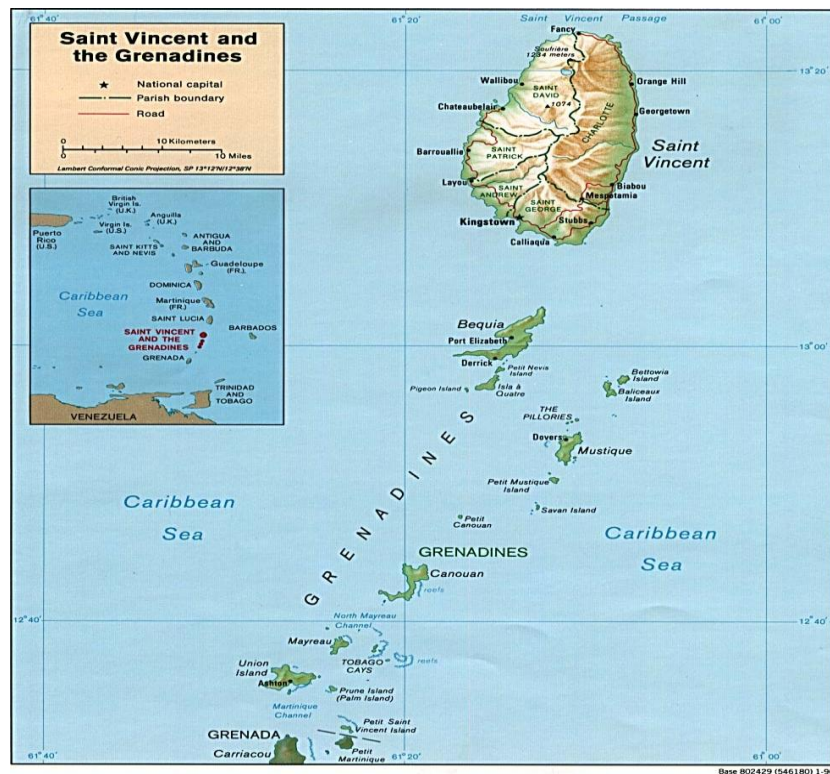


MID-TERM EVALUATION REPORT

FOR

THE SUSTAINABLE LAND MANAGEMENT PROJECT

ST. VINCENT AND THE GRENADINES



Project Funded by: The Global Environmental Facility (GEF)
Implementing Agency: United Nations Development Program

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Acronyms

CDR	Combined Delivery Report
CWSA	Central Water and Sewerage Authority
DIM	Direct Implementation Modality
EA	Executing Agency
FACE	Funding Authorisation and Certificate for Expenditure
GEF	Global Environment Facility
GIS	Geographic Information System
HACT	Harmonised Approach to Cash Transfer
IA	Implementing Agency
IFMDP	Integrated Forest Management and Development Programme
LRIS	Land Resource Information System
M&E	Monitoring and Evaluation
MoHWE	Ministry of Health, Wellness and the Environment
MSP	Medium Size Project
MTE	Mid-Term Evaluation
NALIMP	National Land Information Management Project
NCSA	National Capacity Self Assessment
NEMS	National Environmental Management Strategy
NIM	National Implementation Modality
NGO	Non Governmental Organization
NPDP	National Physical Development Plan
OECS	Organisation of East Caribbean States
OP	Operational Program
PIR	Project Implementation Report
PPCR	Pilot Project on Climate Resilience
PSC	Project Steering Committee
QOR	Quarterly Operational Report
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SPACC	Special Project on Adaptation to Climate Change
SVG	St. Vincent and the Grenadines
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VINLEC	St. Vincent Electricity Services
WINFA	Windward Islands Farmers Association

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1 Executive Summary

The overall goal of the Sustainable Land Management (SLM) Project in St. Vincent and the Grenadines (SVG) is ‘the sustainable management of natural resources through improved land management practices that will contribute to the protection of biodiversity and the preservation of ecosystem goods and services for the economic and social benefit of all the people’. It is expected that the goal will be achieved through capacity development of the relevant government Ministries, private sector and civil society organizations, and the mainstreaming of SLM into national development planning.

The strategic approach is to link the project to successful outcomes of previous projects as well as appropriate activities of current projects. Among these are the National Physical Development Plan (NPDP) of 2001, the National Environmental Management Strategy (NEMS) of 2004, the National Action Plan to address land degradation and drought (in St. Vincent and the Grenadines) of 2008, the ongoing National Land Titling and Land Registration Project and the Integrated Forest Management and Development Programme (IFMDP). These initiatives involve a mix of upstream and downstream approaches to land management, which is a good recipe for success.

The project had some shortcomings in progress towards achieving its objectives, in terms of relevance, effectiveness, and efficiency. The most significant shortcomings are related to the bottlenecks resulting from not completing important activities, including the training of farmers and the completion of the National Physical Development Plan to address land use. The project has experienced significant delays and will require strong adaptive management measures to ensure achievement of expected outcomes by the closure of the project. Many of the assumptions in the SLM design were based on an institutional capacity and level of buy-in that has not been fully realised.

Based on the review of the original log frame and proposed targets one of the main issues with implementation was the delayed start of early activities. This Mid Term Evaluation (MTE) finds that a key issue is one of institutional challenges. For example, the change of Permanent Secretary and the implementation of new financial modalities at critical junctures severely hindered project progress.

The project’s outcomes focus on capacity building, generation of knowledge management and financial mobilization tools to support SLM, but neither the financial mobilization tools nor the knowledge management tools are apparent at mid project. These must become a primary focus during the second half of the project in order to ensure that they are viable outcomes at end-of-project.

This MTE finds that, although the SLM project is demonstrating adaptive management at the national level, it is operating primarily at a technical level and is not therefore providing sufficient support in terms of influencing policies and institutions, i.e., it is having insufficient impact in terms of creating the enabling environment and structures necessary for mainstreaming SLM. Although some progress has been made in terms of mainstreaming and capacity development at the individual and systemic levels, there remains a paucity of information on land management in St. Vincent and the Grenadines, despite the history of government’s efforts at resolving land settlement issues. There is

as yet no information on investment planning for financing SLM beyond this project budget, but since this is Outcome 4 of the project it may yet emerge before the project closes.

There are a few key lessons generated by the SLM Project. Firstly, willingness to implement a project without supporting institutional structure does not guarantee success and may even discourage well-intentioned stakeholders. From the inception report, it is clear that there was willingness on the part of the Ministry of Health, Wellness and the Environment to implement the project in the given time frame, but the institutional arrangements were not adequate to facilitate this. Secondly, some degree of harmonization between the financial procedures of the implementing agency and the executing agency is necessary for speedy transfer of resources; midstream changes of financial procedures should be avoided. A third lesson is that the risk management log should have clearly articulated alternatives to challenges, especially where National Implementation Modality (NIM) projects are being implemented in places with limited capacity.

This evaluation found that, although the project is well designed and is having some solid and important outcomes, it is not having the full impact anticipated due to protracted delays before inception and during implementation. The expectations of stakeholders regarding the number and types of activities to be funded from the GEF incremental cost fund provided in the project are also creating implementation challenges. For example, the Department requested funds to purchase equipment that are not specified in the project document. The project is operating primarily at the technical level and is therefore not providing sufficient support to influence policy and institutional change towards mainstreaming SLM. To this end, the technical reports being developed under the project need to have corresponding legal instruments.

Table 1 Project Ratings

Main Project Ratings		
		Rating
Project Formulation	Conceptualization	Highly Satisfactory
	Stakeholder Participation	Highly Satisfactory
Project Implementation	Implementation Approach	Moderately Satisfactory
	Monitoring and Evaluation	Satisfactory
	Stakeholder participation in implementation	Satisfactory
Results	Attainment of outcomes/ Achievement of objectives	Moderately Satisfactory
Sustainability	Financial resources	Moderately Likely (ML). The mix of financial modalities between the EA and the IA is a risk to this project.
	Socio-political:	Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.
	Institutional framework and governance:	Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.
	Environmental:	Likely (L). There are moderate risks that are likely to affect this element of sustainability.

2 Introduction

This Mid-Term Evaluation (MTE) of the UNDP/GEF Project 'Capacity Building for Mainstreaming of Sustainable Land Management in St. Vincent (PIMS 3416)' was conducted between June 15th and July 30th 2011. The mission to St. Vincent took place from July 19th to July 24th. The MTE was conducted in accordance with the GEF Monitoring and Evaluation (M&E) Policy and has the following objectives:

- i) to monitor and evaluate results and impacts;
- ii) to provide a basis for decision-making on necessary amendments and improvements;
- iii) to promote accountability for resource use;
- iv) to document, provide feedback on, and disseminate lessons learned.

