

**Capacity Building and Mainstreaming of Sustainable Land  
Management**

**Grenada**

**Terminal Evaluation**

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## Acronyms

ART	Agency for Rural Transformation
CEHI	Caribbean Environmental Health Institute
CNIRD	Caribbean Network for Integrated Rural Development
COP	Conference of the Party
CV	Curriculum Vitae
FAO	Food Agricultural Organisation
GEF	Global Environment Facility
GIS	Geographic Information System
GIZ	German Society for International Cooperation
GM	Global Mechanism
GPS	Global Positioning System
GRENCODA	Grenada Community Development Agency
HACT	Harmonised Approach to Cash Transfer
IFS	Integrated Financial Strategy
LADA	Land Degradation in Drylands Assessment
LRIS	Land Resource Information System
M&E	Monitoring and Evaluation
NAP	National Action Plan
NCSA	National Capacity Self Assessment
NGO	Non Governmental Organisation
NPDP	National Physical Development Plan
OECS	Organisation of Eastern Caribbean States
PA	Public Awareness
PIR	Project Implementation Report
PISLM	Partnership Initiative on Sustainable Land Management
PMU	Project Management Unit
PSC	Project Steering Committee
SGP	Small Grants Programme
SGU	St. George's University
SIDS	Small Island Development States
SLM	Sustainable Land Management
TE	Terminal Evaluation
TOR	Terms of Reference
TPR	Tripartite review
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme

## 1. Executive Summary

### Brief Description of Project

Grenada's Sustainable Land Management Project is part of a global portfolio project funded by GEF and aimed at developing and strengthening the national and regional capacity of Small Island Developing States (SIDS) to sustainably manage their land resources. Land Management is a serious issue for Grenada given that over 90% of the land is in private ownership and given the importance of the resource to the key economic sectors. However, land degradation in Grenada is increasing in severity and extent. This degradation lowers the productive capacity of the land and causes changes in the water regime, including sedimentation of river beds and reservoirs, declining water quality and sedimentation in coastal waters. Restoration of Grenada's agriculture, forest resources and associated livelihood depends on the capacity of the country to manage its land resources thus making this capacity building effort a key factor in Grenada's development. The Sustainable Land Management Project has four main Outcomes namely: (1) mainstreaming sustainable land management into national development policies, plans and regulatory frameworks; (2) developing individual and institutional capacities for SLM; (3) developing capacities for knowledge management in support of SLM; and (4) the elaboration of investment planning and resource mobilization of SLM interventions.

### Context and Purpose of the Evaluation

The country visit for this Terminal Evaluation (TE) took place between August 06-09, 2012. The principal **purpose** of the Evaluation was to assess the relevance, performance and success of the project, given the value placed on it by the Government of Grenada, and the investment of the GEF and the UNDP. It assessed early signs of potential impact of the project on the country, and the sustainability of project results, including the contribution to capacity development. It also identified and documented lessons learned and made recommendations intended to contribute to the sustainability of the project and to improve the design and implementation of future projects.

### Main Conclusions, Recommendations and Lessons Learned

There were four **main results** expected from the SLM project. These were: (1) mainstreaming sustainable land management into national development policies, plans and regulatory frameworks; (2) developing individual and institutional capacities for SLM; (3) developing capacities for knowledge management in support of SLM; and (4) the elaboration of investment planning and resource mobilization of SLM interventions.

Overall, the SLM project must be considered a significant success delivering about 80% of its expected Outputs. The capacity development component of the project was particularly well received. Members of Government Ministries, Agencies and Units, NGOs, local communities and specific target groups (engineers, contractors, property developers, financial institutions, farmers) were made more aware of SLM in general, as well as provided with specific knowledge and skills in a number of areas including GIS, GPS and Remote Sensing, Land Degradation Monitoring, Environmental Economics and Land Information Systems, among others. The project also provided hardware and software to facilitate the collection, storage, management and use of

data, and provided training in the techniques required for Data and Knowledge Management specific to land management.

