect the results and activities of the Project to be sustainable beyond the lifetime of this phase. On the other hand, much has been done to prepare the ground for sustainability.

9.1 Mechanisms to Ensure Sustainability

The Project has strived to put in place a number of mechanisms to ensure sustainability, for example by:

- ✓ Focusing on capacity building – once you build capacity, this does not get lost
- ✓ Playing a catalytic role, and to the extent possible devolving implementation to project partners
- ✓ Working very closely with the EPA; 33 project staff are now employed by the EPA; although the Government does not pay the entire amount of salaries plus incentives, having Government employees in the Project is a mechanism for sustainability
- ✓ Supporting the creation of community associations
- ✓ Generating commitment and enthusiasm among the islanders
- ✓ Basing Socotra's protected areas system on community-based protected area management
- ✓ Innovation and creating economic incentives for conserving nature (ecotourism, sustainable fishing)
- ✓ Engaging fully with the MoWE
- ✓ Attracting the commitment and support of international scientists.

In spite of these efforts, stakeholders' opinions were mixed – although slightly positive overall – as to whether mechanisms had been put in place to ensure the sustainability of the Project results (Figure 20).

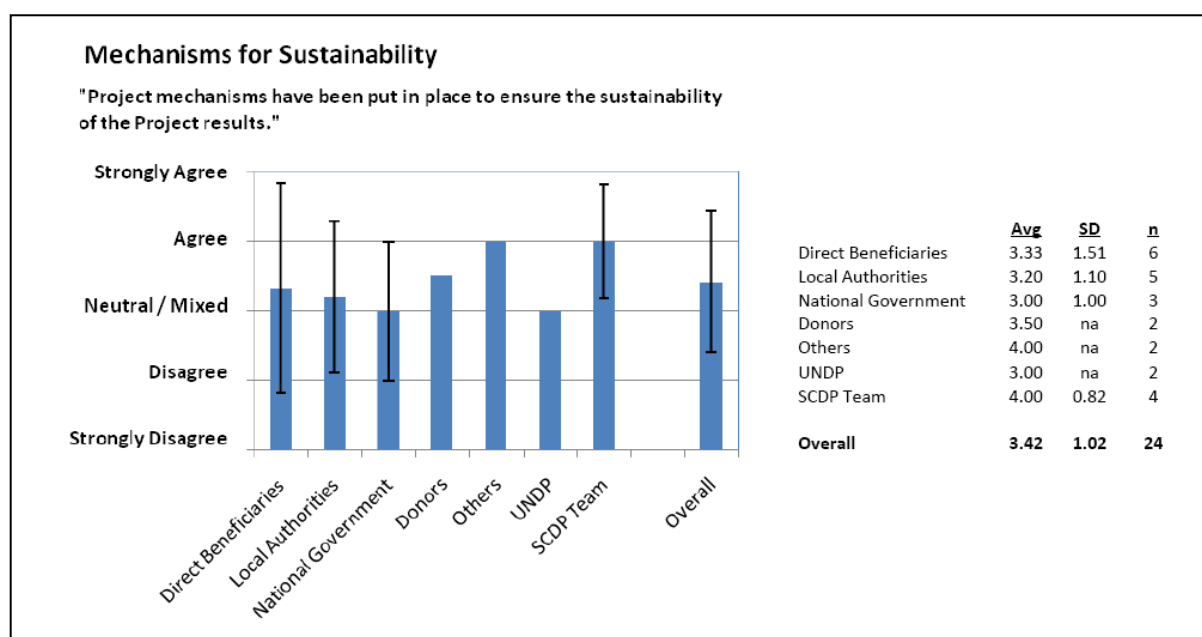


Figure 20. Did the Project put mechanisms in place to ensure the sustainability of results?

One problem is the large number of staff employed by the Project. The Project provides livelihoods for people, and since it is hoped that the SCDP will continue for several more phases, a complete exit

strategy for scaling down human resources has not yet been envisaged. It is very positive that the GoY is now employing 33 project staff within the Socotra Branch of the EPA.

Local NGOs could be a mechanism for sustainability.

- Local Authorities

Money is the lasting issue in Socotra. They are relying on funding agencies without concentrating on government. This is a serious issue, which the Project should look at.

- Local Authorities

Protected areas associations and community campsites are examples of sustainability mechanisms that the Project has put in place.

- Other

Building capacity is what this project is all about.

- UNDP

The foundation for sustainability is there. There is potential for income generation like ecotourism, but this has to be planned properly and managed properly. There must be an exit strategy for donors.

- SCDP

The EPA is one of those mechanisms that will continue. So will the Socotra Conservation Fund. They will continue the work of the SCDP, together with the environmental associations like the Homhil Society, the Dihamri Women's Association, etc.

- SCDP

Imagine when this Project started five years ago, there was hardly an EPA branch on Socotra!

- SCDP

Some of the major achievements of the Project are sustainable, e.g. the listing of Socotra as a World Heritage site. This gives an enormous tool to steer developments on the island.

- SCDP

9.2 Gender

One of the most fundamental strategies for enhancing the sustainability of a project is to ensure the effective participation of women. Although there have been some worthwhile advances, in general the gender component of the SCDP has not been given enough emphasis. It is well known that women hold the key to the intrinsic rate of population growth, as well as to the sustainable use of natural resources.

In Yemen there are 7,082 Local Councillors, only 37 of whom are women (half of one per cent). We had the privilege of speaking with a female Local Councillor, who also serves as an environmental

guide for the Project. We were impressed and encouraged by her commitment, skill and enthusiasm. In her community, where women on average have 9-12 children each, she raises awareness with women about the importance – for their own health, and in light of their ability to care for their children as they would want to – of having children less frequently and having fewer children. Some girls get married at the age of 12.

The women we spoke to were often more enthusiastic about the Project than were their male counterparts. One of the women extension workers said that she would continue delivering the messages of the SCDP, even if she no longer received a salary for her work “because it is good for the people, good for my country”.

Developing a full-scale gender component dedicated to substantially improving women’s education, women’s empowerment, and women’s participation in decision-making will be critically important to enhancing the sustainability of the next phase of the Project.

9.3 Government Support

Over the last two years, the Government of Yemen has taken tremendous strides to reinforce the structure of the Socotra Branch of the EPA. Much to the Government’s credit, it is now paying the basic salaries for 33 staff members of the SCDP. This is not entirely sufficient to ensure the sustainability of project activities, but must be recognized as a very important contribution. In addition, the Government of Yemen provides 20% of the project budget in kind, for example paying the rent of the office in Sana’a. In addition, the Government has made an important contribution to sustainability by committing USD 750,000 for the new Island-wide Authorities project.

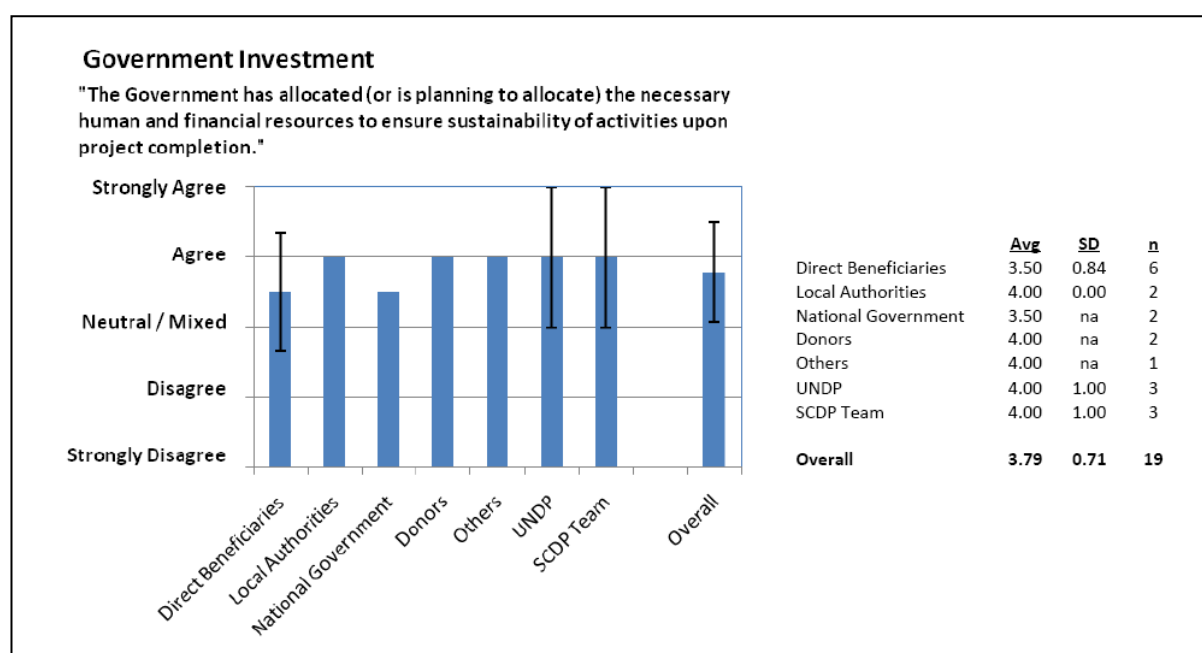


Figure 21. Has the Government allocated sufficient resources to ensure sustainability?

The average responses of the stakeholders groups were all in positive territory when asked if the Government has allocated (or is planning to allocate) sufficient resources to ensure the sustainability of the Project (Figure 21).

I agree that the results of the Project are likely to be sustainable on the condition that the Government provides financial support.

- SCDP

9.4 Prognosis for Sustainability

Some communities have asked that their areas be included in the protected areas system – this is strong evidence of the success of the Project approach. This kind of “ripple effect” shows that the existing project activities in support of community-based protected area management are perceived as beneficial, and thus likely to enhance the feeling of ownership by local communities.

The overall opinions of the various stakeholders were decidedly mixed on the likelihood of the sustainability of the project results (Figure 22).