Mid-term evaluations are intended to assess the relevance, effectiveness, and design of a project, looking particularly for signs of potential impact, sustainability of results, and achievement of global environmental benefits. They also capture lessons learned and make recommendations that might improve the implementation of the remainder of the project or provide guidelines for the development of other UNDP/GEF projects.

The key issues addressed in this evaluation are: the mainstreaming of sustainable land management (SLM) into the national development plan; capacity building at the national institutional level, the national policy level and the individual level; the extent to which the projects activities support land management, and how skills developed in the capacity development process are transferred to agencies and other projects. In addition, the evaluation examined the management structure of the project, including its adaptive responses, as well as the overall management of resources available to the project.

The evaluation was conducted by a single independent evaluator who had no previous contact with the project but acquainted with the GEF, UNDP and St. Vincent and the Grenadines. It was therefore necessary to use as many sources of information and as many methodological approaches as possible. The evaluator used both qualitative and quantitative methods for this evaluation. The qualitative aspects included a desk review of: the project document, the project implementation report (PIR), the project inception report, quarterly operational reports (QOR), the country's national physical development plan, the project workshop reports, and the UNDP/GEF guidance policies on the evaluation process. Having completed this review, the evaluator convened a focus group discussion session with the Project Steering Committee and the National Project Coordinator. Individual meetings were conducted with the Permanent Secretary in the Ministry of Health, Wellness and the Environment (MoHWE), the Director of Planning, the Director of the Environmental Management Department (MoHWE) and selected consultants. The evaluator had early discussion with the UNDP Programme Manager on the intent and process of the evaluation, and later interviewed the Programme Manager to clarify issues that had arisen during the evaluation process. Questionnaires were sent to relevant persons who were unavailable to participate in the focus group discussion or to attend an individual meeting. The information obtained was cross-referenced to determine consistency and degree of impact. Having completed the qualitative analyses indicated above, the

indicators in the project document were quantitatively analysed to assess the relevance and efficiency of UNDP-GEF support and the overall project performance.

At the end of the data collection, a preliminary summary report was drafted and shared with the project management team in an exit interview. Clarification of some issues was sought by both parties. The general consensus was that the evaluation had been conducted in an atmosphere of cordiality and that the findings that were discussed were without prejudice.

3 Project Design

The Global Portfolio project was approved in September 2004 and UNDP received Delegation of Authority for this Medium Size Project (MSP) on October 9th 2007. The government of St. Vincent and the Grenadines signed off on this MSP on the 23rd of April 2008. The project was designed to be executed over three years. With a national start date of October 2009, the project should end in September 2012. However, the evaluator was informed by UNDP that the project will be operationally closed on 30th June 2012, as per the instructions of the donors to UNDP.

The SLM project in St. Vincent and the Grenadines was designed to address the ubiquitous land degradation challenges associated with a mix of land tenure issues on the fragile volcanic slopes from which a large percentage of the population extract their livelihood. As stated in the project document, implementation of the MSP “will contribute significantly to the national goal of alleviating poverty especially among the country’s poorest indigenous communities.....and streamline a number of processes relating to SLM in the major economic and productive sectors...”

The initiative was designed to strengthen capacity at the systemic, institutional, and individual level to enable the implementation of innovative approaches to sustainable land management and resource use among key stakeholder groups in St. Vincent and the Grenadines. These stakeholders include: the Ministry of Agriculture, Rural Transformation, Forestry and Fisheries; the Ministry of Housing, Informal Human Settlements, Physical Planning, Lands and Surveys; the Ministry of Health, Wellness and the Environment; and Non-Governmental Organizations (NGOs) such as the National Farmers Association, the Banana Growers Association, and independent land owners who own significant tracks of forest.

The incremental funds provided to this project by the GEF was intended to assist St. Vincent and the Grenadines to build capacity for sustainable land management by improving relevant legislation, developing a Land Resource Information System (LRIS), training farmers and land resource users, and mainstreaming these efforts through ownership by the stakeholders of the process and the products. This project has GEF incremental cost funding of US\$485,000 and co-financing of US\$545,000.

The outcomes as listed in the project document are:

- i) Mainstreaming of sustainable land management principles into policies and regulatory frameworks
- ii) Capacity building for land management
- iii) Development of knowledge management tools
- iv) Investment planning and resource mobilization for implementation of SLM interventions

4 Findings

4.1 Project Formulation

St. Vincent and the Grenadines has had several government-led land reform (land settlement) initiatives over the past fifty years, with at least three in the last thirty years. These initiatives sought to put the lands into the ownership of the peasant farmers. A supporting element of these initiatives was the establishment of an Extension Officers Unit in the Ministry of Agriculture. This Unit was tasked with assisting the farmers in the development and implementation of land management and farming techniques. These practices are the major tenets of the SLM project, making the project highly relevant since it fits well into the local and national development priorities. Moreover, the project seeks to facilitate stakeholder coordination and participation in reducing land degradation through an improved understanding of ecosystem functioning and the implications of deforestation. This is consistent with the goal of the land degradation focal area of the SLM project.

Although the overarching concept of the project was articulated at the time of funding approval, the specific design of the project was largely national, resulting from a high level of stakeholder participation. The Integrated Forest Management and Development Programme (IFMDP), the National Land Information Management Project (NALIMP) and the National Environmental Management Strategy (NEMS) provided the base from which the project devolved, to the extent that some activities in this project are a mere extension of the IFMDP and NALIMP. The Agencies leading the then existing national projects took an active part in framing this project, with sustainability after the project being a high priority. The project formulation was therefore Highly Satisfactory (**HS**). The logical framework was clear and the targets achievable, and as a result there were no changes to project structure during the implementation of the project.

Given this strong support for the SLM from government agencies, utility companies (Central Water and Sewerage Authority and St. Vincent Electricity Services) and the NGO community, it is fair to say that the project is not only driven by but owned by the country. Elements of the project were found in the work plan of the Forestry Department and the Department of Physical Planning. The call for the farmers' training came from the Extension Officers in the Ministry of Agriculture and the National Farmers Union, all of whom were involved in project development. The interest in the project is therefore bidirectional, both top down and bottom up, which speaks to both demand and ownership.

Lessons learnt from the STABEX 95 Environmental Management and Sustainable Land Use Project were taken on board in deciding on activities for this project. For example, the farmers' training component of this SLM Project has benefited from the technical assistance programme provided by the Soil Conservation Unit of the Ministry of Agriculture. However, despite the strong stakeholder involvement in the development of the project and the desire to share in its implementation, there is an element of frustration among some stakeholders who feel that the project's rate of implementation is too slow to get maximum benefits from its earlier outputs. There is also some concern that the public sector is participating more and benefitting more from the project than the private sector and the NGO Community. Despite these concerns, the MTE rates stakeholder participation as Satisfactory (**S**).

There are several good project experiences that should be considered for replication and/or possible up-scaling. The first is the German Gutter initiative. In this initiative, the work with the local community to address drainage and land slippage is a positive example of a community helping themselves with minimal input from government or an external agency. A second positive experience is the improvement and completion of the National Physical Development Plan which is an example of incremental cost providing exponential benefits. The initial NPDP financed by the government did not consider land management issues. However, with support from the SLM project, the NPDP was expanded to capture land management issues as well as a legal framework to govern it.

As the Implementing Agency, UNDP provided technical and financial support to the project development process. Linkages were created with other UNDP-GEF initiatives such as the National Capacity Self Assessment (NCSA) and the Biodiversity Capacity-Building Project. Senior staff in the Ministry of Health, Wellness and the Environment point to a protracted development phase but did feel that UNDP sustained the process well so that the project never became disconnected or removed from the stakeholders' agenda.

4.2 Project Implementation

To date the project has assisted with, *inter alia*, the development of the National Physical Development Plan, the provision of GIS software, the training of officers involved in the development of the National Land Use Plan, community advocacy and national consultation on the "German Gutter" settlement (a community in North Leeward) and the Montreal Watershed. These activities are in line with Outcomes one, two and three of the project document, with some of the indicators stated in the logical framework being realized. The activities under Outcome four are less visible at this stage of project implementation. Overall, the objectives of the project are being met but the many delays between related activities are frustrating the stakeholders and detracting from the project's effectiveness.