Beyond capacity development, the project also used an aggressive public awareness campaign to educate the general public, and some specific target groups, on the concepts of land degradation and sustainable land management, and the objectives of the SLM project. The public awareness campaign was wide-reaching and effective. It targeted the general public with Jingles on the radio and TV, a 10 part drama series, public service announcements and press releases. It developed a website with public access, implemented demonstration projects for public education and skills development, and developed training manuals for specific target groups.

The project has made considerable progress in mainstreaming enhanced SLM practices into work programmes and activities in Grenada. Much of this has been achieved through the highly successful public awareness and capacity building programmes, assisted by the demonstration projects. The training received is evident in the new approaches adopted for foliage clearing, drainage designs and excavation techniques now employed by contractors on building sites, schools getting involved and planting trees, and farmers tilling horizontally on slopes instead of vertically, among others. The project has also laid the groundwork for mainstreaming SLM into policy through reviews and recommended amendments to the National Poverty Reduction Strategy, the principal macro-economic policy in Grenada. The Project also funded the review and updating of the Physical Planning and Development Act 2002, the chief legislative instrument for development control. The final stage of the project's impact on SLM mainstreaming is likely to occur when the new Land Use Policy is developed and approved, and the new Land Agency established.

The major short-fall in the project was the failure to develop an Investment Plan to mobilize resources for continuation of efforts initiated under the SLM project. Challenging economic times, coupled with inadequate understanding of the investment plan development process, the need to align the National Action Plan to the 10-year strategic plan and other conflicting priorities constrained the achievement of this Outcome. However, it should be noted that the Government of Grenada plans to address aspects of this issue under its emerging Public Sector Modernisation Programme, which includes the establishment of the Land Management Agency.

There were several factors responsible for the success of project implementation, an important one of which was that all persons involved took ownership of the project and were fully committed to its delivery. This strong buy-in to the project from both the public and private sectors was largely because the key elements of the project closely matched the SLM challenges of Grenada. The Project Steering Committee was well constituted. This Committee and the Project Management Unit were highly capable and committed and worked in harmony to achieve effective project Outcomes. They frequently sought and received the guidance of UNDP.

The main recommendations emerging from this Terminal Evaluation are:

- Project formulation should, to the extent feasible, allow opportunities for input from all stakeholder groups.
- There needs to be a focus on ensuring that project Outcomes are translated into tangible activities on the ground, so that they can contribute in a practical way to the sustainable development of the country. Public awareness programmes after project completion should continue but should focus on showcasing best practices.

- Consideration should be given to the development of mechanisms which would encourage stakeholders to make monetary contributions to projects from stakeholders, since this will increase the probability of obtaining additional donor funding and will ensure that stakeholders have a greater stake in project success.
- The interagency coordinating mechanism established in this project should be sustained to enhance the effectiveness of future Government project and activities.

The key lessons learned from this project include:

- With an effective PMU, a well-constituted and committed PSC, and careful selection of consultants, projects can meet their national goals while contributing to important global needs.
- Project design must ensure that the breadth of activities proposed is realistically matched with the funding available.
- The wide-spread and committed participation and cooperation of all relevant stakeholders including the Lead National Agency, is an important requirement for successful project execution.

<b>Table 1 – Main Project Ratings</b>		
		<b>Rating</b>
<b>Project Formulation</b>	Conceptualisation	Satisfactory (S)
	Stakeholder Participation	Highly Satisfactory (HS)
<b>Project Implementation</b>	Implementation Approach	Highly Satisfactory (HS)
	Monitoring and Evaluation	Satisfactory (S)
<b>Results</b>	Stakeholder Participation in Implementation	Highly Satisfactory (HS)
	Attainment of Outcomes/ Achievement of Objectives	Highly Satisfactory (HS)
<b>Sustainability</b>	Overall	Highly Satisfactory (HS)
	Socio-political	Moderately Likely (ML)
	Institutional Framework and Governance	Likely (L)
	Environmental	Likely (L)