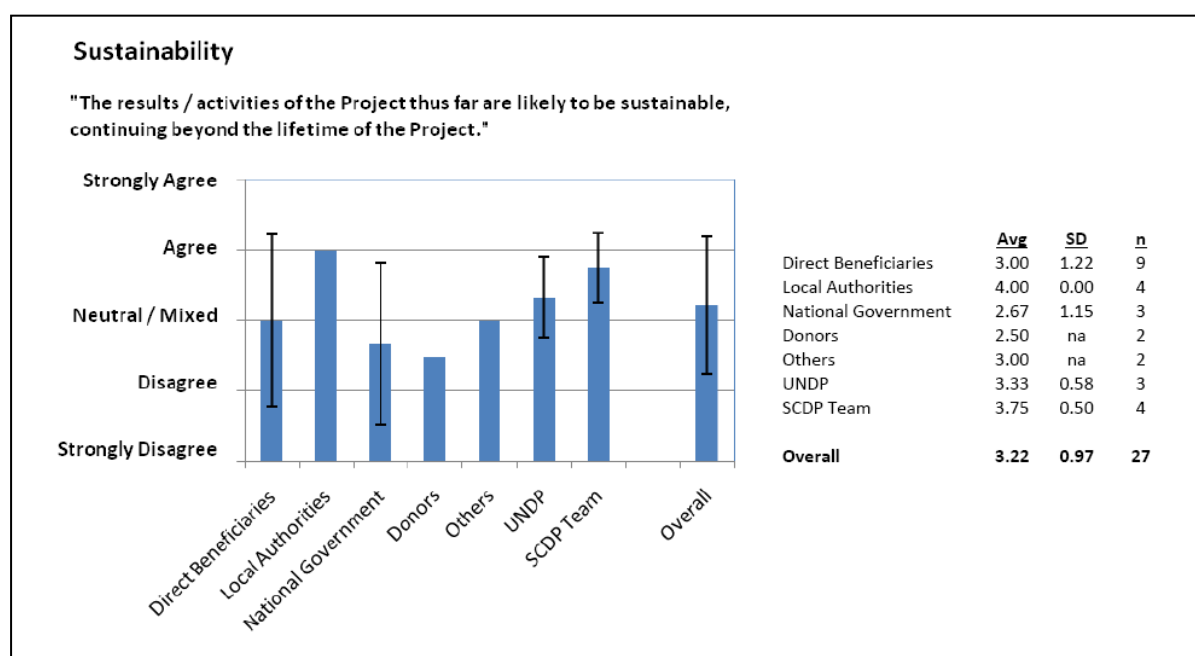


Figure 22. How likely are the results and activities of the Project to be sustainable?

There is sustainability. First the qualified cadres: they are able to continue – there is experience and knowledge that will continue. Then the plans they work under. Only the financial resources are not sustainable.

- Direct Beneficiary

Establishing the protected areas will guarantee the sustainability. The associations themselves will also be sustainable. We hope that with the capacity that has been built for the association, it could be sustainable. It is still like a small baby.

- Direct Beneficiary

The home gardens component is moving by itself. The skills are now here, and the gardens are spreading. Everywhere you go you see people growing vegetables and fruits, which was unknown in the past.

- National Government

The results are likely to be sustainable beyond the lifetime of the Project because the Project has taught local people how to monitor their situation.

- Other

If donors were to withdraw, the people who have been involved now know that this is important and they would continue to try to go on. We will not be going backwards. [On the other hand] there is not yet a strong enough government structure to take over the work of the Project in a sustained manner. If we were to pull out, there would be a major gap. The new governance project is designed to put in place such an entity.

- UNDP

Some of the major achievements of the Project are sustainable, e.g. the listing of Socotra as a World Heritage site. This gives an enormous tool to steer developments on the island.

- SCDP

If the project stops, the activities will be continued, but not in the same way. It will be like a sick man.

- Local Authorities

Without incentives, the staff will stay, but the effectiveness of their work will decline.

- UNDP

Our major concern is how the EPA continues functioning.

- SCDP

10. Conclusions

To get the big picture of the relative strengths and weaknesses of the Project, we calculated the overall ratings, across all key informants, for each of the 13 quantitative research questions, and then ranked them from the highest scores to the lowest (Figure 23 below). It is notable that the average score of each and every research question was in positive territory, i.e., above the threshold score of 3.0. The three aspects of the Project with the highest scores were: the Project's policy impact, its environmental relevance and its success in capacity building. At the other end of the spectrum, the lowest scores were

given to: implementation and management, mechanisms for sustainability and the prognosis for sustainability.

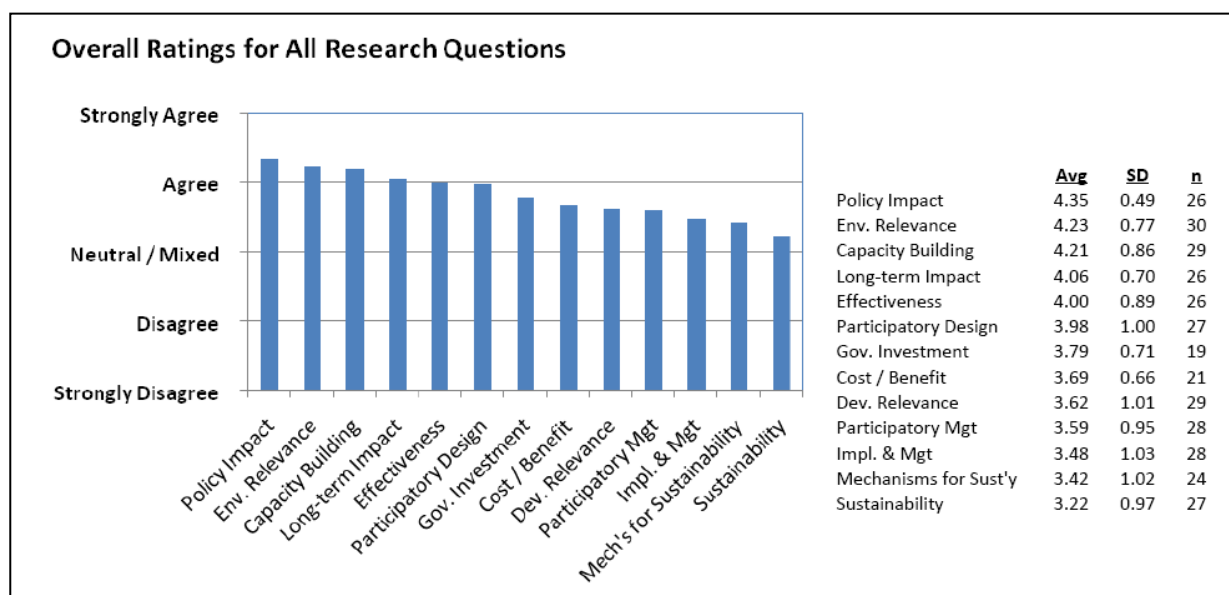


Figure 23. Overall ratings for all research questions

In addition, we also took a look at the overall relative ratings of the various stakeholder groups, presented in Figure 24. Once again the average scores of each and every stakeholder group – from the most enthusiastic (the Project Team) to the most critical (Donors) – were all in positive territory, above the 3.0 threshold.

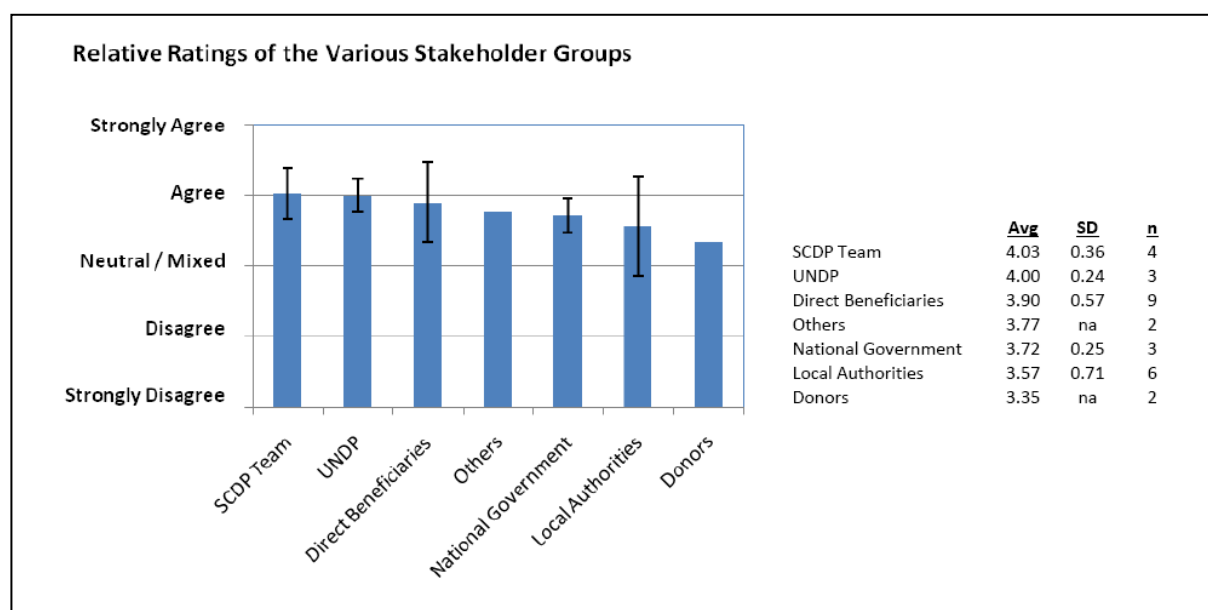


Figure 24. Relative ratings of the various stakeholder groups

The UN has been present on the island for over ten years. Many of the achievements are due to the UN presence. Socotra is a flagship project for the UN and they have every reason to be proud of it.

- SCDP

In conclusion, our general assessment of the Socotra Conservation and Development Programme is quite positive:

- ✓ It is an excellent project overall.
- ✓ It benefited from good design, which was underpinned by a deep understanding of the local situation and a commitment to laying the foundations for sustainability.
- ✓ Socotra could serve as a model for community-based protected area management in the Middle East.
- ✓ There have been important, remarkable accomplishments – despite the difficulties in management and implementation:
 - Widespread and lasting change in environmental awareness
 - World Heritage site designation
 - Capacity built among project staff, local communities, and the EPA.

These are impressive achievements, which can be reasonably attributed to the efforts of the SCDP. We believe that the GoY, UNDP and the Government of Italy should be rightfully proud of this Project.

11. Lessons Learned

In this chapter we look at the main lessons that can be drawn on the experience from the SCDP and that may have wider, more generic application.

A. Importance of a holistic approach

The main lesson is that you must have a holistic approach to conservation – you cannot separate it from health, water, education, etc. You cannot succeed in conservation without a holistic approach.

- National Government

Each time the Mobile Clinic went to remote areas, education and awareness training was conducted as well. Lesson: helping to save lives and improving community health is a very effective vehicle to get environmental messages across to local people.

When benefits come, people will protect the place. This is happening. How we make local people support protection is by enabling them to earn money: this is the universal language.

- SCDP

Another lesson is the importance of community participation right from the beginning, but at the same time we have to be very careful that they do not become reliant on the Project. We

need to generate incomes where they are not depending on the Project – honey production is a good example of this. This is very important for the sustainability of the Project.

- SCDP

We have contributed new techniques in Socotra for sustainable lobster fisheries, and this could be replicated elsewhere.

- SCDP

B. Language and culture

The Project aims to achieve long-term benefits for both people and nature. One of the most salient lessons from this phase is that one cannot achieve benefits for people without preserving their language and culture.

On the importance of preserving Socotri language and culture: If you are without history, you are without future.

- Local Authorities

C. Community-based protected area management

The Socotra protected areas system, as one of the very first community-managed PA systems in the Middle East, is certainly a model worth developing further on the island of Socotra, and could be very useful as a model for other PA systems in the Arab world.

A major lesson is that in Yemen one can achieve conservation with a community approach. The Project has resisted the idea that the EPA should play the policeman. This is a major lesson. Sometimes people think the EPA should do more in terms of enforcement. The Project based itself on the low-levels of the impacts of the communities on their environment, and concentrated on the external threats. This is very special. On the mainland some of the protected areas still have to be developed. It would be good for the EPA to take the Socotra experience to the mainland. The EPA needs to take the time to work with communities. On Socotra the communities are the reason that the environment is still what it is now. The nature we see on Socotra is thanks to people.