Some of the early project activities completed to date fit well into national programming. As a result, these outcomes have legal and financial support at the national level. They are therefore likely to continue well into the future, once the legal and financial support continues at the national level. On the contrary, the community-based activities, e.g. in the German Gutter area, have only local community support. Their continued success depends on the presence of a 'champion' in the community. And it is therefore only moderately likely that the activities will be sustained financially and environmentally.

The preparation of the annual work plan provided an opportunity for the Steering Committee to review the project's progress and examine the alignment of activities with the project's objectives and the national development agenda. The MTE found that the preparation of the work plan was appropriately centered around the logical framework in the project document, but was sensitive to national realities which were likely to cause delays in project implementation. The outcomes of the project can therefore be used to effectively guide the development of the national land use agenda.

The public awareness or information dissemination component of the project has not yet been developed and implemented. This constrains the awareness of stakeholders and the NGO

community in terms of project implementation. However, the project has recently advertised for the recruitment of a consultant to undertake this phase of the work. The National Trust and JEMS, which are the only NGOs directly involved in the project, serve on the Project Steering Committee. The WINFA (Windward Island Farmers Association) Fair Trade has also contributed to the stakeholder assessment conducted by the National Project Coordinator. These three groups do promote the project's awareness and the latter serves as a bridge to the farming community. . Other stakeholders include the community surrounding the 'German Gutter' area, the Troumaca Ontario Secondary School, and the community surrounding the Montreal Watershed area.

At this point in the execution of the project, no notable national or international partnerships or collaborations have been developed. The strength of the project's partnerships lies in its Inter-Ministerial linkages, which have the potential to nurture future partnerships for sustainability of land management. Overall, with respect to the NGOs and the WINFA Fair Trade, stakeholder participation can be considered Satisfactory (S).

The Project Management Team always sought to move the project along but was often hindered by changing institutional arrangements. For example, management arrangements for financial flows were forced to adjust to changes in the national financial policy. On two occasions, this resulted in protracted delays that caused a loss of technical staff and missed opportunities for synergies. One such occasion was the Project Coordinator that was selected but was not called to pick up the post one year on, causing delays in the start of the Project. However, the Ministry has recently moved to the SMART Stream system for the disbursement of funds and this should greatly improve the project's ability to carry out its activities.

Most activities undertaken by the project are twinned with other ongoing national activities such as the development of the National Physical Development Plan and community rehabilitation following tropical storms. This ensures that the government co-financing contribution is exceeding the budgeted amount, and a sense of national ownership of the project is facilitated. There have been clear gains made through the project, but more could have been achieved without the delays referred to earlier. The evaluation found that the management approach was Satisfactory (S) despite the bureaucratic challenges encountered.

Despite the challenges, the operational relationship between institutions remains sound. The National Project Coordinator attributes this to personal relationships among individuals across sectors and a general interest in and commitment to the reduction of poor land use at a national level. This collegial approach contrasts with the standard national practice of communication and information across sectors following a more rigid and bureaucratic pathway.

Payments for services were prepared using two modalities under the Harmonised Approach to Cash Transfer (HACT). Modality 1 under the HACT addresses direct payment, where consultants recruited by the government are paid directly by UNDP on request of the government. In the second Modality, cash advances are made to the government of St. Vincent and the Grenadines upon request, using the standard Funding Authorisation and Certificate for Expenditure (FACE) Form. These advances are

then used to cover costs incurred by the government for project activities at the national level. UNDP, in its fiduciary role, endeavours to verify the validity of all requests before the advances are paid.

Budgetary allocations by the government towards co-financing of the project were made on an annual basis for the first two years. However, these funds were not utilized and were consequently lost. In the following years (2010, 2011), co-financing was reduced and used for institutional support (office space, telephone, assistance to purchase equipment). Consequently, in the last year there has only been an In-Kind contribution, partly as a result of the global financial crisis. Co-financing has also been generated from agreements with the Central Water and Sewerage Authority (CWSA) and the St. Vincent Electricity Services (VINLEC), and these are referenced in the project document. These funds are currently being used to support the demonstration project in the Montreal watershed area. This demonstration project is attempting to implement soil conservation initiatives such as using grass barriers, terraces, agro-forestry and other agricultural techniques. In conclusion, it should be noted that it is difficult to accurately account for the total co-financing contributed by the government since, even in cases where the government allocates a fixed amount, the total spent cannot be verified due to multiple activities being funded under the same heading.

The government experienced difficulty in recruiting staff for the initiation of the project. To overcome this challenge, the government requested assistance from UNDP in the form of its support to NIM. This modality allows UNDP to recruit staff and implement activities on behalf of the government. This was the modality used to recruit the current National Project Coordinator and to initiate the data collection and assessment exercise. The support to NIM modality lasted for one year (2009-2010) after which the government assumed full responsibilities and implemented all the activities to date. Under the UNDP execution phase, all activities were done in a timely fashion and all payments made promptly. However, when the government resumed responsibility, there were again significant delays in recruitment and payments to staff and consultants.

The stakeholders and National Project Coordinator confirmed that UNDP was always available for support and consultation as needed, and that UNDP strongly encouraged the government to execute the project in a timely manner. The Steering Committee and National Project Coordinator indicated that there is no local monitoring mechanism in place for the project and that the UNDP monitoring regime is the only ongoing system of checks and balances. In this regard, the local Monitoring and Evaluation was considered Unsatisfactory (U).

Table 2 Assessment of Activities in the Four Major Outcomes

OUTCOME 1: SLM Mainstreamed into National Development Policies, Plans & Regulatory Frameworks			
Output #	Indicator	Degree of Success	Comment
1.1 Planning and Policy documents for integration of SLM into macro-economic policies and regulatory frameworks of SVG	Ministries use SLM guidelines and best practices to support physical and economic development planning and formulation of macro-economic policies.	80% completed	Consultant failed to complete the assignment and the task was undertaken by the National Project Coordinator.
1.2 National Physical Development Plan, NEMS, and relevant national environmental legislation incorporating SLM	National Physical Development plan and NEMS contain specific sections on SLM.	-NPDP Draft Document available. -Draft National Environmental Bill available.	-NPDP is in progress and is funded jointly by the SLM and PPCR. -Draft National Environmental Bill evolved from the NEMS and contains SLM issues.
1.3 Revised national legislative and regulatory instruments that incorporate principles of SLM.	National Regulations regarding land management and planning incorporates principles of SLM	There has been recent Legislation passed that address some aspects of SLM	-The Possessor Land Title Legislation -Policy intervention to regularize squatting in some areas, that persons can own the lands at concessionary terms.
1.4 Cabinet-approved final NAP document.	NAP for UNCCD completed and approved by Cabinet	Draft prepared and submitted to Cabinet	Cabinet awaiting amendments to the Draft.
OUTCOME 2: Capacity Building for Land Management			
Output #	Indicator	Degree of Success	Comments
2.1 Trained technical staff from the Forestry Department and Soil Conservation Unit and NGOs actively engaged in providing technical support and policy guidance on SLM to stakeholders	Effective inter-agency coordination mechanism for SLM is defined between ministries and CBOs	-Conducted a National Workshop on Geoscience. -Provided a Scholarship to the Forestry Department – the Forestry Inventory and Mapping Unit. -Lands and Surveys procured equipment.	-The Workshop targeted persons from the Troumaca area. - Scholarship for an Undergraduate Diploma in Geo-Information Science and Earth Observation for Geoinformatics to Mr. Cornelius Lyttle.
2.4 Strengthened support agencies, specifically the MoHWE and the MAFF have resource capacity to render required support to SLM.	Agencies have resource capacity to render required support for implementing SLM practices	-Conducted a National Workshop on Geoscience. -Provided a Scholarship for a Diploma in GIS.	- There were many technical persons present at the Workshop. -The trained personnel will work with the Forestry Department, Lands and Survey Department, Physical Development and Housing, and the Statistical Department.