## **2. Introduction**

The project entitled “Capacity Building and Mainstreaming of Sustainable Land Management in Grenada” was funded primarily by GEF, UNDP and the Government of Grenada. The UNDP functioned as the principal GEF Implementing Agency. UNDP and GEF Monitoring and Evaluation (M&E) policies and procedures require that all full and medium-sized projects supported by GEF undergo a Terminal Evaluation (TE) upon completion of implementation. The principal **purpose** of Terminal Evaluations is to assess the relevance, performance and success of the project. They assess early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. They also identify and

document lessons learned and make recommendations with the intention of improving the design and implementation of other UNDP/GEF projects. In accordance with the policies and procedures of UNDP/GEF, the present Terminal Evaluation 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.

While the TE took cognizance of all elements of project implementation, including outputs and potential impacts, there were several **key issues** which received particular attention. Prominent among these were concerns raised in the Mid-Term Evaluation including: a) Sustainability of the Government's integrated coordination mechanism for project implementation and through this the continued mainstreaming of Sustainable Land Management (SLM) issues into national policies and work programmes, b) Expansion of capacity building in SLM at the national level, and c) Financial management training and enhanced understanding of UNDP's policies and procedures to improve information flow between UNDP and the project management unit. Other issues addressed in the TE were the effectiveness of the project in achieving environmental benefits relevant to Grenada, the value of the demonstration projects implemented, and the sustainability of the successes achieved under the project. The implications of the non-completion of the Investment Plan (Outcome 4 of the project) for the continuation of efforts to achieve sustainable land management were also considered.

The evaluation was conducted by a single independent evaluator who had no previous contact with the project but was acquainted with the GEF, UNDP and Grenada. The evaluator received several documents from UNDP including the Global Portfolio Project document, the Grenada SLM project document, two annual Work Plans, a PIR report and the Mid Term Evaluation Report. The Project Manager also provided the evaluator with several reports of the Project's accomplishments and lessons learnt. These documents, along with the UNDP Outcome Evaluation handbook, formed the basis of the desk study which was the first step in the evaluation process.

The evaluator then developed a questionnaire to guide the interviews which took place during the TE exercise in Grenada. Interviews were held with the following organizations and persons: The UNDP Programme Manager, The Project Steering Committee, the Project Management Unit, the UNDP Focal Point in the country, the Permanent Secretary in the Ministry of Agriculture, the Director of Lands and Surveys, the Representative from Carriacou involved in the project, the Director of Physical Planning, an NGO representative (Ms. Judy Williams from GRENCODA), and the Demonstration project's Farmer.

Additional interviews were conducted to ensure that all important project elements were covered by the evaluation. These interviews were less structured and took the form of group or individual face-to-face discussions held with the Project Steering Committee and other project beneficiaries, and by telephone in some cases.

Finally, the findings of the evaluation were analysed and discussed with the Project Manager and UNDP Programme Manager prior to the preparation of the Terminal Evaluation Report.

The methodology and structure of the evaluation described above closely follows UNDP's guidelines which therefore formed an integral part of the Terms of Reference for this exercise. The structure of the evaluation report also follows the UNDP guidelines. The agreed results are

presented as an executive summary then broken out into sections dealing with project development, implementation and outputs. The principal findings of the evaluator are presented in the conclusions and recommendations. Supporting information and documentation are provided in the annexes to the report.

### 3. The project(s) and its development context

The Sustainable Land Management project in Grenada is part of a GEF global portfolio project aimed at developing and strengthening the national and regional capacity of Small Island Developing States (SIDS) to sustainably manage their land resources. The project was officially signed off by the Government of Grenada on September 28, 2007, with the intent of completion by October 2010. However, the Inception Workshop was not held until July 8, 2009, one and a half years later. This meant that the October 2010 closure was no longer realistic and a new closure, 2 years later, was identified. The country visit for the Mid-term Evaluation took place on November 29-December 1, 2010 while the country visit for this Terminal Evaluation took place on August 06-09, 2012.