- SCDP

D. Governance and government

Only a decade ago, very few people were aware of the importance of Socotra, and the island was largely forgotten. The presence of the Yemeni Government was minimal; officials were poorly educated, and had no resources with which to work. One lesson from the SCDP is that the issue of governance should have been addressed sooner. Having good governance in place is absolutely essential for any realistic exit strategy.

There should be a stronger national component. The government should take a stronger lead in aid and donor coordination. The Government should take a stronger position on priorities and reject [proposals] if necessary.

- UNDP

E. Civil society

Another lesson from the experience of the SCDP in the importance of involving civil society, and in particular working with local NGOs in the management and conservation aspects as well as involving local communities.

This project actually encouraged civil society here, and this is one of the major achievements. It is important not to confine the work to the official government.

- Other

F. Threats from World Heritage status

Another lesson is that while achieving World Heritage status has been a tremendous boon for Socotra, this can also bring with it insidious threats. The listing of the archipelago as a World Heritage site has greatly increased the interest of the tourism sector. Unless the islanders have a strong voice, and strong governance mechanisms are firmly in place (neither of which is yet the case), powerful forces could push through inappropriate tourism developments. It would be a shame, for example, if turtle nesting beaches were destroyed to build a luxury hotel. On Socotra, the private sector does not tend to work with local communities.

There is a threat from tourism. A 5-star hotel will destroy our culture. Step by step, ecotourism will become mass tourism if there is no more Project. Money talks. The risk is that tourism will exceed the carrying capacity of the island. It needs a lot of work to build the capacity for ecotourism.

- SCDP

G. Protected area system

Another lesson is that for a protected area system to be effective, it must have a solid legal foundation. In the case of Socotra, work is needed to resolve issues of land tenure, and a legal instrument is needed to clarify revenue-sharing policies.

H. Cost sharing

All of the stakeholders with whom we spoke and who were familiar with the cost-sharing agreement were unanimous that it had been problematic.

Our lesson is not to sign a cost-sharing agreement with donors. The Government must be in the driver's seat.

- SCDP

I. Appropriate technology

The introduction of a highly advanced and complex technology without sufficient consideration of the realities on the ground will likely fail and become a burden rather than an instrument for development.

J. Appropriate management

The introduction of an overly complex work planning format and an overly simplified technical reporting format can shift the management focus away from achieving results and instead promote attention to the activity level.

The drastic scaling up of one activity of the project without the provision of additional resources changes the project's focus and can impede achievement of other planned results.

Micromanagement and overlap in management roles cause confusion, slow progress, and negatively affect the efficiency of project implementation and use of resources.

K. Humility

The Project did well to practice an attitude of humility – this was no doubt key in gaining the respect and collaboration of the islanders.

The project had a humble attitude towards the Socotri people; they understood that they have only been here ten years, while the Socotri have been here for over a thousand years.

- SCDP

12. Recommendations

In an effort to enhance the usefulness of this evaluation, we divide our recommendations into important strategic recommendations and more detailed operational recommendations.

12.1 Strategic Recommendations

- SR-01 It is crucial that the project be continued for another phase – otherwise much excellent work will be lost.
- SR-02 Shift from a two-pillar programme to a three-pillar programme: conservation, development, and language / culture. It is an urgent priority to address the preservation of Socotra's rich and threatened language, and its unique history and culture.
- SR-03 One of the Project's greatest successes has been its influence on policy, and this should be continued at both the national and international levels.
- SR-04 The development of the Island-wide Authority is of critical importance for balancing human needs and biodiversity conservation.
- SR-05 A strong, professional, well-resourced gender component is critically important for the next phase of the Project. Invest more in existing women's associations, and also in building the capacity of especially vulnerable women in Socotra to organize themselves into associations.
- SR-06 Continue the implementation of the conservation zoning plan, the promotion of ecotourism, and building capacity.
- SR-07 The awareness work is vital, and should be based on a more strategic, long-term communications plan.
- SR-08 Water resources have been in sharp decline over the last five years. At the same time, requirements for water are increasing, together with development and human population growth. The Project urgently needs a Water Resource Management Plan – before it is too late!. Alongside the plan, monitoring and decision-making regarding the use of fresh water will require greater attention and resources.
- SR-09 Legal instruments are needed to clarify revenue-sharing policies for Socotra's protected areas.
- SR-10 The next phase of the Project should make particular effort to work with disadvantaged, difficult-to-reach groups, who are especially isolated and vulnerable.
- SR-11 Great attention should be paid to maintaining Socotra's World Heritage status. This is an inestimable calling card for the island, which – if properly managed – can be strong engine for economic growth through ecotourism.

- SR-11 More needs to be done in the next phase to build capacity for environmental impact assessments and to ensure that proper EIAs are carried out for all major development projects.
- SR-13 Direct beneficiaries and local authorities hope the Project will concentrate on health, waste management, education, and training of local professionals.
- SR-14 It will important to consolidate and strengthen international support for the Project.

12.2 Operational Recommendations

Management Recommendations

- OR-01 It is strongly recommended that the projects on Socotra stay together, and that the donor support comes through one umbrella. For the next phase, the Government should set up a coordination unit, through which all donors will work in harmony, and a project management unit to manage the Project. A donor meeting should be used to resolve the conflict between the two major donors – in the wider context of how best to deliver support for the conservation and development of the Socotra archipelago.
- OR-02 Project management, both in Sana'a and on Socotra, needs to be strengthened, and made compatible with the new structure of the EPA.
- OR-03 The next phase of the Project should benefit from a more rigorous approach to monitoring and evaluation, beginning in the design phase, with the identification of appropriate indicators at the outcome and results levels, together with the baseline for each indicator, as the basis for the monitoring plan. It would no doubt be beneficial to involve an M&E professional with strong strategic planning skills in the design of the next phase.
- OR-04 Independent annual financial audits should continue to be a normal part of the management process.
- OR-05 Simplify and streamline the format of the project workplans.
- OR-06 Make the six-monthly reports more strategic, using a concise, narrative reporting format which focusing on results rather than activities, with emphasis on successes, difficulties, and learning. Stories would be helpful for developing communications materials. As part of the report, it may be useful for each Section to tell a story every six months on the single most significant change that happened in the context of their work.
- OR-07 Mechanisms must be found to streamline the approval process for both workplans and reports so that project implementation is not hindered by delays in transferring funds to the Project. We would suggest that the Project should receive approval (or a request for changes) in its workplans and reports within not more than one month of their submission, and that funding for the next reporting period be transferred without delays.

- OR-08 In addition to ensuring the timely replenishment of project funds, UNDP could improve the support it provides by giving technical feedback on the Project's progress reports and making more frequent field visits.
- OR-09 Strengthen the links between management and scientific research, and ensure that the results of research are used for management.
- OR-10 More active project supervision could include elements such as:
- introduction of a project monitoring system
 - providing feedback on the progress reports
 - 6-monthly visits to the Project by the project supervisor
 - annual workshops to update the project document / workplan / budget.
- OR-11 The Project should set salaries and benefits at a level that allows it to retain its talented and dedicated staff; it is recommended that it carry out a review of all salaries and benefits in preparation for the next phase.
- OR-12 Once the positions required for the next phase are defined and recruited, it would be good to have an internal workshop at the beginning to build on the good team work that has already been developed, and to ensure that everyone understands each other's roles and responsibilities.

Programmatic Recommendations

- OR-13 A natural partner for developing a project to preserve the Socotri language and culture is Socotra History and Heritage Association. Further research and archaeological work on the Socotri language and culture are essential for its preservation.
- OR-14 Carry out a rapid assessment and prioritization of protected area management, using the RAPPAM methodology (<http://www.citeulike.org/user/kehan/article/1065223>)
- OR-15 The EPA would benefit from a review of the resources it needs to fulfil its mandate on Socotra.
- OR-16 A comprehensive study of the tourism carrying capacity of the archipelago is urgently needed. It will be important to involve the Ministry of Tourism more effectively in the Project.
- OR-17 To help address the threats from tourism, partnerships should be developed with the airline companies flying to Socotra, and a communications plan should address tourists flying into the island. A short film could be prepared to introduce visitors to Socotra, to be shown after the flight safety instructions. The film could be complemented by brochures given to all incoming passengers. Passengers should also be given registration forms so that tourism statistics can be gathered. Departing passengers could be given tourism satisfaction questionnaires.
- OR-18 Targeting those involved in law enforcement (the justice system, security, police, tourism police) should be expanded.

- OR-19 Strengthen work with the relevant authorities to control excessive licensing and poaching of marine resources. Continue and reinforce building the skills of local fisheries authorities and association.
- OR-20 Continue the excellent work being done in marine biological research, but ensure that sufficient time and resources are allocated for data analysis (in addition to data collection).
- OR-21 The programmes to raise awareness need more guidance and resources invested in developing better messages, producing visual and written materials to communicate the messages, and training the extension workers, at least half of whom should be women. It would be good to establish an education centre in the Socotra Branch of the EPA.

Annexes

Annex 1. Terms of Reference

TERMS OF REFERENCE FOR AN EXTERNAL UNDP EVALUATION

I. INTRODUCTION

The overall objective of the Socotra Conservation Development Programme (SCDP) is to promote human development and biodiversity conservation in the Socotra Islands archipelago.

The project involves a large number of partners with different roles and functions. These include: i) government institutions; ii) local communities and individuals; iii) NGOs; iv) private sector; v) external support agencies.

1. Background/History of the Program

Formerly, UNDP and the Government of Yemen were implementing different projects to promote sustainable development since 1997 on the Socotra Archipelago.

In the current Programme, UNDP and the Government of Italy are the major partners. The Programme supports biodiversity conservation and sustainable development of the Socotra Archipelago. The present project builds on capacities developed during the former phases of the SCDP.

The main objectives of the project can be articulated in the 3 following components:

- i) support the engines of growth for the local economy (eco-tourism and sustainable fisheries);
- ii) address most pressing basic community development needs and create awareness among local community regarding biodiversity conservation;
- iii) enhance professional capacity of local and central governance to drive the islands toward a sustainable development and to mobilize additional resources to support conservation and development programmes.

These components were identified according to the following criteria:

- i) Yemen's natural resources represent the main basic economy of the country;
- ii) The Poverty Reduction Strategy paper and the Vision 2025 document highlight the need for environmental protection, as the loss of natural resources hampers the human development and affects primarily the poorest people;
- iii) Local administrations are faced with the severe scarcity of qualified professionals even at lower grades, and a very low level of education of local government employees and local administration members.

2. Program budget

UNDP contributed by allocating 2,500,000 US\$ whereas the Government of Italy assigned 2,500,000 € to the Programme.

3. Target Beneficiaries

The primary direct beneficiaries of the Programme are a broad range of target groups including government institutions, local communities, NGOs, and the private sector.