Outcome 3: Develop Capacity for Knowledge Management in Support of SLM			
Output #	Indicator	Degree of Success	Comments
3.1 Computerised Land Resources Information System (LRIS) within National GIS Unit set up	LRIS established within the national GIS unit, Ministry of Planning with access to users via intra and internet exchange.	-This was completed before the commencement of the project.	-Project is supporting the further development of this initiative which has 2 Phases. -Trained GIS Technician to support this process
3.2 Information databases on land use, land tenure, land degradation, land zoning for St. Vincent and the Grenadines (within LRIS) established.	Information on land use, land tenure, land degradation, land zoning in SVG readily available to policy planners, technical departments and land users	Project acquiring upgraded software and licensing for GIS Department to carry out these activities	-This software can be used to develop material for other Departments and Units.
3.3 Monitoring and evaluation system for state of environments assessments developed.	Monitoring and evaluation system for state of environment assessment in SVG is operational and information used to update LRIS.	Some elements of this monitoring system exist in the Physical Planning Department.	This system is being supported by the Project.
3.4 Technical Staff trained in analytical applications for decision making to support SLM planning	Technical staff in Ministries developing spatial information products for decision making based on agency and stakeholder requirement.	There were information sessions at the Project Steering Committee Meetings to give members a better understanding of SLM and its importance to the various government departments	
3.5 Trained technical staff (Physical Planning, Surveys and Lands, other core agencies) on operation, maintenance and information-access for the LRIS	Technical staff in ministries using guidelines for operation, maintenance and information sharing of LRIS.	Currently the Trainer is completing his training and will then train other personnel.	
Outcome 4: Investment Planning and Resource Mobilisation for implementation of SLM			
The project is commencing on a strategy for Investment Planning			

4.3 Results

At the time of project development and inception, the GEF incremental cost funding was considered adequate. However, seven years on, the project management team feels that the funds are inadequate to meet the tasks. To address this challenge, the investment plan under Output 4.1 is being designed to attract resources from CWSA, VINLEC and the Pilot Project on Climate Resilience (PPCR). CWSA and VINLEC are co-financers of the current project and have a strong interest in land management since they are both dependent on water resources drawn from the land.

The project has a strong appeal to the stakeholders but public involvement is limited, and this is largely due to the absence of an effective public education outreach programme. The major stakeholders are aware of the benefits to be derived from the project and are willing to support its continued execution, but the framework for such participation needs to be formalized and the method of dissemination of information to the stakeholders strengthened.

Because the project is supporting the NPDP and its supporting regulations, which are key elements of the government Land Policy, there is no apparent conflict between the project outcomes and national policy. By contrast there is great interest on the part of government departments and statutory bodies (e.g. CWSA) to ensure the continuation and expansion of activities under the project. It is therefore recommended that these institutions be made a part of the stewardship of the project.

The project is strongly synergetic with the environment and development agenda of St. Vincent and the Grenadines. As a result, the project has been having considerable impact in terms of reducing land degradation and abating the need for civil works, as in the case of the 'German Gutter' area in Troumaca. In this area, there is a drive to educate the community about their land use practices in an effort to prevent the need for expansion of civil works previously used to address land slippage. The project management team was satisfied with the implementation arrangements for the project, including the exchange of institutional programming among its members. The team felt that this was a positive way to strengthen Inter-Ministerial coordination and bring about synergies among the several projects being implemented across the Ministries. Through this process, continued synergies can be fostered among SLM activities nationwide to encourage the sustainability of cooperation and collaboration.

Based on the foregoing discourse and the findings as presented in Table 1, it is reasonable to conclude that the Project has made good progress, even though the rate of implementation has been slow relative to the timeframe. A Satisfactory (**S**) rating is considered fair as it relates to the work completed. However, if one considers the project start date and its current duration, an Unsatisfactory (**U**) rating would be fair for overall implementation.

5 Conclusions and Recommendations

Having reviewed the relevant data and interviewed the appropriate persons, the evaluation found that the project was relevant in both its design and expectations. St. Vincent and the Grenadines, as a Small Island Developing State with limited land resources, is very dependent on these resources and shows a great desire to protect them. The project had two major delays that resulted in over two years of lost time from project signing to inception. Even at inception, there was yet another delay, although not so protracted, which was to facilitate the changeover of the government financial system. The quality of the work produced in the project has been Satisfactory (S), but the many interruptions and delays have reduced its effectiveness. Given this, project implementation up to this point can be considered Unsatisfactory (U).

The overall objectives of the Project are important to the nation, and this has resulted in a strong commitment by stakeholders to drive the execution of the project. In this regard, there is a high likelihood of sustainability of project activities, and the future of the project is well grounded in national development and policy.

The outcomes of the project to date are few but both sound and important. However, the implementation rate needs to be accelerated and be more consistent. There is need for a national monitoring system to assist the project team in staying on track and honouring the expectations as stated in the Logical Framework.

The remaining project activities need to be implemented within the remaining project timeframe. This will require serious dialogue among the Permanent Secretary, the Director of Planning and Project Management. UNDP, in its role as the Implementing Agency, needs to ensure that this discourse takes place, and should even consider leading it and monitoring its progress. The Management Response should take this recommendation into consideration.

The following recommendations emerged out of the discussions and seek to provide guidance for the remaining implementation of the Project.

- There is need to examine the present financial mechanism of the project, with a view to addressing the bottlenecks between the Ministry of Finance and Economic Planning and the Ministry of Health, Wellness and the Environment in relation to financial disbursements in support of project activities.
- The Public Education Outreach programme should be expedited and should include the use of electronic media and social networks to facilitate information dissemination and stakeholder participation.

- The project management should facilitate the Ministry's development of MOUs with current co-financers (CWSA, VINLEC) and other interested parties as part of its Investment Plan to ensure sustainability of the project's activities.
- The Investment Plan needs to be developed as a matter of urgency, taking into account existing partners, the future direction of the project and the national development plan.
- The project should seek to develop short and medium term linkages with other current projects, including the USAID-OECS Climate Change Project and the PPCR.
- There needs to be the development of a legal framework within which government agencies can safeguard the integrity of their mandates in cases where there is a conflict due to overlapping jurisdictions related to land management and development issues.
- The project Steering Committee should undertake a review of its existing work plan in order to prioritise activities and ensure their financial support over the remaining life of the project.
- The recruitment process needs to be examined in order to reduce the time taken to issue contracts. Where the government system does not support quick issuance of contracts, the government should consider engaging the UNDP support to NIM modality.

6 Lessons Learned

The project risk log provided an overview of potential challenges. However, the project team encountered additional situations for which they were not prepared. From these challenges, the following Lessons can be learned:

- Persons involved in the selection process should be familiar with the technical components of the project, expectations of the Implementing Agency, and current challenges in the project in order to select the most appropriate candidates. This problem was evident in the case of the consultant recruited to undertake review of the Policy, Legislation and Institutional Framework for SLM in St. Vincent and the Grenadines where, six months after the submission date, the consultant was still grappling with the technical expectations of the assignment.
- There should be a clear understanding of the financial mechanisms of UNDP, the government and the peculiarity of the Line Ministry in order to facilitate the smooth flow of funding to support project activities. These arrangements should be clearly articulated before the first disbursement is due.
- The National Project Coordinator should be kept updated as to any changes in the Implementing Agency and government processes, i.e. the specifics of the reporting, financial, and technical requirements.
- The government and the National Project Coordinator should be aware of all implementation options, including the National Implementation Modality (NIM), the Direct Implementation Modality (DIM) and the support to NIM.
- The government should endeavour to support the participation of the Project Management in regional fora for capacity building and information dissemination.

7 Annexes

7.1 TERMS OF REFERENCE FOR CONDUCTING THE MID-TERM EVALUATION

1 INTRODUCTION

1.1 UNDP/GEF Monitoring and Evaluation (M&E) policy

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives:

- i) to monitor and evaluate results and impacts;
- ii) to provide a basis for decision making on necessary amendments and improvements;
- iii) to promote accountability for resource use;
- iv) to document, provide feedback on, and disseminate lessons learned.

A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

1.2 The project objectives and its context

The project will support the mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines through institutional, individual and systemic capacity building. The institutional capacity building will be directed at creating synergies to facilitate maximization of resource in the effective delivery of technical support to government agencies, the private sector, community based organization and civil society groups.

The project objective is to strengthen and develop capacity for sustainable land management in relevant government ministries, the private sector and civil society organizations, and to mainstream sustainable land management into national development planning. The project will realize five outcomes: (1) SLM mainstreamed into national development policies, plans and regulatory frameworks (2) Individual and institutional capacity for SLM developed, (3) Capacity for knowledge management in support of SLM developed, (4) Investment planning and resource mobilization for implementation of SLM interventions are elaborated (5) Adaptive Management and Learning. The three year project will be implemented by the Environmental Services Unit in the Ministry of Health and the Environment using the multi-stakeholder participatory approach involving public, private and non-government organizations.