The need for effective Land Management is a critical issue for Grenada. The island has a land area of about 344<sup>2</sup>km with a population of about 110,000 people. It is a leading producer and exporter of several spices. These include cinnamon, cloves, ginger, mace, allspice and nutmeg, which is the main export and provides 20% of the world supply. Despite the importance of its agricultural sector, land degradation in the tri-island state of Grenada is increasing in severity and extent. This is fuelled principally by inadequate land use, poor construction and agricultural practices, mining (quarrying) and inappropriate watershed management practices, aggravated by steep slopes and highly erodible soils. Degradation lowers the productive capacity of the land and causes changes in the water regime, including sedimentation of river beds and reservoirs, declining water quality and sedimentation in coastal waters. The rate at which arable land is being lost is increasing and has worsened since the passage of Hurricanes Ivan (2004) and Emily (2005). The problem is likely to be exacerbated by impacts expected through Climate Change. Restoration of Grenada's agriculture, forest resources and associated livelihoods therefore depends on the capacity of the country to manage its land resources, making this capacity building effort a vital factor in Grenada's development.

The stated long-term goal of the Sustainable Land Management Project at the country level is 'to ensure that the agricultural, forest and other terrestrial land uses of Grenada promote sustainable systems that maintain ecosystem productivity and ecological functions while contributing to environmental, economic and social well-being' of the nation. The **immediate and development objectives** of the project which seek to ensure "Institutional and human resource capacity strengthening to improve sustainable land management planning and implementation, and the strengthening of a policy, regulatory, and economic incentive framework to facilitate wider adaptation of sustainable land management practices across sectors", are directly in line with the GEF Operational Programme 15 and Strategic Priority 1.

The **main stakeholders** in this project are the Ministries of Government that deal with land management issues, through their Permanent Secretaries. These include the Ministry of Agriculture, Forestry & Fisheries; the Ministry of Works, Physical Development and Public Utilities; the Ministry of Housing, Lands & Community Development; the Ministry of Environment, Foreign Trade & Export Development; and the Ministry of Finance, Planning, Economy, Energy & Cooperatives. The Project Steering Committee is drawn primarily from these Ministries, but also

includes other stakeholders such as the NGO community represented by GRENCODA. However, all citizens of Grenada must also be seen as stakeholders of the project, since their long-term economic well being depends heavily on sustainable land management in the country.

There are four **main results** expected from this project. These are: (1) mainstreaming sustainable land management into national development policies, plans and regulatory frameworks; (2) developing individual and institutional capacities for SLM; (3) developing capacities for knowledge management in support of SLM; and (4) the elaboration of investment planning and resource mobilization of SLM interventions.

## **4. Findings**

Overall, the Sustainable Land Management Project in Grenada must be considered a significant success. The project was located in the Ministry of Agriculture and had strong Ministerial support. The project's inception report noted the participation of three Ministers of Government, in addition to other senior government, NGO and Private Sector personnel, thereby ensuring that high priority was given to the project's activities. The Project management team was keenly aware of, and committed to, project expectations, and worked diligently to ensure that the Outcomes were achieved. Three aspects of the project merit particular recognition. Specifically, the capacity building and mainstreaming activities were cited as best practice by UNDP and presented to the Conference of Parties to the UNCCD in Korea in 2010, by the Project Management team. Moreover, the public awareness component of the project was considered to be a resounding success. When local persons were asked about the project, more than 90% knew of its existence and activities. They had seen clips on the television, heard announcements on the radio, followed the drama series on the radio or were involved in one or more of the project's many community education programs. The construction industry was very proud of its association with the project and now boasts of its workers responsible behaviour as it pertains to land management issues during construction. Finally, the project's effort at building capacity for land degradation monitoring was also a major achievement. The project successfully mobilized US\$ 140,000 from the FAO to implement the Land Degradation Assessment for Drylands (LADA) project in the State of Grenada. This represents a major milestone in evidence-based decision-making for SLM.