The final long-term beneficiary is the entire population of Socotra which will benefit from a sustainable use of natural and economic resources.

II. OBJECTIVES AND PRIMARY PURSUITS OF THE EXTERNAL UNDP EVALUATION (EE)

The objective of the evaluation is to contribute to the improvement of project implementation and management through:

- assessing progress towards meeting the objectives of the programme and results achieved to date;
- identification and characterisation of problems that may affect the project implementation and management efficiency;
- addressing problems and constraints through the identification of correctives measures.

The evaluation is meant to provide donors, government and project partners with an objective view point on the status, relevance and performance of the various Project components considering the original Project Documents, and associated documents such as the Cost-Sharing Agreement. The evaluation should investigate the relevance of the Project's contributions to the environmental and development priorities of Socotra as well as to the needs of the direct beneficiaries. The evaluation will review the Project's concept and design with respect to the clarity of the addressed problems, and will gauge the soundness of the approach adopted to solve these problems. The evaluation will assess progress towards meeting the stated objectives of the programme. The evaluation will also assess the performance of the individual Project components in terms of timeliness, quality, quantity and cost effectiveness of the activities undertaken including national and international consultants inputs, training programs, etc. as well as the relevance of necessary expanded activities and relationship with the existing ones. Furthermore, the assessment should also extend to cover the UNDP Result Management Guide and the appropriateness of monitoring indicators used for the different Project components. Any delay in implementation of Project components and the pace of the execution should also be investigated and reasons therefore analyzed. Consultation with the various stakeholders will help in suggesting any necessary re-orientation and re-prioritization of project activities, and provide advice on technical or management areas to be strengthened. On this basis, decisions will be taken on future implementation and recommendations will be submitted to improve exit strategies and project sustainability.

III. TASKS OF THE EXTERNAL EVALUATION

The evaluation will assess the following components:

- **Design:** if the execution of the project has been and is being planned adopting an integrated ecosystemic approach in coherence with the general principles of sustainable development, and objective, scientifically sound methodologies; if the project has adopted a strategy efficiency approach in relation to the capacity to pursue reachable objectives and to create social and economic impacts;
- **Implementation:** if the project has been carried out consistently and if it has been methodologically steered according to monitoring results;
- **Monitoring:** if the project execution has been objectively assessed in terms of concrete results towards development sustainability, including financial aspects;
- **Impact:** if the project contributions has consolidated the national and local institutional capacity for planning and managing systemically and sustainably local ecosystems, and triggered conservation and development processes, including the involvement of relevant local institutions, communities and other stakeholders.

In accordance with the above, the Evaluation shall:

1. Evaluate the overall Project and the Project components design in terms of stated objectives, strategy, methodologies, outputs and activities;
2. Assess progress towards the attainment of objectives and achieved results and intended impact;
3. Identify strengths and weaknesses in the implementation of single activities including their administrative arrangements;
4. Provide basis for decision making on necessary amendments and improvements, and make recommendations regarding specific actions that might be taken to improve Project delivery with particular regard to the sustainability of its contributions;
5. Promote accountability for use of resources;
6. Provide feedback and disseminate lessons learned, identify opportunities for partnerships for sustainability of results, and noting any other issues that would have a policy impact.

Explicitly, the Evaluation will answer to the following questions:

1. Is the Programme in general making satisfactory progress towards the intended impact?
2. Is the project implementation designed and executed with an integrated ecosystem approach in congruence with general principles of sustainable management?
3. Are the Project components implementation, execution and monitoring modalities operating effectively and efficiently and coherently among them? Is there a clear division of roles and responsibilities and effective coordination between all actors, both at technical and administrative levels? Is there effective communication between all parties? Is the participation of main stakeholders guaranteed? What are the management strengths and weaknesses? How can implementation and execution modalities be improved at the overall Project level?
4. How cost effective has the use of financial, human and time resources been? With particular regard to the use of personnel (CTA, PM, Project staff), what approach has been adopted for and what are the outcomes of their supervision and monitoring of their performances (including the adequacy and frequency of their written reporting)? Has any steering-on-the-job been applied to the approach and ToRs for their utilisation basing on results and lessons learned of the multi year life of the programme?

Are there any possible outcomes? How have national and international staff performed in the fulfilment of their ToR? How effectively have scientific developments been incorporated in the programme and scientific expertise from the international community and local scientific institutions tapped to strengthen the programme's technical soundness? How have the Galapagos-Socotra and subsequent SIDS partnership been developed?

5. Are the adopted indicators of the monitoring framework (objective base line, mile stones, target...) suitable or should they be adjusted? Do the indicators reflect the full set of project objectives and do they reflect the achievements made? Can impacts be objectively measured at this stage, will they be at the end of the Project? If not, how can the indicators be adjusted to improve measurability?
6. What are the relevance, quality and usefulness of Project outputs attained so far?
7. Overall, what kinds of corrections should be made in order to enhance impact in line with the originally stated objectives?
8. Assess: (a) the efficiency of the approach used in planning, organizing, and controlling the delivery of inputs; (b) assess the coordination and communication process (incl. the information flows) between the various stakeholders of the project; (c) determine whether the project support document was explicit enough on the above and whether sufficient funding was earmarked.
9. Assess the efficiency, practicality and cost-effectiveness of the DSS component.
10. Review the project approach in community participation and mobilization and the project strategy to ensure sustainability of community based Protected Areas management beyond the project period.
11. Assess the coordination and communication process (incl. the information flows) between the various stakeholders of the project
12. Assess the impact of the project on the main beneficiaries, policies and the physical environment, etc.
13. Assess whether any efforts have been devoted to advocacy and resource mobilization and review the relevance of the material prepared for this activity.
14. Assess to what extent the project design and activities adequately address the issue of community participation, gender mainstreaming and sustainability.

IV. EVALUATION APPROACH AND METHODOLOGY

The evaluation will be based on findings and factual statements identified from review of relevant documents including the project documents, the project objective base of information with particular regard to quantitative/geo-referenced database, the project progress technical and financial reports and operational plans (half-yearly/yearly), progress reports, minutes of meetings, including of the PMU, as well as agreements at bi- and tri-partite levels, individual task/Project's component technical reports and correspondence. The evaluation will interview the target beneficiaries, the Program partners, the executing Agencies and individuals, the Donors, the Project staff and may consult similar initiatives.

The Evaluation will undertake field visits. The participation of stakeholders in the evaluation efforts should be ensured at all time, reflecting opinions, expectations and vision about the contribution of the various Project components.

Therefore, the Evaluation will:

- Review all relevant Program and project documents, including the Memorandum of Understanding, overall and annual workplans, agreed minutes, technical reports, progress and financial reports, and other documentation as appropriate;
- Review national Yemeni and Socotra policy and operational documents;
- Conduct individual and focused-group interviews with PMUs personnel and other knowledgeable parties (Italian Embassy, UNDP, MoWE, local government offices of relevant ministries, and other donors) and examine activity records and available data;
- Conduct selected field visits to project sites;
- Debrief and receive feedback from relevant parties on key findings, recommendations and proposed follow-up actions. In particular, a final debriefing session will be held, to be attended by MoWE, UNDP, GoI and all PMUs and Implementing Agencies Representatives. The draft report shall be submitted, for comments to the parties within 15 days of its completion, and will include the ToRs of the evaluation. The Evaluator will be allowed two weeks for receiving the feedback and respond to the comments and shall submit the final report 15 days after completion of the activities.

V. OUTPUTS EXPECTED FROM THE EVALUATION

A comprehensive report will be prepared according to the attached draft outline (ANNEX I). The report shall include an assessment of the Project and Project components' concept design and administrative arrangements, progress achieved to-date vs. planned targets (identification of causes of slow progress, if any, and suggestion of corrective measures), lessons learned, and revision or re-prioritization of scheduled

activities, plans, etc (if necessary). The report will also include recommendations for improving the performance of the project to fulfil its objectives and maximizing the impact on the environmental conservation and poverty alleviation sectors, including actions/decisions to be taken and parties responsible as well as time frame.

VI TEAM COMPOSITION

The evaluation will be carried out by the independent evaluator of a high scientific stand with international competency and experiences in biodiversity conservation/management.

VII. TASK SEQUENCE AND TIMETABLE

The evaluation process will have to be mediated by an effective collaboration between the Evaluator, UNDP personnel, MoWE personnel and project staff, toward ensuring proper and agile access to project documents, and logistic and technical organisation (including meetings with stakeholders, field visits, etc).

Preliminary to the mission the Evaluator will inventory the available project documents and base information both in project offices (in Sana'a and Socotra) and in DGCS (Italy). The Evaluator will verify the typology of documents and assess their amenability for objective evaluation treatments. During this preliminary step, mail and telephonic contact will be established between the evaluator and project officers located in Sana'a in order to facilitate the exchange of information and preliminary operational detailed arrangements.

The evaluation will include:

1. A 5 days mission based in Sana'a inclusive of a series of meetings to start-up institutional and operational activities and joint review of project documents, including financial documents, will follow together with technical meetings, with all concerned parties.
2. A following 10 days field missions to Socotra. A specific agenda will be prepared, with particular focus on interviews to be conducted in Socotra. Target stakeholders will be identified and questionnaires to be used in the field will be arranged ad hoc. The Evaluator will verify the financial management of the project and will assess cost-effectiveness of the use of resources versus project conservation development and sustainability objective.
Field mission in Socotra aims also at assessing the outcomes and the relevance and adequacy of the involvement of local project staff, administrations and communities. In particular, the impact and the sustainability perspectives will be assessed of the outcome of the activities executed in the islands, including the strategy adopted to stimulate the fishery activity and to create the basis for ecotourism development, and the local administrative institutions' capacity building implementations. Specific target figures among the stakeholders will be interviewed.
3. 2 Days debriefing meetings in Sana'a.
4. Return to home base and final report preparation.

Prior to the visit, the Evaluator will prepare the time schedule and agree it with the Project.

VIII. ORGANIZATION AND LOGISTICS

The Project Management Unit (PMU) will be the focal reference point for the Evaluation and will him/her in providing documents, arranging meetings, etc. The PMU will also arrange the space and facilities needed for office work in Sana'a, and Socotra.

The transportation for the Evaluator will be ensured, by the Project. To this end, the PMU will coordinate the matter with the Project decentralised Units.

The international costs of the Evaluation will be covered by DGCS and UNDP for their respective consultants and by the project budget for the MoWE evaluator. Local transport and logistical arrangements in Socotra will be provided through the Project budget and organisation.

The following documents/facilities shall be rendered accessible for carrying out the evaluation process:

- Projects that are related to sustainable development of Socotra;
- Project technical and financial reports, at semester, yearly, and ad hoc levels;
- Work plans;
- MoU and annexes;

- Activity reports of the persons (managers, technicians, environmental expertises, students) involved in the implementation of individual Project's components/tasks;
- Financial and equipments documents;
- Field visit reports;
- Workshop and meeting reports;
- Programs and activity reports related to the partnership between Socotra and Galapagos;
- Feasibility initiatives related to the promotion of eco-tourism and fisheries;
- Feasibility initiatives related to the establishment of protected areas;
- Biodiversity monitoring programs;
- Strategy plan for environmental data collection;
- Management Plan of protected areas;
- Educational programs and reports;
- Actual data-bases.