2 OBJECTIVES OF THE EVALUATION

The Mid-Term Evaluation (MTE) is a requirement of UNDP and GEF and thus it is principally initiated by UNDP CO in Barbados. It will be conducted according to guidance, rules and procedures for such evaluations established by UNDP and the Global Environment Facility.

The overall objective of the MTE is to analyze the implementation of the project, review the achievements made by the project to deliver the specified objectives and outcomes. It will establish the relevance, performance and success of the project, including the sustainability of results. The evaluation will also collate and analyze specific lessons and best practices pertaining to the strategies employed, and implementation arrangements, which may be of relevance to other projects in the country and elsewhere in the world.

The main stakeholders of this MTE are the Ministries of Health and the Environment, Agriculture and Fisheries and Finance and Planning. Other stakeholders include the Steering Committee and the NGO community.

The MTE must provide a comprehensive and systematic account of the performance of the project to date by assessing its project design, process of implementation and results vis-à-vis project objectives including the agreed changes in the objectives during project implementation. MTEs have four complementary purposes:

- To promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- To synthesize lessons that may help improve the selection, design and implementation of future UNDP-GEF activities;
- To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues, for example in the mid term evaluation.

3 PRODUCTS EXPECTED FROM THE EVALUATION

The evaluation team is expected to deliver the following products:

Oral presentation of main findings of the evaluation: This should be presented to UNDP CO before the mission is concluded in order to allow for clarification and validation of evaluation findings.

Evaluation written report: This report will be submitted to the UNDP Country Office, the UNDP-GEF regional Coordination Unit (RCU) and project team electronically within 2 weeks after the evaluation mission has been concluded. These parties will review the document and provide feedback to the evaluation team within 1 month after the evaluation report draft has been submitted. The evaluator will address these comments and provide a final report within a period of 1 week. In case of

discrepancy between parties and the evaluation team an anNIM should be included at the end of the document explaining the discrepancies.

General considerations of the report:

- Formatting: Times New Roman – Font 11; single spacing; paragraph numbering and table of content (automatic); page numbers (centered bottom); graphs and tables and photographs (where relevant) are encouraged.
- Length: Maximum 50 pages in total excluding anNIMes
- Timeframe of submission: first draft within 2 weeks of completion of the country mission

4 METHODOLOGY OR EVALUATION APPROACH

An outline of the evaluation approach is provided below. However, it should be made clear that the evaluation team is responsible for revising the approach as necessary. Any changes should be in line with international criteria and professional norms and standards as adopted by the UN Evaluation Group². Any change must be cleared by UNDP before being applied by the evaluation team.

- (i) **Documentation review** (desk study): the list of documentation is included in AnNIM 2. All the documents will be provided in advance by the Project Team and by the UNDP Country Office. The evaluator should consult all relevant sources of information, including but not limited to the following list of documentation: UNDP and GEF evaluation policy, the project document, project reports, Project Steering Committee minutes and decisions, project budgets, project work plans, progress reports, PIRs, project files, UNDP guidance documents, national legislation relevant to the project and any other material that they may consider useful. The National Project Coordinator will also provide a report of the project's accomplishments and lessons.
- (ii) **Interviews** will be held with the following organizations and persons as a minimum: The Permanent Secretary in the Ministry of Health and the Environment, The Director of Finance (UNDP's focal point), the Environmental Director/Coordinator, members from **the project Steering Committee and the National Project Coordinator**.
- (iii) **Field Visits** should be made to any site where there are demonstration activities.
- (iv) **Semi-structured interviews** – the team should develop a process for semi-structured interviews to ensure that different aspects are covered. Focus group discussions with project beneficiaries will be held as deemed necessary by the evaluation team
- (v) **Questionnaires**
- (vi) **Participatory Techniques and other approaches for the gather and analysis of data**

². www.uneval.org

5 EVALUATION TEAM

This evaluation will be undertaken by a single consultant who must be familiar with the subject matter as well as the local conditions in St. Vincent and the Grenadines.

6 IMPLEMENTATION ARRANGEMENTS

6.1 Management Arrangements

The evaluation is being solicited by UNDP, led by UNDP Barbados and the OECS as project Implementing Agency. The UNDP Sub-regional Office for Barbados and the OECS has overall responsibility for the coordination and logistical arrangements. Briefing sessions will be scheduled as necessary.

Payment modalities and specifications: The evaluators will be contracted directly from the project budget. Payment will be 50% at the submission of the first draft to the UNDP-CO, and the other 50% once the final report has been completed and cleared by UNDP Sub-regional office. The quality of the evaluator's work will be assessed by the UNDP-CO and UNDP-GEF- RCU. If the quality does not meet standard UNDP expectations or UNDP-GEF requirements, the evaluators will be required to re-do or revise (as appropriate) the work before being paid final installments.

6.2 Timeframe, resources, logistical support and deadlines

The total duration of the evaluation will be **24** days according to the following plan:

Preparation before field work: (4 days including travel time)

- Acquaintance with the project document and other relevant materials with information about the project (PIRs, TPR reports, Mid term Evaluation report and other evaluation report, etc);
- Familiarization with overall development situation of country (based on reading of UNDP-Common Country Assessment and other reports on the country).
- Detailed mission programme preparation, including methodology, in cooperation with the UNDP Country office and the Project team.

Mission: (**10** days-)

- Meeting with UNDP Country office team;
- Meetings with key stakeholders in St. Vincent
- Joint review of all available materials with focused attention to project outcomes and outputs
- Visit to Project site

- Observation and review of completed and ongoing field activities,(capacity development, awareness /education, sustainable use demonstration activities, community development, etc)
- Interviews with key beneficiaries and stakeholders, including representatives of local authorities, local environmental protection authorities, local community stakeholders, etc.

Draft report (8 days-): To be provided within two weeks of mission completion

- Final interviews / cross checking with UNDP CO, Project team.
- Drafting of report in proposed format
- Telephone review of major findings with UNDP CO
- Completing of the draft report and presentation of draft report for comments and suggestions within 1 month

Final Report (2days-)

- Presentation of final evaluation report

7 SCOPE OF THE EVALUATION AND SPECIFIC ISSUES TO BE ADDRESSED

The scope of a MTE will depend upon project type, size, focal area, and country context. In all cases, the TE should properly examine and assess the perspectives of the various stakeholders. In most cases, the TE will include field visits to ascertain project accomplishments and interviews of the key stakeholders at national and, where appropriate, local levels. It also analyses the use of GEF and co-financing resources in the broader context of the country.

In general it is expected that evaluations in the GEF explore the following five major criteria :

- **Relevance.** The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.
- **Effectiveness.** The extent to which an objective has been achieved or how likely it is to be achieved.
- **Efficiency.** The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.
- **Results.** The positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short- to medium-term outcomes, and longer term impact including global environmental benefits, replication effects, and other local effects.

- **Sustainability.** The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

The following should be covered in the TE report:

General information about the evaluation.

The TE report will provide information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology. More details are provided in the template of Terms of Reference **(ToR)** in AnNIM 2.

Assessment of Project Results

TEs will at the minimum assess achievement of outputs and outcomes and will provide ratings for outcomes. This assessment seeks to determine the extent to which the project outcomes were achieved, or are expected to be achieved, and assess if the project has led to any other positive or negative consequences. While assessing a project's outcomes, the TE will seek to determine the extent of achievement and shortcomings in reaching the project's objective as stated in the project document, and also indicate if there were any changes and whether those changes were approved and achieved. If the project did not establish a baseline (initial conditions), the evaluator- together with the Project Team- should seek to estimate the baseline condition so that achievements and results can be properly established. Since most GEF projects can be expected to achieve the anticipated outcomes by project closing, assessment of project outcomes should be a priority. Outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs. Examples of outcomes could include but are not restricted to stronger institutional capacities, higher public awareness (when leading to changes in behavior), and transformed policy frameworks or markets. **For GEF 4 projects it is required**, and for GEF 3 projects it is encouraged, that the evaluators assess the project results using indicators and relevant Tracking Tools.

To determine the level of achievement of project results and objectives following three criteria will be assessed in the TE:

- **Relevance:** Were the project's outcomes consistent with the focal areas/operational program strategies and country priorities? The evaluators should also assess the extent outcomes specified in the project appraisal documents are actually outcomes and not outputs or inputs.
- **Effectiveness:** Are the project outcomes commensurable with the expected outcomes (as described in the project document) and the problems the project was intended to address (i.e. original or modified project objectives)? In case in the original or modified expected outcomes are merely outputs/inputs then the evaluators should assess if there were any real outcomes

of the project and if yes then whether these are commensurate with the realistic expectations from such projects.