### **4.1 Project Formulation**

#### **Conceptualization and Design**

In the face of significant land degradation in Grenada following hurricanes Ivan (2004) and Emily (2005), and given the importance of agriculture to Grenada, the Government was seeking assistance to address the loss of livelihoods attributed to landslides, loss of agriculture production, damage to water sheds and the general decrease in productivity of the land. The GEF portfolio project for sustainable land management was launched at this time, and Grenada quickly requested involvement in the project and identified a local consultant familiar with the country and its challenges to design and develop Grenada's SLM project, within the framework of the GEF portfolio project.

The fact that the consultant working on the project was a national of Grenada and familiar with local conditions increased the probability that project design would reflect national needs.

Moreover, there were consultations with all the relevant Ministries at the time of project formulation, but particularly with the Ministry of Agriculture (Land Use Division, Lands and Surveys Division, Extension Division, Forestry Department), the Ministry of Finance (Physical Planning Unit), the Ministry of Communication and Works, the Ministry of Legal Affairs and the Ministry of Health and the Environment. However, the NGO member of the Steering Committee could not recall the involvement of NGOs or other civil society groups in the formulation of the project. A greater effort should clearly have been made to involve these stakeholders in project formulation. Despite the apparent lack of NGO participation, the knowledge base of the consultant and the heavy consultation with Government Ministries ensured that the project background and justification were distinctly Grenadian. However, the specific components/Outcomes were clearly framed by the proponents of the larger GEF portfolio project. The fact that this structure and emphasis was retained despite the strong Ministerial consultation, and the fact that no changes were made to the project targets or outputs during the project implementation, suggests that the basic project design was largely consistent with perceived national needs. This was particularly true for two project components but less so for one. Specifically, the mainstreaming and capacity building components of the project were rated as very relevant and timely. However, Outcome 4, which required the development of an Investment Plan, was not seen as a high priority by several Grenadians. Some of these stakeholders felt that, with the country struggling to recover from the impact of two hurricanes and seeking broad financial assistance globally, the requirements of Outcome 4 (4.2.1 Review existing fiscal incentive frameworks in Grenada & design appropriate measures to integrate SLM and 4.2.2 Develop compensatory mechanism & economic incentives for investment in SLM & WS protection) were quite onerous and somewhat out of context. They seemed more appropriate for a larger national financial development plan that was needed for Grenada.

There were no earlier land management projects or projects relating to the UNCCD (same focal area) in Grenada from which project design could have benefitted. However, project formulation did benefit from lessons learnt under the GEF funded National Capacity Self-Assessment and the National Biodiversity Strategy and Action Plan.

In summary, it is important to note that, despite some concerns about lack of involvement in the formulation of the project, particularly with respect to NGOs, there was only minimal adjustment to the logical framework during project implementation and minimal adjustment to project targets and outputs. The project manager was very adept in the implementation process, always endeavouring to meet the needs of Grenada while remaining true to the project document and agreements.

Given all of the above, the conceptualisation and design of the project, and the project formulation process itself, can together be considered Satisfactory **(S)**.

## **Country Ownership**

Although some concerns were expressed with aspects of the project formulation process, everyone involved with project implementation took ownership of the project and were committed to making it succeed. This suggests that the project concept was highly consistent with national, sectoral and development plans, and did focus on national environmental and development priorities. From project inception, government officials clearly took ownership of the project. The Ministers with responsibility for Agriculture, Environment and Lands made specific demands and pledged their commitment to the project. These commitments were carried

out through the Permanent Secretaries and senior members of staff of the respective Ministries. The project was based in the Ministry of Agriculture, which provided co-financing to cover operating and overhead costs associated with the project office. This was estimated to be about US\$10,000.00 over the period of project implementation.

The members of the Project Steering Committing Committee were capable and engaged, and worked closely with the project management team for the duration of the project. The project management team demonstrated their understanding of adaptive management in a unique way, by ensuring that national concerns identified by the Physical Planning Unit, the Forestry Department and the Ministry of Environment were weaved into the project activities, ensuring that the targets of the project were met while the work of the National Departments was strengthened and facilitated. Many specific elements of the Work Plan of the Physical Planning Unit, the Department of Forestry and the Ministry of Agriculture were congruent to and in support of project activities. Examples include the training of officers in the Planning Department on the development and use of GIS and GPS remote sensing techniques for the Land Information System, and training to facilitate the development of land use policies for both Planning and Agriculture.