Moreover, a number of interviews will be carried out with governmental institutions, local authorities, NGOs, local communities (see ANNEX II).

Annex 2. Documents Reviewed

The evaluation team reviewed both project documents and published literature.

Project Documents

- Project technical and financial reports, at semester , yearly, and ad hoc levels
- Work plans
- MoU and annexes
- Activity reports of the persons (managers, technicians, environmental expertises, students) involved in the implementation of individual Project components
- Financial and equipments documents
- Workshop and meeting reports
- Programme and activity reports related to the partnership between Socotra and Galapagos
- Educational programs and reports;
- Cost-sharing Agreement
- DSS reports:
 - o DSS General Purpose Software Shell – Version 3.0. User Manual. Rev. 1 – Rome, May 5th 2008
 - o Test Case: Monitoring of Dihamri MPA. Step By Step Guide To Apply The DSS. January 2008
 - o Test Case: An example of DSS application to tourism management
 - o Test Case: An example of DSS application to health management
 - o DSS for the sustainable management of Socotra, Yemen. Data Collection Technical Reports. Progress and Technical Report – Rev. 0: June 24th 2008
 - o DSS for the sustainable management of Socotra, Yemen: Phases B, C. Progress and Technical Report – Rev. 0: October 10th, 2007
 - o DSS for the sustainable management of Socotra, Yemen: Phases D, E, F, G. Progress and Technical Report – Rev. 0: June 25th 2008.

Published Reports

Cheung, C. and DeVantier, L. 2004. Socotra: An Introduction to the Natural History of the Islands and their People. Socotra Conservation Fund. 52pp.

Grant, G. 2005. Socotra: Hub of the Frankincense Trade. At:
<http://undergraduatestudies.ucdavis.edu/explorations/2005/grant.pdf>.

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http://www.ogmios.org/ogmios/Ogmios_010.pdf.

IUCN. 2008. World Heritage Nomination – IUCN Technical Evaluation – Socotra Archipelago (Yemen) – ID No. 1263. 12pp.

Republic of Yemen. 2000. Presidential Decree No. 275 of the Year 2000. Conservation Zoning Plan of Socotra Islands. 17pp.

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Simeone-Senelle, M-C. 1999. Bilan et perspectives des recherches sur les langues sudarabiques modernes parlées au Yemen. *Chroniques yéménites* No. 7. At: <http://cy.revues.org/document48.html?format=print>.

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Socotra Tour Discovery. Information of Socotra Population. At: <http://www.socotratourdiscovery.com/page.php?id=4>.

UNDP Evaluation Office. 2002. *Handbook on Monitoring and Evaluating for Results*. 140pp.

UNEP-WCMC. 2008. World Heritage Sites: Socotra Archipelago, Yemen. At: <http://www.unep-wcmc.org/sites/wh/pdf/Socotra%20revised.pdf>.

World Summit on Sustainable Development. 2002. Johannesburg Declaration on Sustainable Development. At: <http://www.joburg.org.za/pdfs/johannesburgdeclaration.pdf>.

Annex 3. Interview Guide / Questionnaire

STRICTLY CONFIDENTIAL سري للغاية

Socotra Conservation and Development Programme - Terminal Evaluation

INTERVIEW GUIDE / QUESTIONNAIRE

الاستبيان / دليل المقابلات

You have been selected as a key source for input for an external evaluation of the Socotra Conservation and Development Programme (SCDP), covering the period 2003 to the present. The purpose of this interview is to provide quantitative and qualitative data to the evaluation. Your views are extremely valuable for this exercise. We realize that your time is precious, and we thank you very much for your input to the review.

The review is being carried out by a team of independent consultants:

- Ms Meg Gawler, Founding Director, ARTEMIS Services (meg@artemis-services.com; tel: +33 4 5040 7870), and
- Ms Hooria Mashhour A. Kaid, Deputy Chairperson of the Women's National Committee of Yemen (hooriamash@yahoo.com; tel: +967 1 403 120).

All interviews and questionnaires will be treated in the strictest confidence. They will not be passed on to anyone. Information will be aggregated by stakeholder group, synthesized, and presented in a report to UNDP. If direct citations are used, the identity of the respondent will be kept anonymous.

برنامج تنمية والحفاظ على سقطرى – التقييم النهائي

دليل المقابلات / الاستبيان

لقد تم اختيارك كمصدر أساسي للمدخلات لتقييم خارجي حول برنامج تنمية والحفاظ على سقطرى الذي بدأ في العام 2003 حتى اليوم. إن غرض هذه المقابلة هو توفير بيانات كمية ونوعية للتقييم. إن وجهات نظرك هامة للغاية لهذا التقييم ونحن ندرك أن وقتك ثمين ولذا نشكر شكراً جزيلاً على مدخلاتك في هذه المراجعة.

يتم القيام بالمراجعة من قبل فريق من الاستشاريين المستقلين:

- الأنسة ميخ جاولر، مدير مؤسس، ARTEMIS للخدمات (meg@artemis-services.com; tel: +33 4 5040 7870)
- حورية مشهور قايد، نائب رئيس اللجنة الوطنية للمرأة (hooriamash@yahoo.com; tel: +967 1 403 120)

جميع المقابلات والاستبيانات سيتم التعامل معها بسرية مطلقة ولن يتم إعطاؤها لأي شخص. سيتم تجميع المعلومات من قبل مجموعة المعنيين ومعالجتها وتقديمها في تقرير إلى برنامج الأمم المتحدة الإنمائي. إذا ما تم استخدام مراجع مباشرة فسيتم الاحتفاظ بهوية المجيب سرية.

Please indicate which stakeholder group is most appropriate for you: فضلاً أشر إلى الجهة الأكثر مناسبة لك	UNDP البرنامج الإنمائي للأمم المتحدة	Direct beneficiaries: women النساء المستفيدات مباشرة	Local Authorities السلطة المحلية	National Government الحكومة على المستوى الوطني	Other (please explain): آخرون : فضلاً أشرح
	SCDP Team فريق مشروع تنمية والحفاظ على سقطري	Direct beneficiaries: men الرجال المستفيدين مباشرة	Other Local Stakeholders الجهات المحلية ذات العلاقة	Donor Community المانحون	
Please indicate if you would like to comment on the SCDP as a whole, or rather on a specific Project component: يرجى أن تحدد إذا ما كنت ترغب في التعليق على برنامج تنمية والحفاظ على سقطري ككل أم أنك تفضل التعليق على مكونات محددة في المشروع:					
Date / التاريخ			Respondent code: (to be filled out by interviewer)		

الهوية IDENTIFICATION	
Family Name / اللقب	
Given Name / الاسم الأول	
Position / الوظيفة	
Organization / الجهة	
Telephone / التليفون	
Email / البريد الإلكتروني	

Please summarize your views on the following broad statements by ticking the appropriate box, and then explain.

يرجى تلخيص وجهات نظرك حول الأفكار العريضة التالية عن طريق وضع إشارة على المربع المناسب ومن ثم تقديم الشرح لإجابتك:

Most Significant Change

أهم التغييرات

- Thinking about all the effects the Project has had to date, what, in your opinion, has been the **single most significant change** of all? Why is this change important?
1. بالتفكير في جميع آثار المشروع حتى اليوم ما هي برأيك أهم التغييرات؟ ولماذا تعتبر هذا التغيير **الفردى** هاماً من بين كل التغييرات؟

Design and Relevance

التصميم والصلة

- The Project (or Project component) has responded to Socotra's **environmental** priorities.
2. لقد استجاب المشروع (أو مكون المشروع) مع الأولويات البيئية لسقطري:

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain:

يرجى أن تشرح :

3. The Project (or Project component) has responded to Socotra's development priorities.

3. لقد استجاب المشروع (أو مكون المشروع) مع الأولويات التنموية لسقطري :

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain:

يرجى أن :

تشرح

4. The Project (or Project component) was designed in a participatory manner (at the relevant institutional, technical, community stakeholder level).

4. لقد تم تصميم المشروع (أو مكون المشروع) بطريقة تشاركية (مع المؤسسات والجهات ذات العلاقة على المستوى المؤسسي والفني والمجتمعي):

	Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة
Institutional						
Community						

Please explain:

يرجى أن :

تشرح

Efficiency / Cost-Benefit

الكفاءة/الاقتصاد في التكاليف

5. The Project (or Project component) is achieving results at a reasonable cost in terms of human and financial resources.

5. يحقق المشروع (أو مكون المشروع) النتائج بتكلفة معقولة من ناحية الموارد البشرية والمالية.

	Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة
Human						
Financial						

Please explain, and if possible provide **evidence of the benefits**: يرجى أن تشرح وأن تقدم أدلة على المنافع

Effectiveness

الفاعلية

6. The Project (or Project component) has achieved its target outputs.

6. لقد حقق المشروع (أو مكون المشروع) الأهداف المرجوة منه

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain in terms of quantity, quality and timeliness: يرجى أن تشرح ذلك من ناحية الكم والكيف والتوقيت:

Have any **problems** been encountered?

هل تمت مواجهة أي

مشاكل؟

Implementation and Management

التنفيذ والإدارة

7. The Project (or Project component) implementation / management arrangements are appropriate.

7. تعتبر ترتيبات التنفيذ والإدارة للمشروع (أو مكون المشروع) مناسبة.

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain, including any suggestions you may have on **how they could be improved**:

يرجى أن تشرح مع إعطاء أي مقترحات حول كيفية التحسين:

8. The direct beneficiaries and main stakeholders influence the management of the Project (or Project component).

8. يؤثر المستفيدين المباشرين والجهات المعنية الرئيسية على إدارة المشروع (أو مكون المشروع).

	Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة
Beneficiaries						
Stakeholders						

Please explain, indicating the **nature and extent of their participation**:

يرجى أن تشرح محدداً طبيعة ومدى مشاركتهم:

Impact

الأثر

9. The Project (or Project component) has contributed to developing the **capacity** of the direct beneficiaries.

9. ساهم المشروع (أو ومكون المشروع) في تطوير قدرات المستفيدين المباشرين.

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain, giving **examples** if possible:

يرجى أن تشرح معطياً أمثلة إن أمكن:

10. The Project (or Project component) has been an effective advocate of sustainable use of natural resources at the **policy** level.

10. لقد كان المشروع (أو مكون المشروع) نصيراً فاعلاً للاستخدام المستدام للموارد الطبيعية على مستوى السياسة.

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain, giving **examples** if possible:

يرجى أن تشرح معطياً أمثلة

إن أمكن

11. The Project (or Project component) will contribute to long-term positive effects for people and nature.

11. سيساهم المشروع (أو مكون المشروع) في الآثار الإيجابية طويلة الأجل على الناس والطبيعة.

	Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة
People						
Nature						

Please explain:

يرجى أن تشرح:

Sustainability

الاستدامة

12. Project (or Project component) **mechanisms** have been put in place to ensure the sustainability of the Project results.