- **Efficiency:** Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was then did that affect cost-effectiveness? Wherever possible the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects.

The evaluation of relevancy, effectiveness and efficiency will be as objective as possible and will include sufficient and convincing empirical evidence. Ideally the project monitoring system should deliver quantifiable information that can lead to a robust assessment of project's effectiveness and efficiency. Since projects have different objectives assessed results are not comparable and cannot be aggregated. To track the health of the portfolio, project outcomes will be rated as follows:

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

The evaluators will also assess positive and negative actual (or anticipated) impacts or emerging long term effects of a project. Given the long term nature of impacts, it might not be possible for the evaluators to identify or fully assess impacts. Evaluators will nonetheless indicate the steps taken to assess project impacts, especially impacts on local populations, local environment (e.g. increase in the number of individuals of an endangered species, improved water quality, increase in fish stocks, reduced greenhouse gas emissions) and wherever possible indicate how the findings on impacts will be reported to the GEF in future.

Assessment of Sustainability of project outcomes

The TE will assess, at a minimum, the "likelihood of sustainability of outcomes at project termination, and provide a rating for this." The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. The sustainability assessment

should also explain how other important contextual factors that are not outcomes of the project will affect sustainability. More details on the sustainability assessment are provided in the Template for ToR provided in AnNIM 2.

Catalytic role

The terminal evaluation will also describe any catalytic or replication effect of the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out.

Assessment of monitoring and evaluation systems

The TE will assess whether the project met the requirements for project design of M&E and the application of the Project M&E plan. GEF projects must budget adequately for execution of the M&E plan, and provide adequate resources for the implementation of the M&E plan. Project Managers are also expected to use the information generated by the M&E system during project implementation to improve and adapt the project. Given the long duration of many GEF projects, projects are also encouraged to include long-term monitoring plans to measure results (such as environmental results) after project completion. The TE reports will include separate assessments of the achievements and shortcomings of these two types of M&E systems.

Final report Outline

1. Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned
- Table summarizing main ratings received

2. Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

3. The project(s) and its development context

- Project start and its duration
- Problems that the project seek to address

- Immediate and development objectives of the project
- Main stakeholders
- Results expected

4. Findings

In addition to the Relevance, Effectiveness, Efficiency assessment described above, a descriptive assessment must be provided. All criteria marked with **(R)** should be rated using the following divisions: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). Please see AnNIM 2 for an explanation on the GEF terminology.

4.1. Project Formulation

This section should describe the context of the problem the project seeks to address. It should describe how useful the project conceptualization and design has been for addressing the problem, placing emphasis on the logical consistency of the project and its Logical Framework. This section should seek to answer the following questions: *Was the project well-formulated? Were any modifications made to the Project's LogFrame during implementation, and if so, have these modifications resulted or are expected to result in better and bigger impacts?*

- **Conceptualization/Design (R):** This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy was the best option to address the barriers in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.
- **Country-ownership/Driveness:** Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.
- **Stakeholder participation (R):** Assess information dissemination, consultation, and “stakeholder” participation in design stages.

- Replication approach: Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also relates to actual practices undertaken during implementation).
- Other aspects: to assess in the review of Project formulation approaches, the comparative advantage of UNDP as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

4.2. Project Implementation

- Implementation Approach (R): Independent from the issue of whether the project was well designed or not, the NIMt question should be *how well has the project been implemented?* This section should include an assessment of the following aspects:
 - (i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M & E activities if required.
 - (ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management; and/or changes in management arrangements to enhance implementation.
 - (iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.
 - (iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.
 - (v) Technical capacities associated with the project and their role in project development, management and achievements.
- Monitoring and evaluation (R): Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports. For evaluating this, it is proposed that evaluators use the following criteria: i) to evaluate if the project has an appropriate M&E system to follow up the progress towards achieving the project result and objectives ii) to evaluate if appropriate M&E tools have been used, i.e baselines, clear and practical indicators, data analysis, studies to evaluate the expected results for certain project stages (results and progress indicators). iii) to evaluate if resources and capacities to conduct an adequate

monitoring are in place and also if the M&E system has been utilized for adaptive management

- Stakeholder participation (R): This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:

(i) The production and dissemination of information generated by the project.

(ii) Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this area.

(iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.

(iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.

- Financial Planning: includes actual project cost by activity, financial management (including disbursement issues), and co-financing. If a financial audit has been conducted the major findings should be presented in the TE. See more details and explanation of concepts in AnNIM 3 This section should include:

(i) The actual project cost by objectives, outputs, activities

(ii) The cost-effectiveness of achievements (has the project been the cost effective?)

(iii) Financial management (including disbursement issues)

(iv) Co-financing Apart from co-financing analysis the evaluators should complete the co financing and leverages resources table provided in AnNIM 3.

- Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and the Government and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project. This section should seek to answer questions such as: *Was the project's implementation done in an efficient and effective manner? Was there effective communication between critical actors in response to the needs of implementation? Were the administrative costs of the Project reasonable and cost efficient?*

4.3. Results

Attainment of Outcomes/ Achievement of project objective (R): This TE seeks to determine the extent to which the project's outcomes and project objective were achieved and if there has been any positive or negative impact. For this it is important to determine achievements and shortfalls of the project in achieving outcomes and objectives. If the project did not establish a baseline (initial conditions), the evaluators, with the Project Team, should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established. This analysis should be conducted based on specific project indicators.

This section should also include reviews of the following:

- Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance in this phase has come to an end. The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. The sustainability assessment should also explain how other important contextual factors that are not outcomes of the project will affect sustainability. Following four dimensions or aspects of sustainability will be addressed. Each of the dimensions of sustainability of the project outcomes will be rated as shown in footnote below :
 - Financial resources: Are there any financial risks involved in sustaining the project outcomes? What is the likelihood that financial and economic resources will not be available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)?
 - Sociopolitical: Are there any social or political risks that can undermine the longevity of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?

- *Institutional framework and governance:* Do the legal frameworks, policies and governance structures and processes pose any threat to the continuation of project benefits? While assessing on this parameter also consider if the required systems for accountability and transparency, and the required technical know-how is in place.
- *Environmental:* Are there any environmental risks that can undermine the future flow of project environmental benefits? The MTE should assess whether certain activities in the project area will pose a threat to the sustainability of the project outcomes. For example, construction of dam in a protected area could inundate a sizable area and thereby neutralizing the biodiversity related gains made by the project.

- Contribution to upgrading skills of the national staff

5. Conclusions and recommendations

This section must provide the concluding points to this evaluation and specific recommendations. Recommendations should be as specific as possible indicating to whom this are addresses. Please complete the relevant columns of the management response Table provided in AnNIM 4 with main recommendations made. This section should include:

- Final remarks or synthesis on relevance, effectiveness, efficiency, results and sustainability of the project;
- Final remarks on the achievement of project outcomes and objective;
- Corrective actions for the design, implementation, monitoring and evaluation of the project;
- Actions to follow up on to reinforce initial benefits from the project;
- Proposals for future directions that reinforce the main objectives.

6. Lessons learned

The evaluators will present lessons and recommendations on all aspects of the project that they consider relevant in the MTE report. The evaluators will be expected to give special attention to analyzing lessons and proposing recommendations on aspects related to factors that contributed or hindered: attainment of project objectives and results, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation. Some questions to consider are:

- Is there anything noteworthy/special/critical that was learned during project implementation this year that is important to share with other projects so they can avoid this mistake/make use of this opportunity?
- What would you do differently if you were to begin the project again?
- How does this project contribute to technology transfer?
- To what extent have UNDP GEF projects been relevant to national / local efforts to reduce poverty / enhance democratic governance / strengthen crisis prevention and recovery capacity / promote gender equality and empowerment of women? Please explain.
- Has this project been able to generate global environmental benefits while also contributing to the achievement of national environmental management and sustainable development priorities? If yes, please elaborate.