National experts were sought at many stages of implementation, and where there was an absence of national experts, a two-step process was employed to address this void in the current project and for future activities. Firstly, regional consultants were sought using experts from other SLM projects in the OECS, from regional Universities, or from the Private Sector. Secondly, every effort was made to train a national person on the job, so that future needs could be met from the national roster. The experts and consultants used in the project were strongly committed to its goals and priorities.

### **Stakeholder participation**

There was a requirement for stakeholder consultations during the project development stage, and the strong consultation with Government Ministries ensured that the development of the project always had the support of the public sector. Moreover, the GEF national focal point was required to endorse the project before its submission to the GEF, and the UNDP national focal point was required to sign off on the project before UNDP commenced implementation. The critical deficiency in stakeholder participation in project design was the lack of involvement of national NGOs prior to the Inception Workshop.

Dissemination of project information to the general public during the project design stage was very limited but this improved significantly during implementation.

Given the strong consultation with Government Ministries, but the lack of involvement of NGOs and the limited dissemination of information, this evaluation rated stakeholder participation during project formulation as Satisfactory **(S)**.

### **Replication approach based on lessons learned**

The lessons learned in this project have been used in the preparation of a project proposal for submission to the GEF to allow Grenada to access resources from the STAR allocation of GEF 5. This still evolving project is seeking to develop a system of protected areas with buffer zones. It is relying heavily on the GIS data and maps developed under the SLM project, as well as the legal

structures put in place to manage land resources. Much of the background information for this new project is being obtained from the SLM project database. Other significant evolving projects that have benefited from outputs of the SLM project are the Carriacou “Coastal Rehabilitation Project” being funded by the OECS and the LADA project involving GRENCODA.

At the more local community level, the Water Harvesting Demonstration component of the SLM project has been replicated and is strongly supported by Grenadian farmers. The Pilot National Grid Project implemented in the southwest peninsular of St. George’s, in partnership with the Ministry of Housing, Lands and Community Development, was also a valuable output of the project which will be replicated throughout Grenada when funding is identified.

## **Partnerships and linkages**

The SLM project benefited significantly from UNDP, a global development agency, being the principal GEF Implementing Agency for the project. UNDP was able to bring its experience from other SLM projects in the OECS and globally to help Grenada in the formulation and implementation of the project. Not only did UNDP provide technical support, but it also provided US\$20,000 cash co-financing, as well as project management support provided through its Programme Manager. Additionally, UNDP provided important links to other initiatives such as the GEF SGP and the evolving GIZ-funded adaptation project.

## **4.2. Project Implementation**

### **Implementation Approach**

Due to a significant delay in the holding of the Inception Workshop, the closure date of the project had to be changed from October 2010 to September 2012. Apart from this delay in the timelines for delivery of the Outputs, implementation of the project followed the logical framework closely, and with the exception of Outcome 4, the project targets were delivered with considerable success.

There were several factors responsible for the success of project implementation, an important one of which was that all persons involved took ownership of the project and were fully committed to its delivery. This was clearly evident in the functioning of the Project Steering Committee. This Committee was comprised of, *inter alia*, senior technical officers from the Ministries of Agriculture, Environment, Legal Affairs, Finance and the NGO Community. They gave direction to the project and played a significant role in its successful implementation. The Steering Committee members provided Ministry and national insights, so that the project not only addressed its stated goals but also the specific development needs of the country.

Given the delay in onset of the project, it was not possible to work within the original timelines. Cognizant of this, the Project Manager and her team worked diligently to complete the project in line with the new deadline issued by UNDP. The project management team prepared its annual work-plan, quarterly reports and PIRs, and adhered to them in a very disciplined way. This was possible because the project manager was focused and perceptive and worked with a revised Work Plan that had realistic timelines. In addition, the frequent utilisation of competent and dedicated national and regional consultants throughout the project was a positive strategy that produced effective results. Moreover, the project manager stayed in close contact with UNDP in order to obtain guidance and avoid repetition or error.