12. تم وضع آليات المشروع (أو مكون المشروع) من أجل ضمان استدامة نتائج المشروع.

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain, giving examples of those mechanisms: يرجى أن تشرح معطياً أمثلة على هذه الآليات

13. The Government has allocated (or is planning to allocate) the necessary human and financial resources to ensure sustainability of activities upon project completion.

13. خصصت الحكومة (أو تخطط لتخصيص) الموارد البشرية والمالية اللازمة لضمان استدامة الأنشطة بعد انتهاء المشروع

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain:

يرجى أن تشرح:

14. The results / activities of the Project (or Project component) thus far are likely to be sustainable, continuing beyond the lifetime of the Project.

14. يبدو أن نتائج/أنشطة المشروع (أو مكون المشروع) ستكون مستدامة وستستمر بعد انتهاء المشروع

Don't know لا أعرف	Strongly disagree لا أتفق بشدة	Disagree لا أتفق	Neutral or Mixed Opinion رأي حيادي أو مختلط	Agree أوافق	Strongly agree أوافق بشدة

Please explain, noting to which aspects of the programme you are referring:

يرجى أن تشرح ذلك موضحاً أي جانب من جوانب البرنامج تقصد:

15. What are the main lessons that can be drawn from the Project's (or Project component's) experience that may have **generic** application?

15. ما هي الدروس الرئيسية التي يمكن استخلاصها من تجربة المشروع (أو مكون المشروع) والتي يمكن تعميمها؟

FUTURE PROGRAMME

البرنامج المستقبلي

16. What would you recommend for the next phase of the SCDP?

16. ما هي توصياتك للمرحلة التالية من برنامج تنمية والحفاظ على سقطرى؟

Is there anything else you would like to tell us?

هل هناك ما ترغب بإضافته؟

THANK YOU FOR TAKING THE TIME TO PARTICIPATE IN THIS EVALUATION!

شكراً لك على إعطاء الوقت الكافي للمشاركة في هذا التقييم

Annex 4. Mission Itinerary

Terminal Evaluation Mission

Ms. Meg Gawler and Ms Hooria Mashhour Kaid

Tentative programme **11 – 23 November 2007**

Monday 10 November

Travel

Day One - Tuesday 11 November

<u>Time</u>	<u>Activity</u>
08:00	Start-off encounter Ms Gawler and Ms. Hooria
10:00	Meeting with management UNDP – country office, a.o. <i>Selva Ramachandran</i> (country director), <i>Dena Assaf</i> . (deputy head of program), <i>Fuad Ali</i> (team leader) SCDP Financial staff DLDSP
11:30	Other persons / institutions to meet up in Sana'a (Tuesday only), will be <i>coordinated by Essam</i> : Minister of Water and Environment EPA, chairman Italian embassy

Day Two - Wednesday 12 November

Interviews with stakeholders in Sana'a
EPA

Day Three – Thursday 13 November

Interviews at UNDP (A. Pinto, etc.)
NWRA
Agence Française de Développement

Day Four – Friday 14 November

Arrival Socotra

General presentations

EPA: *Salem Dahaq*

SCDP: *Nadem Taleb*

Short rest in hotel

Lunch in Dihamri

Dihamri MPA

Dihamri Association

Afternoon: Discussions with protected area personnel
Visit to Socotra Women's Association
Socotra Ecotourism Society

Night Hadibo

Day Five – Saturday 15 November

07:30 Presentations sections (IT, Development Unit)

In between: Visit and discussions with district authorities (*Salem Dahaq*)

Afternoon: Continuation
History and Cultural Heritage Society
Nursery, RBGE

Dinner with the Minister at the Nursery and extended interview

Night Hadibo

Day Six – Sunday 16 November

5:30 – Depart Hadibo to Rush PA – site visit (diving) to Dihamri marine protected area with Minister

Qualansiya (with *EPA-Q, Salem*)
Diverted road issue
Water projects
Meeting with District authorities
Visit land fill

Lunch

Visit Dutwah lagoon protected area

Day Seven – Monday 17 November

Morning

Hospital (*Dr. Saad, Russian doctor, Salem*)
District Authorities and Agriculture Section
Continuation presentations (marine and ecotourism sections)
Association (continuation): Discussions with Socotri guides trained by SCDP (*Abdullatef, Ismael*)

Afternoon:

Field visit Homhill (*Ahmed Issa, Ahmed Saed, Paul*)
(protected area management, monitoring, home gardens, school support, etc.)

Night over in Homhill
(presentations on protected areas section, grazing programme)

Day eight – Tuesday 18 November

Departure Homhill
Walk down to Hale
Visit Rush Marine Protected Area (monitoring, community conservation and tourism)
(+*Badr, Fuad, Paul*)

Return Hadibo

Evening: Environmental awareness presentation

Day nine – Wednesday 19 November

Dixam - Skund – Noked – Amaq (*Ismael, Nadem, Moh.Amer*)
(community conservation, tourism, biodiversity issues)

Return to Hadibo

Day ten – Thursday 20 November

Presentation Conservation Team, Terrestrial Section
Triangle homegarden project (*Mr. Demba and Caroline Varin*)
Visit home gardens Hadibo (*Triangle, Amina, Diana*)

Farewell Lunch with Project Team - Nursery

Effectiveness workshop with Project Component Leaders
Debriefing with Socotra team

Day eleven – Friday 21 November

Departure to Sana'a
Interview with Socotra Conservation Foundation

Day twelve – Saturday 22 November

Meetings Sana'a

Debriefing session with GoY, UNDP, Italian Embassy

Day thirteen – Sunday 23 November

Departure Sana'a - home

Annex 5. Stakeholders Interviewed

Family Name	Given Name	Position	Organization	Priority Issues	Stakeholder Group	Gender
Abdula	Salaw Ali	Honey Production Technician	Beekeeping Association		Direct Beneficiaries, Hadibo	F
Abdullah	Abdulhalim	General Curator of Local Council, Hadibo district	Local Authority	The coordination of SCDP/EPA with the local authority in related with the implementation of the ongoing SCDP activities and the level of involvement.	Local Authorities, Hadibo	
Acevedo	Raul	System Coordinator	Galapagos National Institute	DSS	Other	
Adeeb	A. Hadeed	Nursery Man	SCDP	The involvement support to the SCDP to the nursery	Direct Beneficiaries	
Ahmed	Abdulrahman	Socotra conservation fund (SCF)	SCF	Establishment and ongoing work coordinating	Direct Beneficiaries, Hadibo	
Ahmed	Essa Saeed Saleem	Coordiantor	Amaq PA		Direct Beneficiaries, Amaq	
Ahmed	Ismail Mohammed	Ecotourism Coordinator	SCDP	Ecotourism Section	SCDP Team	
Ahmed	Mohamed	Extension officer and head of Skund PA Society	SCDP/ Skund P.A	The support provided by the SCDP to Skund P.R include: establishment of the society, employees, campsite, training...etc	Direct Beneficiaries, Skund	
Al-Adimi	Ali A. Bari Ahmed	National Programme Coordinator	EPA	Government support	National Government	
Al-Asbahi	Qahtan Yehya	Program Officer	National Water Resource Authority		National Government	
Al-Eryani	H.E. Abdul-Rahman	Minister of Water and Environment	MOWE	Review the current project	National Government	
Al-Eryani	Yasmeen	Monitoring and Evaluation Focal	UNDP		UNDP	F

		Point				
Ali	Abduljameel Abdullah	Head, IT Section	SCDP		SCDP Team	
Ali	Ahmed Abdula	Secretary General	Dihamri Association		Direct Beneficiaries, Dihamri	
Ali	Ahmed Issa	Head, Protected Areas Department	SCDP		SCDP Team	
Ali	Fahd Abdula	Statistics and Planning	District Office of Ministry of Fish Wealth		Local Authorities, Hadibo	
Ali	Abdullah Moneer	Local terrestrial PAs consultant	SCDP and Homhil protected area	The support provided by the SCDP to Homhil P.R include: establishment of the society, employees, campsite, training...etc.	Direct Beneficiaries, Homhil	
Ali	Nooh Adham	Head	Beekeeping Association		Direct Beneficiaries, Hadibo	
Ali	Rudwan Mobark	Finance Manager	Socotra Ecotourism Society		Direct Beneficiaries, Hadibo	
Ali	Salem Daheg	General Director Head of Development	EPA, Socotra Branch SCDP	EPA Socotra Branch Capacity building	Local Authorities, SCDP Team	
Al-Hassen	Ahmed Ben Yahya	Executive Manager	Socotra Conservation Fund		Other Local Stakeholders	
Al-Kadasi	Fuad Ali	Team Leader Pro-Poor Economic Growth Team	UNDP	Assurance of project's implementation Reporting to UNDP and Partners Project's status: main achievements and challenges Project's closure	UNDP	
Alsili	Bader Awadh	Protected Areas Department	SCDP		SCDP Team	
Al-Sulaihi	Essam	Public Relations and Office Manager	SCDP		SCDP Team	
Amq Local Committee			Local community	The support and involvement of SCDP in the establishment of the campsite.	Direct Beneficiaries, Amq, campsite	

Assaf	Dena	Deputy Country Director	UNDP	Political context and its implication in the Programme Coordination with National Counterpart Cooperation with Partners Concurrent interventions on the Island (UNDP-GEF MSP Project) Project Management	UNDP	F
Atef	Ali Mohammed	Accountant	SCDP		SDCP Team	
Awad	Mubark Hadeif	Deputy Director	District Office of Ministry of Fish Wealth		Local Authorities, Hadibo	
Awad	Saeed Massoud	Head	Agriculture Department, Socotra		Local Authorities, Hadibo	
Azzani	Ahmed	Program Support Unit Manager	SCDP		SDCP Team	
Banfield	Lisa	Botanist	Royal Botanic Garden, Edinburgh		Other (international research)	F
Boffo	HE. Mario	Italian Ambassador	Italian Embassy		Donor	
Demba		Coordinator	Triangle Home Gardens project		Direct Beneficiaries	
Dihamri	Mubarak	Local Consultant for MPAs	SCDP		SDCP Team	
Di Marino	Walter		Italian Embassy		Donor	
El-Mensi	Mohamed	CTA of the decentralization project	Decentralization project –UNDP PROJECT	DLDSP	UNDP	
Ensoll	Andy	Botanist	Royal Botanic Garden Edinburgh		Other (international research)	
Eshaq	Enas Aness	Secretary, Awareness Section	SCDP		SDCP Team	F
Essa	Abdul Al Aleem Ahmed	Director	District Office for the Ministry of Fish Wealth	The organization on the ongoing SCDP marine activities + Marine life conservation include, sea cucumber, lobster and sea turtle	Local Authorities, Hadibo	
Essa	Ahmed	Socotra	Local Council		Local	