7. Evaluation report Annexes

- Evaluation TORs
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results
- Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

7.2 ITINERARY

July 20, 2011

9:00 am	Meeting with the Stakeholders for the SLM
3:00 pm	Meeting with the Permanent Secretary of the Ministry of Health, Wellness and the Environment – Ms. Shirla Francis

July 21, 2011

10:00 am	Meeting with the National Project Coordinator – M. Lystra Culzac-Wilson
12:00 pm	Visit to the Troumaca Area – The Reform of the ‘German Gutter’

July 22, 2011

9:00 am	Meeting with the Director of Planning in the Ministry of Finance and Economic Planning – Ms. Laura Browne
10:30 am	Meeting with the Permanent Secretary of the Ministry of Health, Wellness and the Environment – Ms. Shirla Francis

7.3 LIST OF PERSONS INTERVIEWED

- Dr. Reynold Murray, Programme Manager (Energy and Environment), United Nations Development Programme
- Ms. Shirla Francis, Permanent Secretary of the Ministry of Health, Wellness and the Environment
- Ms. Laura Browne, Director of Planning, Ministry of Finance and Economic Planning
- Mr. Edmund Jackson, Director of Environment, Environmental Management Department, Ministry of Health, Wellness and the Environment.
- Ms. Lystra Culzac-Wilson, Project Manager, Ministry of Health, Wellness and the Environment
- Ms. Nyasha Hamilton, Environmental Management Department, Ministry of Health, Wellness and the Environment
- Mr. David Latchman, Ministry of Health, Wellness and the Environment
- Mr. Andrew Lockhart, National Parks, Rivers and Beaches Authority
- Mr. Osborne Browne, Land and Surveys Department
- Ms. Dornet Hull, Physical Planning Unit
- Mr. FitzGerald Providence, Forestry Department
- Ms. Roxanne John, Central Planning
- Mr. Phillip Jackson, Science and Technology Department
- Ms. Aloma Williams-Gilbat, Consultant
- Mr. Ottis Joslyn, Consultant

7.4 SUMMARY OF FIELD VISITS

There are to be two Demonstration Projects emerging from the implementation of the SLM Project. These are:

Title: The Reforming of Land Use in the German Gutter Troumaca

There was a visit to the Troumaca village in an effort to understand the threats posed to the German Gutter Area, a deep ravine, and the contributions to be made from the SLM Project. The village of Troumaca is suited in the North West of St. Vincent in an area prone to erosion and slippage due to the geology of the area. The soil in this area is made up of layers of volcanic ash overlaid with a solid thin crust, which is easily subjected to erosion. There have been several Government initiated interventions in the area including: Planting of trees (Teak and Mahogany) in the 1960's; Construction and Placement of Gabion Baskets; Construction of check dams made of concrete and stone; Installation of Geo-textile measures involving canvas matting to stabilize embankments; Construction of contour drains among others. However, there is a continuous demand for land for housing and farming, which has led to increased impacts on the area (drainage, dumping, clearing of the teaks) making it vulnerable to continued erosion and slippage. This project is attempting to support the enhanced public education outreach in the area to get the community more involved in the environmental management of the area; the production of a land use map of the German Gutter area; and the control of drainage into the area to reduce soil erosion.

Title: Soil Conservation Measures in the Montreal Area

The second Demonstration Project is to be conducted in the Montreal area which is part of the upper basin of the Yambou Watershed. This area is fringed by the Grand Bonhomme mountain range, one of the highest mountains in St Vincent. This catchment area supplies most of the south eastern communities of St Vincent with potable water. In addition, the foothills of Grand Bonhomme taper into a moderately sloped rolling Plateau. These gentle sloping lands provide rich fertile lands for farming activities although they are above the 1000 ft contour which has resulted in significant land degradation issues over time as the crops grown demand a high use of agrochemicals and very little soil conservation measures. There have been other initiatives in this area through the Nation Capacity Self Assessment Project and the Integrated Forest Management and Development Programme through the Forestry Department inter alia. There has been some success of these initiatives and is hoped that these could be used to demonstrate the benefits to Farmers and the Community in an effort to ensure continued benefits to the Community. In addition, this Demonstration Project hopes to develop maps of activity, vegetation, land ownership and water for use in the sustainable management of the area.

7.5 LIST OF DOCUMENTS REVIEWED BY THE EVALUATOR

- The Project Document of the Sustainable Island Resource Management Mechanism.
- The Project Implementation Report (PIR)
- The Project Inception Report
- Quarterly Operational Reports (QOR)
- Project Steering Committee Minutes
- Project Workshop Report
- UNDP and GEF guidance policies on the evaluation process
- Proposals of the Demonstration Projects
- The country's National Physical Development Plan
- National Legislation relevant to the Project

7.6 QUESTIONNAIRE USED FOR INTERVIEWS

Questions for Mid-Term Evaluation (MTE).

1. What activities have been completed to date under the project?
2. What is the proposed date for the completion of other activities (Closing date of the project)?
3. Which community organizations (NGOs) were involved in the project so far and what were their roles? Comment on Civil Society engagement.
4. How would you define mainstreaming?
5. To what extent has SLM been mainstreamed in St. Vincent?
6. What would you consider as the greatest achievement of the project to date?
7. Capacity development is a major component of the project. What capacity has been developed at the:
 - a) national institutional level?
 - b) national policy level?
 - c) individual and community level?
8. What is the status of the National Action Plan (NAP)? How is the NAP being factored into the SLM?
9. What impact has the SLM made at the national level? Is the public aware of the project?
10. What other national projects (specifically GEF projects) are being implemented jointly or in synergy with the SLM?
11. Have the GEF funds been used specifically to support this project? Are the GEF funds adequate?
12. Have government co-financing been forthcoming?
13. Is there a financial plan to support long term mainstreaming of SLM?
14. List all visible changes/impacts that are occurring in St. Vincent as a result of the implementation of the SLM.
15. How could the impacts of the SLM be improved?

16. Is the implementation methodology of the SLM effective? How could it be improved?
17. What are the main successes of the SLM? What are its greatest failures/weaknesses?
18. How will you rate the quality of work delivered by (a) the local consultants (b) the international consultants?
19. Has time management on the projects been an issue? Explain.
20. Has the steering committee functioned? Are there meeting reports/minutes?
21. Has UNDP been helpful? Explain
22. What are your greatest disappointments and satisfaction with the projects?
23. What will be your overall rating of the project?
24. What are the lessons learnt from this project?

7.7 LIST OF THE MEMBERS OF THE STEERING COMMITTEE

- Mrs. Shirla Francis – Permanent Secretary, Ministry of Health, Wellness and the Environment
- Mrs. Lystra Culzac-Wilson - NPC, Sustainable Land Management Project - Ministry of Health, Wellness and the Environment
- Ms. Dornet Hull - Physical Planning Unit, Ministry of Housing
- Mr. Osborne Browne – Lands and Surveys Department, Ministry of Housing
- Mr. Gertheryn Bascombe – Department of Agriculture, Ministry of Agriculture, Forestry, Fisheries and Rural Transformation
- Mr. Kris Isaacs - Fisheries Division, Ministry of Agriculture, Forestry, Fisheries and Rural Transformation
- Mr. Fitzgerald Providence - Forestry Department, Ministry of Agriculture, Forestry, Fisheries and Rural Transformation/St. Vincent and the Grenadines National Trust
- Ms. Rachel Moses - St. Vincent and the Grenadines National Trust
- Mr. Castine Quashie- National Properties Ltd. - recently retired and was not replaced by his organization
- Mr. Edmund Jackson - (Director) Environmental Management Department, Ministry of Health, Wellness and the Environment
- Ms. Yasa Belmar – Environmental Management Department (EMD), Ministry of Health, Wellness and the Environment
- Ms. Nyasha Hamilton – EMD, Ministry of Health, Wellness and the Environment - sometimes represents Mr. Edmund Jackson
- Mr. Neri James - (Environmental Health) Environmental Management Department, Ministry of Health, Wellness and the Environment
- Mr. Andrew Lockhart - National Parks, Rivers and Beaches Authority