Communication between the project team and UNDP was primarily through the electronic media. This was also the mode of communication with consultants and other resource personnel not resident in Grenada. Moreover, the project developed a website (<http://slmgrenada.org/>) that allowed the public ready access to the project and its products.

Some specific examples of tasks well implemented are provided below. Activity 3.1.1 required a consolidation of all existing spatial and relevant non-spatial datasets from forestry, agriculture and housing, to populate LRIS, and this was accomplished with considerable success. Activity 3.5.1 required the development of an interagency coordinating mechanism for sharing and developing a land information data system. This was achieved and somewhat modified to be a database housed in the Ministry of Agriculture to which all other persons or Units can make their requests for information and provide additional data. The successful execution of the project required good operational relationships between the different institutions involved, and indeed created new relationships among persons and Units. This operational collaboration was highly effective and is a significant reason why the project successfully delivered about 80 % of its required activities. All training activities executed under the project had strong joint ministerial support. In the cases where the main facilitator was non-Grenadian, the support staff for the activity was taken from more than one local agency. This allowed for cross-fertilization of Ministerial ideas and improved coordination and cooperation among Ministries, and generated considerable project synergy and impact.

The stakeholders interviewed felt that the UNDP had been very supportive in project implementation and that the UNDP Programme Manager was always available and willing to provide guidelines. However, UNDP made all payments associated with the project, and UNDP operates under the Harmonize Approach to Cash Transfer system (HACT). This system allows the Government of Grenada to manage the project budget, since all payments must be approved by the Government representative before it can be honoured by UNDP. This requirement for a signed FACE form from the Government before UNDP could make payment resulted in some delay in payments, and this issue was highlighted as a concern by the project management team. Concerns were also raised about delays in UNDP's approval of the annual budget and about delays in the delivery of reports by consultants in some cases.

Despite the concerns expressed, and the challenges with respect to Outcome 4, the evaluator considers that the project implementation process was both effective and efficient and gives it a grade of Highly Satisfactory **(HS)**.

## **Monitoring and evaluation**

Baseline information and targets were clearly outlined in the project document, but no specific monitoring and evaluation strategy or tool was developed to quantitatively track project progress against baseline data and targets. The principal role in monitoring and evaluation was carried out by the UNDP and the Project Steering Committee. UNDP's records show a minimum of two visits per year specific to the SLM project, and there were at least two other joint visits by UNDP personnel, often in an administrative oversight capacity. In addition to the UNDP project visits, the Project Manager submitted quarterly financial and technical reports to UNDP to facilitate monitoring and evaluation. Examination of samples of these reports by the evaluator confirms that there was adherence to the annual Work Plan and budget, and apart from a few modifications, strict adherence to the timelines set in the annual Work Plans. The PIRs were submitted in June of each year of the project. These PIRs were reviewed by UNDP-GEF personnel

in the UNDP Regional Office in Panama, and therefore formed an important component of monitoring and evaluation.

A tripartite review (TPR) was also conducted in November 2010. This report indicated that all parties (Government, UNDP, Stakeholders) were satisfied with the progress of the project at that time, and had great expectations for a very successful conclusion.

The Project Steering Committee met regularly, and given its composition, served as the eyes of the Government on the project. These regular meetings ensured that monitoring and evaluation at the local level was well served, and stakeholders are convinced that the constant involvement of the Steering Committee and the hard work and dedication of the Project Management Unit were largely responsible for the success of the project.

Given the above, it can be considered that the monitoring and evaluation effort was Satisfactory (S), and did assist the project in achieving its success.