		Representative			Authorities, Hadibo	
Fahd	Saleem	Head	History and Cultural Heritage Society	The support of the SCDP to establish and running activities	Direct Beneficiaries, Hadibo	
Falconi Garcés	Cecilia	Programme Officer	UNDP Ecuador	DSS	Other	
Goutner	Simon	Projects Officer - Yemen	Agence Française de Développement		Donor	
Guillet	Alfredo	Technical Expert in charge of environmental projects	Italian Ministry of Foreign Affairs/Directorate General for Development Cooperation	DSS, etc.	Donor	
Hadeed	Adeeb Abdulla	Owner	Nursery, Hadibo		Direct Beneficiaries	
Jamaha	Abdulsalam Salem Ali	Coordinator	Local authortiy		Local Authorities, Hadibo	
Jooma	Mohamed Saad	Head, Planning and Finance Committee	Local Council		Local Authorities, Hadibo	
Kalid	Ahmed Ibrahim	Secretary General	Socotra Ecotourism Society		Direct Beneficiaries, Hadibo	
Kasenova	Jyrgal (Dr)	Gynecologist	Mobile Health Clinic		Direct Beneficiaries, island-wide	F
Khamis	Khatim Saad	Head	Homhil Conservation and Development Society		Direct Beneficiaries, Homhil	
Mazen	Abdul Malik Saeed	Field Operation Management	DLDSP		UNDP	
Mohammed	Afali Air	Technician	IT Section, SCDP		SCDP Team	F
Mohammed Hadeed	Amina	Chairwoman	Socotra Women Development	The support provide by SCDP include: training, running cost, and so on	Direct Beneficiaries,	F

			Society		Hadibo	
Mohamed	Ismael	Ecotourism Coordinator	SCDP		SCDP	
Mubarak	Ali Dihamri	Local marine PAs consultant	SCDP and Dihamri Marine protected Area	The support provided by the SCDP to Dihamri P.R include: establishment of the society, employees, campsite, training...etc.	Direct Beneficiaries, Dihamri	
Naseeb	Toma Salem		Tree Nursery		Direct Beneficiaries, Hadibo	F
Naumkin	Vitaly (Prof)	Director General	Centre for Arab and Islamic Studies, Russia		Other (international academic)	
Omar	Sheikha Muberk	Economic Officer	Socotra Women Development Society	The support provide by SCDP include: training, running cost, and so on	Direct Beneficiaries, Hadibo	F
Othman	Othman Mohamed	Head, Monitoring Committee	Dragonblood Tree Association, Skund		Direct Beneficiaries, Skund	
Pinto	Agnese	Programme Officer, Pro-Poor Economic Growth Team	UNDP	Day-to-day management of the project Risks and issues Reporting and Planning on activity results. Project Closure	UNDP	F
Radwan	M. Ali	Head of Socotra Ecotourism association	SES	The support given by the SCDP include: establishment of SES, training to the SES staff, training to the local tourist guides, ecotourism centre running cost	Direct Beneficiaries, Hadibo	
Radwan	S. Daheq	Head of Dihamri society for conservation and development	SCDP and Dihamri Marine protected Area	The support provided by the SCDP to Dihamri P.R include: establishment of the society, employees, campsite, training...etc.	Direct Beneficiaries, Dihamri	
Sa'ad	Ali Salmeen	General Director of Hadibo District	Local Authority	The coordination of SCDP/EPA with the local authority in with the implementation of the ongoing SCDP activities and the level of involvement.	Local Authorities, Hadibo	
Sa'ad (Dr)	A. Kaddomi	General Director of Public health office, Socotra	Ministry of public health	The support of SCDP to the public health in Socotra Archipelago.	Local Authorities, Hadibo	
Saad	Ahmed Al-Qadomee	Director, Health Office	Ministry of public health	The support of SCDP to the local community through the mobile clinic and the support to assist the red crescent in	Direct Beneficiaries,	

	(Dr)			the island	Hadibo	
Saad	Ahmed Jomaan	Head, Awareness Section	SCDP	Awareness Section	SCDP Team	
Saad	Noora Salem	Honey Production Technician	Beekeeping Association		Direct Beneficiaries, Hadibo	F
Saeed	Mohamed Saad	General Director of Qalansia District	Local Authority	The coordination of SCDP/EPA with the local authority in related with the implementation of the ongoing SCDP activities and the level of involvement.	Local Authorities, Qalansia	
Saeed	Saeeda Mahfood	Member of Local Council, Qalansia	Local Authority	The coordination of SCDP/EPA with the local authority in related with the implementation of the ongoing SCDP activities and the level of involvement.	Local Authorities, Qalansia	F
Said	Fouad Naseeb	Head	Marine Department, SCDP	Marine Section	SCDP Team	
Saleem	Ahmed Addula	Head of Services	District Local Council		Local Authorities, Hadibo	
Salem	Ahmed	Ditwah PA ranger	SCDP		Direct Beneficiaries, Qalansia	
Salem	Ali Mohammed	Technician, Awareness Section	SCDP		SCDP Team	
Salmeen	Saad Ali	General Director	Hadibo District		Local Authorities, Hadibo	
Scholte	Paul	Chief Technical Advisor	SCDP	All	SCDP Team	
Scott	Steve	Horticulturalist – Research Collections	Royal Botanic Garden Endinburgh		Other (international research)	
Shidiwah	Mahmoud M.	Chairman	EPA	Review the current project	National Government	
Suliman	Ahmed Saeid	Deputy Head Head	EPA, Socotra Conservation and Research Unit SCDP	Achievements re implementation of zoning plan	SCDP Team	

Taleb	Nadim Mohammed	National Site Coordinator	SCDP	SCDP overview	SCDP Team	
Varin	Caroline	Agronomist	Triangle Home Gardens project		Direct Beneficiaries	F
Women participating			Triangle Home Gardens		Direct Beneficiaries	F x 11
?	?	Protected Areas Manager	EPA		National Government	

Annex 6. Summary of Project Expenditures

Socotra Conservation and Development Programme - Summary of Project Expenditures

Project No & Name	Activity No & Full Name	Budget	Expenditures (USD)					Total	Budget-Exp
			2004	2005	2006	2007	2008		
							<i>to 3rd Qr</i>		
00015633 Sustain.Dev. & Biodiv. Conserv	Activity: CONVERT (CONVERSION) (UNDP)	678 758.10	695 460.92	470.31	-17 173.13	0.00	0.01	678 758.11	-0.01
	Activity: CONVERT (CONVERSION) (ITA)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR PROJECT 00015633		678 758.10	695 460.92	470.31	-17 173.13	0.00	0.01	678 758.11	-0.01
00037128 Engines of growth preserved	Activity (): (UNDP)	225.97	0.00	-10.63	305.06	-68.46	53.59	279.56	-53.59
	Activity (): (ITA)	1 671.39	0.00	1 259.57	247.96	163.86	153.37	1 824.76	-153.37
	Activity 1: Improve EPA capacity (UNDP)	171 903.82	112 116.85	0.00	41 113.02	18 673.95	38.07	171 941.89	-38.07
	Activity 1: Improve EPA capacity (ITA)	310 485.21	0.00	161 732.92	148 673.89	40.33	0.00	310 447.14	38.07
	Activity 2: Support EPA program (UNDP)	259 783.22	149 548.01	29 462.00	80 712.19	61.02	0.00	259 783.22	0.00
	Activity 2: Support EPA program (ITA)	875 993.04	0.00	542 899.88	333 093.16	0.00	0.00	875 993.04	0.00
	Activity 3: Advances (UNDP)	9 493.68	0.00	0.00	9 493.68	0.00	0.00	9 493.68	0.00
	Activity 3: Advances (ITA)	296.49	0.00	953.58	0.00	-657.09	0.00	296.49	0.00
	Activity 6: Assure SCDP-EPA intl coord. (UNDP)	185 384.58	0.00	0.00	0.00	75 587.67	44 122.41	119 710.08	65 674.50

Activity 6: Assure SCDP-EPA intl coord. (ITA)	379 469.45	0.00	0.00	0.00	129 210.49	300 533.08	429 743.57	-50 274.12
Activity 9: Coserv. Strategy elabor.act (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 9: Coserv. Strategy elabor.act (ITA)	15 643.00	0.00	0.00	0.00	7 241.68	8 401.32	15 643.00	0.00
Activity 10: EPA organiz & mgt setup (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 10: EPA organiz & mgt setup (ITA)	3 415.22	0.00	0.00	0.00	3 415.22	0.00	3 415.22	0.00
Activity 12: Assur.key units functioni. (UNDP)	1 570.00	0.00	0.00	0.00	0.00	0.00	0.00	1 570.00
Activity 12: Assur.key units functioni. (ITA)	22 113.24	0.00	0.00	0.00	15 910.95	6 202.29	22 113.24	0.00
Activity 13: On the job train (UNDP)	104 915.62	0.00	0.00	0.00	0.00	0.00	0.00	104 915.62
Activity 13: On the job train (ITA)	523 459.76	0.00	0.00	0.00	361 634.62	133 053.55	494 688.17	28 771.59
Activity 14: Data collect. To feed DSS (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 14: Data collect. To feed DSS (ITA)	11 023.99	0.00	0.00	0.00	10 494.87	529.12	11 023.99	0.00
Activity 17: Support to run monitor sys. (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 17: Support to run monitor sys. (ITA)	9 575.25	0.00	0.00	0.00	7 470.23	2 105.02	9 575.25	0.00
TOTAL FOR PROJECT 00037128	2 886 422.93	261 664.86	736 297.32	613 638.96	629 179.34	495 191.82	2 735 972.30	150 450.63
00037130 Activity ({}): (UNDP) Community development promoted	1 253.55	0.00	1 203.39	50.13	0.03	0.00	1 253.55	0.00

Activity (I): (ITA)	1 008.23	0.00	766.72	139.72	101.79	81.78	1 090.01	-81.78
Activity 1: Acces to water (UNDP)	33 011.80	11 188.82	19 367.80	2 455.18	0.00	0.00	33 011.80	0.00
Activity 1: Acces to water (ITA)	91 326.15	0.00	91 326.15	0.00	0.00	0.00	91 326.15	0.00
Activity 2: Home gardens (UNDP)	79 275.79	50 078.15	0.00	29 187.29	10.35	0.00	79 275.79	0.00
Activity 2: Home gardens (ITA)	24 086.06	0.00	23 058.53	1 027.53	0.00	0.00	24 086.06	0.00
Activity 3: Extend malaria control prog. (UNDP)	14 555.37	1 259.99	12 306.27	989.11	0.00	0.00	14 555.37	0.00
Activity 3: Extend malaria control prog. (ITA)	6 872.36	0.00	4 475.71	2 396.65	0.00	0.00	6 872.36	0.00
Activity 4: Health services (UNDP)	13 389.21	6 879.03	3 756.49	2 753.69	0.00	0.00	13 389.21	0.00
Activity 4: Health services (ITA)	54 176.58	0.00	27 797.67	26 378.91	0.00	0.00	54 176.58	0.00
Activity 5: Advances (UNDP)	3 870.52	0.00	3 870.52	0.00	0.00	0.00	3 870.52	0.00
Activity 5: Advances (ITA)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 11: Analysis key thematic mgt. (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 11: Analysis key thematic mgt. (ITA)	4 199.30	0.00	0.00	0.00	0.00	4 199.30	4 199.30	0.00
Activity 14: Joint SCDP/DSS (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 14: Joint SCDP/DSS (ITA)	875.66	0.00	0.00	0.00	0.00	875.66	875.66	0.00
Activity 18: Joint SCDP/DSS (UNDP)	198.45	0.00	0.00	0.00	0.00	0.00	0.00	198.45
Activity 18: Joint SCDP/DSS (ITA)	5 417.61	0.00	0.00	0.00	1 755.67	3 661.94	5 417.61	0.00