7.8 SAMPLE OF MINUTES OF THE STEERING COMMITTEE

MINUTES OF SECOND MEETING OF THE PROJECT STEERING COMMITTEE FOR THE SUSTAINABLE LAND MANAGEMENT PROJECT IN SVG,

HELD ON OCTOBER 20, 2010

AT THE CONFERENCE ROOM OF THE FISHERIES DIVISION

Section	Subject	Action
	<p>PRESENT:</p> <p>Mrs. Lystra Culzac-Wilson - NPC, Sustainable Land Management Project</p> <p>Mr. Lanceford Weekes – PS, Ministry of Health and the Environment</p> <p>Ms. Dornet Hull- Rep. Physical Planning Unit</p> <p>Mr. Osborne Browne – Rep. Lands and Surveys Department</p> <p>Mr. Fitzgerald Providence - Rep. Forestry Department</p> <p>Mr. Castine Quashie- Rep. National Properties Ltd.</p> <p>Ms. Yasa Belmar – Rep. Environmental Management Department (EMD), Ministry of Health and the Environment</p> <p>Ms. Nyasha Hamilton – Rep. EMD, Ministry of Health and the Environment</p> <p>Mr. Hudson Nedd – Rep. Ministry of Housing, Etc</p> <p>Mr. Gertheryn Bascombe – Rep. Ministry of Agriculture</p> <p>Mr. Andrew Lockhart - Rep. National Parks, Rivers and Beaches Authority</p> <p>Mr. Kris Isaacs- Rep. Fisheries Division</p> <p>ABSENT:</p> <p>Apologies were made for the absence of :</p> <p>Mr. Neri James – Rep. Environmental Health Dept, Ministry of Health and the Environment</p> <p>Mr. Edmund Jackson – Rep. EMD, Ministry of Health and the Environment</p>	

1.0	Call to Order	
1.01	The meeting was called to order by the Chairperson Ms. Dornet Hull at 9.20 a.m.	
2.0	Opening Prayer	
2.01	Opening prayer was offered by Ms. Yasa Belmar	
3.0	Welcome and Introduction	
3.01	A welcome was given by Ms. Hull to the members of the Project Steering Committee (PSC) who were present, as well as to Mr. Hudson Nedd (Chief Technical Officer - Ministry of Housing, Informal Human Settlement, Physical Planning, Lands and Surveys and Local Government) who was invited to make a presentation on the National Land Titling and Land Registration Project .	
4.0	Presentation on the National Land Titling and Registration Project (NLTRP)	
4.01	Mr. Nedd offered an overview of the National Land Titling and Land Registration Project, stating that the government's policy to establish such a project came about as a result of the need to properly manage and store land data that will assist in its land administration and management activities. The government recognized that several agencies were involved in data collection and management of land use. The NLTRP was aimed at amalgamation of these data and the establishment of a framework for sharing of these data. It was also hoped that availability of up-to-date, digitized land data would encourage both local and foreign investors, by, for example, reducing lag times caused by legal searches (at the Registry Department) on ownership status of land.	
4.02	In July 2008, through a donation from the European Development Fund, the first phase of the NLTRP commenced. A Project Steering Committee (inclusive of members from different stakeholder organizations) was established with the purpose of providing support for St. Vincent and the Grenadines in the implementation NLTRP policies. Mr. Nedd however stated that the biggest constraint to project implementation was the time given (18 months) to develop all that was needed.	
4.03	The project was drafted through consultations and suggestions were also given on training, legislative changes and information flows.	
4.04	Several recommendations for implementation of Phase One of the project were issued to Cabinet. These included: <ol style="list-style-type: none"> 1. The creation of a Land Registry Department that is separated from the existing registries; 2. A re-organization of the Land and Surveys Department; 3. Giving the Physical Planning Unit more legal recognition and an improved status. 	

4.05	<p>Mr. Nedd reported that the Registry Department (one of the two main data contributors; the other being the Lands and Surveys Department) has begun digitizing its records as a requirement under Phase One of the project and that all existing land deeds have been scanned into a database. The next steps would include a comprehensive training session for all human resource personnel associated with the project.</p>	
4.06	<p>The implementation of Phase Two is expected to cost 2.1 million dollars. Mr. Nedd stated that the department was in the process of preparing budget estimates to support the project.</p>	
4.07	<p>Mr. Browne added that his department has helped in digitizing maps on some of the parcels of land, and that his Department too has been working to make their data ready for integration in the second phase.</p>	
4.08	<p>Ms. Belmar inquired about the willingness of organizations external to St. Vincent and the Grenadines (e.g. Mexico) to provide funding assistance for Phase Two of the project. Mr. Nedd responded that he has only sought government funding for the project and the pursuit of support from the Mexican government was purely as a Plan B.</p>	
4.09	<p>Mr. Lockhart commented that the work to be executed under the NLTRP appears to have 'Agency' focus, and that he was curious about what can be done to engage persons at a community or 'grassroots' level.</p>	
4.10	<p>Mr. Nedd commented that the project does not have a specific community focus and therefore does not extend that level of commitment.</p>	
4.11	<p>Mr. Providence inquired about the software used by the NLTRP and whether it was compatible with what is already established in the different departments.</p>	
4.12	<p>Mr. Nedd responded that the software used is the US based version: GIS Manifold. Mr. Browne added that one of the main reasons for the choice was the cost of upgrades. GIS Manifold is much cheaper to upgrade than the European-based software. It would also pose no problems for the integration of existing files.</p>	
4.13	<p>Following Mr. Nedd's presentation Mrs. Culzac-Wilson commented that one of the main reasons Mr. Nedd was invited to make a presentation on the NLTRP was that, when fully implemented, it will fulfill one of the major goals of the SLM project, i.e. to establish a National Land Resource Information System. She however noted that due to the fact that Phase Two of the NLTRP will most likely be completed after the closure of the SLM project, that the SLM project will focus on lending support and building capacities within the individual stakeholder agencies (Registry</p>	

	and Lands and Surveys Departments, and Physical Planning Unit) of the NLTRP, in preparation for Phase Two.	
5.0	Reading and Confirmation of Minutes	
5.01	The Minutes from the meeting on the 21 st of September 2010 were read and corrected by the PSC.	
5.02	The Minutes were confirmed by Mr. Lockhart and seconded by Mr. Quashie.	
8.0	Comments from the TOR Review Sub-committee	
8.01	Mr. Lockhart (chairman of the TOR Review Sub-committee) reported that most of the members of his sub-committee were previously engaged or out of State at the time when they were last scheduled to meet. The committee would therefore meet on the 26 th October, 2010 in order to complete the work remaining on the review of the TORs for the KAP and Capacity Needs surveys.	
9.0	Presentation on field visits to Montreal and German Gutter by PSC	
9.01	As a follow-up to the PSC field visits to the Montreal and German Gutter/Troumaca demonstrations sites, the NPC made a summary presentation on the concerns to be addressed by and expected outcomes of the demonstration sites.	
9.02	She outlined that the Montreal site was developed by the Forestry Department on Crown Lands that was reclaimed from squatters, who have now been relocated. Following relocation of the squatters, the Department reforested most of the area. The slide presentation also displayed the different activities that will be executed by the Department under the SLM project.	
9.03	Following the NPC's presentation, Mr. Providence gave a brief overview of German Gutter, stating its history and giving a brief description of the site.	
9.04	Mrs. Culzac-Wilson spoke of the desire to educate the public on the problems faced by persons residing in German Gutter.	
9.05	Mr. Weekes inquired about the proportion of the population that resides at German Gutter, as there was no information of that kind readily available to the PSC members. That information, he stated, would have to be looked into, and further elaborated that the problems being faced by German Gutter residents is one that should concern all of Troumaca and that the PSC should make an effort to address the concerns as such.	
9.06	Mr. Weekes also stressed that our emphasis should be more about educating and bringing awareness to German Gutter/Troumaca residents as opposed to trying to solve the entire problem which seems to be something beyond the abilities of this	

	SLM project.	
10.0	Status of Project Activities	
10.01	Mrs. Culzac-Wilson brought the committee up to speed with some of the work that has been ongoing:	
10.02	The PSC is awaiting the revised draft TORs from the TOR sub-committee.	
10.03	A public education strategy will be formulated for the Demonstration sites and signage will be considered as part of the process	
10.04	A memo was sent to the Ministry of Housing to inform them that funds will be made available to the National Physical Development Plan, and that the should submit a draft MOU to the MOHWE outlining formally the actions/activities to be undertaken under the NPDP, and the modus operandi for efficient and continued collaboration between both Ministries in ensuring the successful completion of this project..	
10.05	The GIS department has submitted all documents needed to complete their application for funding, except for a letter of support from the Department heads.	
10.06	The NPC to propose at date for a follow-up visit to a few households near German Gutter. The field visit would be made by Mr. Bascombe, Mr. Mcleod, Mr. Providence, and the NPC to assess ways in which immediate help/advice could be given to at least one household affected by poor drainage and whose property was at risk of a landslide.	
11.0	Adjournment and Next Meeting	
11.01	The meeting was adjourned at 12:30 p.m. The next meeting was scheduled for November 10 , 2010 at 9.00 a.m. at the Fisheries Division Conference Room.	