	Activity 29: On the job training (UNDP)	5 684.58	0.00	0.00	0.00	0.00	0.00	0.00	5 684.58
	Activity 29: On the job training (ITA)	60 931.75	0.00	0.00	0.00	25 567.80	14 348.19	39 915.99	21 015.76
TOTAL FOR PROJECT 00037130		485 227.90	69 405.99	187 929.25	65 378.21	76 175.69	36 640.25	435 529.39	49 698.51
00037132	Activity (): (UNDP)	1 067.18	0.00	849.37	215.32	2.49	0.00	1 067.18	0.00
Governance & resource mobilizen									
	Activity (): (ITA)	1 332.07	0.00	415.14	302.73	614.20	132.91	1 464.98	-132.91
	Activity 1: Local government (UNDP)	27 284.63	346.66	20 972.26	5 965.71	0.00	0.00	27 284.63	0.00
	Activity 1: Local government (ITA)	8 189.68	0.00	8 189.68	0.00	0.00	0.00	8 189.68	0.00
	Activity 2: Fiscal transfers (UNDP)	240 000.00	120 000.00	120 000.00	0.00	0.00	0.00	240 000.00	0.00
	Activity 2: Fiscal transfers (ITA)	37 976.62	0.00	0.00	37 976.62	0.00	0.00	37 976.62	0.00
	Activity 3: Central coordination unit (UNDP)	217 655.83	10 645.41	91 427.71	114 684.03	898.68	0.00	217 655.83	0.00
	Activity 3: Central coordination unit (ITA)	413 571.28	0.00	107 953.17	158 061.46	147 556.65	0.00	413 571.28	0.00
	Activity 4: Develop DSS (UNDP)	9 543.46	9 543.46	0.00	0.00	0.00	0.00	9 543.46	0.00
	Activity 4: Develop DSS (ITA)	28 160.37	0.00	28 150.52	9.85	0.00	0.00	28 160.37	0.00
	Activity 5: Socotra Galpagos PI (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Activity 5: Socotra Galpagos PI (ITA)	33 053.30	0.00	1 746.32	0.00	0.00	63 004.97	64 751.29	-31 697.99

[illegible]

Activity 23: Activities to promote Socot. (ITA)	652.59	0.00	0.00	0.00	652.59	0.00	652.59	0.00
Activity 25: Joint analysis activities (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 25: Joint analysis activities (ITA)	6 932.64	0.00	0.00	0.00	6 932.64	0.00	6 932.64	0.00
Activity 26: Promote interactions (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 26: Promote interactions (ITA)	2 521.24	0.00	0.00	0.00	2 287.65	233.59	2 521.24	0.00
Activity 31: Identify & Assess options (UNDP)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Activity 31: Identify & Assess options (ITA)	8 524.19	0.00	0.00	0.00	61.30	7 983.86	8 045.16	479.03

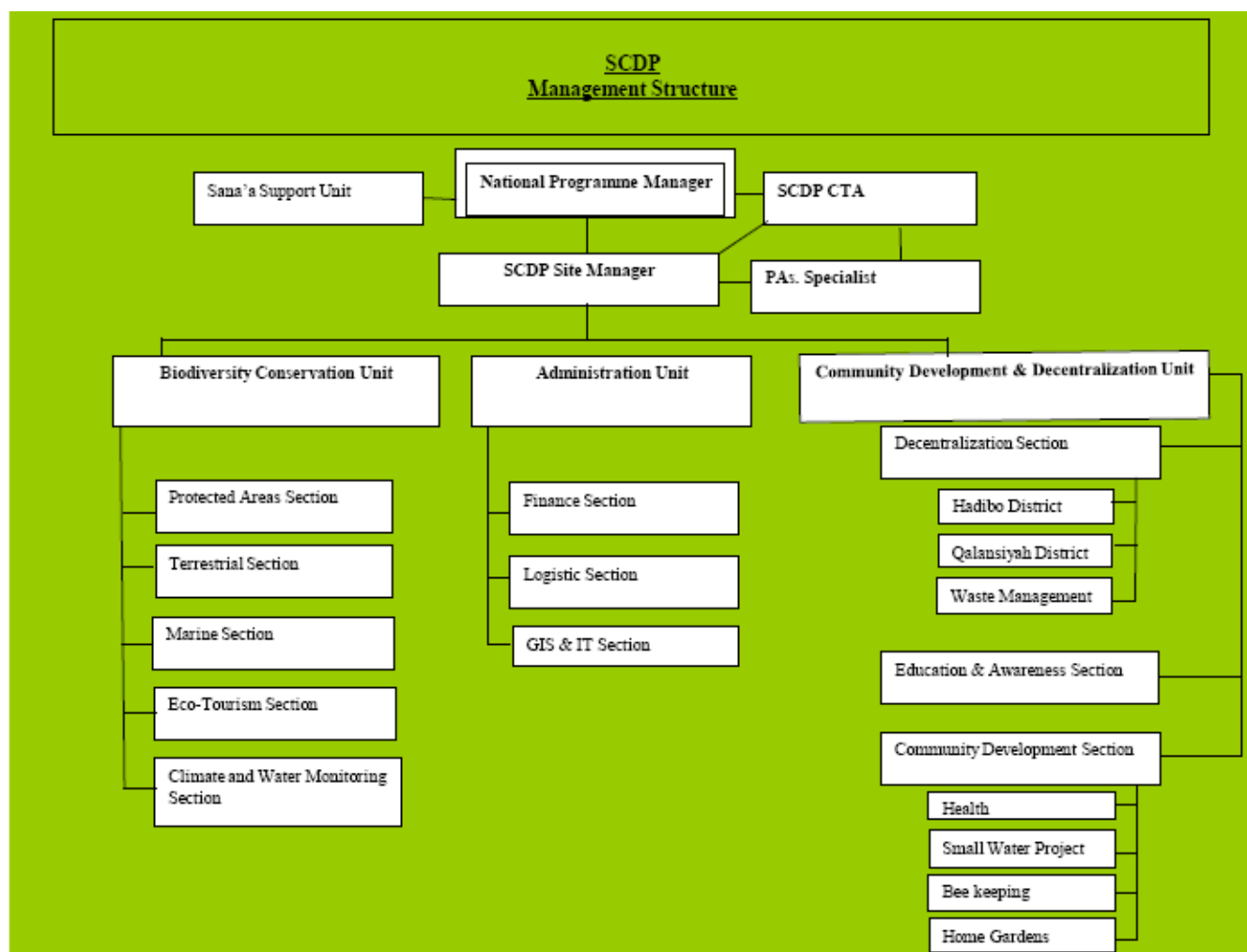
TOTAL FOR PROJECT 00037132	1 304 130.61	161 879.55	399 544.18	317 311.63	260 617.58	108 366.09	1 247 719.03	56 411.58
GRAND TOTAL	5 354 539.54	1 188 411.32	1 324 241.06	979 155.67	965 972.61	640 198.17	5 097 978.83	256 560.71

Annex 7. Analysis of DSS Expenditures

DSS Expenditures		in USD						
Activity No & Full Name	Budget	2 004	2 005	2 006	2 007	2 008	Total	Budget-Exp
						<i>to 3rd Qr</i>		
Activity 14: Data collect. To feed D	11 024	0	0	0	10 495	529	11 024	0
Activity 17: Support to run monito	9 575	0	0	0	7 470	2 105	9 575	0
00037130 Community development promoted								
Activity 14: Joint SCDP/DSS (ITA)	876	0	0	0	0	876	876	0
Activity 18: Joint SCDP/DSS (ITA)	5 418	0	0	0	1 756	3 662	5 418	0
Activity 19: Joint SCDP/DSS (ITA)	14 790	0	0	0	11 792	2 998	14 790	0
00037132 Governance & resource mobilizen								
Activity 4: Develop DSS (UNDP)	9 543	9 543	0	0	0	0	9 543	0
Activity 4: Develop DSS (ITA)	28 160	0	28 151	10	0	0	28 160	0
Activity 5: Socotra Galpagos PI (IT/	33 053	0	1 746	0	0	63 005	64 751	-31 698
Total DSS	112 440	9 543	29 897	10	31 513	73 175	144 138	-31 698
Grand Total SCDP	5 354 540	1 188 411	1 324 241	979 156	965 973	640 198	5 097 979	256 561
% DSS	2%	1%	2%	0%	3%	11%	3%	-12%
% DSS funded by UNDP	8%	100%	0%	0%	0%	0%	7%	0%
% DSS funded by ITA	92%	0%	100%	100%	100%	100%	93%	100%
Original Budget in the programme document	75 000							
Amount spent as % of original budget in programme document							192%	

N.B.: Not all DSS expenditures are reflected in the Project financial report.

Annex 8. Original SCDP Management Structure



Annex 9. Profiles of the Evaluators

Meg Gawler

Meg Gawler has nearly thirty years experience in environmental science and conservation, including ten years in the Africa & Madagascar Programme of WWF International, and ten years as the Founding Director of *ARTEMIS Services*. Originally trained as an ecologist, Meg has published refereed scientific papers on ecosystem functioning. Meg has long experience in the design, monitoring and evaluation of conservation and development projects and programmes. She is trained in programme evaluation, strategic planning, project cycle management, goal oriented project planning, logical frameworks, focus groups and workshop facilitation. To date, she has worked on short- and long-term assignments over 60 countries, and has good multi-cultural and interpersonal abilities.

Meg has over 15 years experience as an evaluator, and this has become the focus of her work for the last ten years. Meg has carried out 45 evaluation exercises worldwide, 35 of which as the team leader or sole evaluator – in English and/or French – and with a wide variety of stakeholders and objectives, including:

- ❖ project and programme evaluations
- ❖ organizational assessments
- ❖ meta-evaluations – analysing and drawing lessons learned from a portfolio of evaluations
- ❖ defining organizational standards for evaluations
- ❖ developing organizational strategies for monitoring and evaluation, and
- ❖ providing training in participatory monitoring and evaluation.

In carrying out evaluations, Meg's emphasis is on a humanistic and analytical process that enhances institutional learning and builds capacity for the project team who are at the heart of the evaluation. She is a member of the American Evaluation Association, the European Evaluation Society and the International Development Evaluation Association.

Hooria Mashour

Hooria Mashour holds degrees in economics, political science and law.

She is the Deputy Chairperson of Yemen's Women National Committee, and Editor-in-Chief of its newspaper. She has represented the Government of Yemen at numerous high-level international conferences.

In 2007, she was a member of the evaluation team of the DLDSP.