### **Stakeholder participation**

The project used an aggressive public awareness campaign to educate the general public, and some specific target groups, on the concepts of land degradation and sustainable land management, and the objectives of the SLM project. The public awareness campaign was wide-reaching and effective. It targeted the general public with Jingles on the radio and TV, a 10 part drama series, public service announcements and press releases. It targeted schools with a 'Love the Land you Live On' Quiz Competition. It developed a website with public access, implemented demonstration projects for public education and skills development, and developed training manuals for specific target groups and a Resource Guide, available in print and electronic form. The project also held public consultations which were attended by a large number of stakeholders from all sectors of society who remained involved beyond the meetings and took part in the training activities and implementation of the project.

Members of the Steering Committee represented many different stakeholder groups. There was strong Ministerial representation on the Committee. This served to ensure that Government stakeholders were heavily involved in project implementation, but also ensured that the wider Grenadian Government was kept well aware of project activities. The project was housed in the Ministry of Agriculture and received considerable technical support and cooperation from the Ministry of Finance and Planning, but it is fair to say that all Ministries of Government in Grenada were involved in various ways in the implementation of the project. Given Government's widespread involvement in and support for the project, it is reasonable to conclude that Government's cash-based co-financing was considerable, and it is estimated that this may have been in the range of US\$10,000.00. However, complete accurate and documented records of this co-financing are not available.

The NGO representation on the Steering Committee was also strong, and resulted in NGO participation in the project being much higher than typical. GRENCODA's participation was particularly evident, as was that of the Agency for Rural Transformation (ART) and People in Action. NGO personnel were beneficiaries of the project, for example as recipients of training, but also were involved in project implementation. Their involvement was supported by project funds since most NGOs in Grenada do not have a sound financial base. NGO contribution to the project was "in kind", with persons volunteering their time to facilitate and participate in implementation

Partnerships and collaborative relationships were developed with several local, regional and international entities. The Global Mechanism (GM), the Secretariat of the United Nations Convention to Combat Desertification (UNCCD), the Partnership Initiative on Sustainable Land Management (PISLM), the Food and Agriculture Organization (FAO), the Caribbean Network for Integrated Rural Development (CNIRD) and the Caribbean Environmental Health Institute (CEHI) all participated in various aspects of the SLM project, and there was also collaboration with St. George’s University (SGU), the FAO provided financial resources for training exercises and for the development of the Technical Cooperation Programme for the LADA project. The training required for preparing an Integrated Financing Strategy was conducted with support from UNCCD, GM, CNIRD and PISLM. The SGU and the SLM project collaborated on a baseline study on the Knowledge, Attitude and Practice on Land Degradation and Sustainable Land Management in Grenada, which is to be published later this year.

Grenada’s SLM project also shared information with its counterpart project in St. Vincent and received best practice case studies from Dominica. Through literature provided by the Global Portfolio Project, the project received information on best practices in SLM projects globally, as well as tool kits for monitoring SLM implementation. The information received through all of these avenues significantly benefitted project implementation in Grenada.

Given all of the above activities, the evaluator considers a rating of Highly Satisfactory (**HS**) to be appropriate for Stakeholder Participation in implementation.

## Financial Planning and Management

The expected costs of the various project activities and the source of the funds to implement them (i.e. GEF budget vs. Co-financing) as anticipated in the Project Document, is summarised below.

Project Outcome	Outcome Budget as in Prodoc.	Co-financing as in Prodoc.
Mainstreaming	74,500	34,350
Capacity Development	170,300	18,925
Knowledge Management	89,800	18,100
Investment Planning	46,000	7,000
Project Management	50,000	165,220
Monitoring and Evaluation	54,400	0

All GEF funds due under the budget were disbursed and the disbursement well recorded. However, the HACT system used by UNDP for payments resulted in some delays, and the time required for annual budget approval by UNDP was also lengthy. The delays in disbursements from the UNDP led to delays in the payment of suppliers by the PMU, which created challenges for the

PMU. The delays in approval of the annual budgets also created implementation challenges, in that the PMU often had less than a year to execute work originally expected to require a year for execution.

Fund disbursement, as it pertains to the co-financing by the Government, is not well documented and it is not possible to make accurate quantitative statements about the sums involved. What is clear is that the project could not have made the progress it did without significant Government co-financing. Indeed, anecdotal evidence suggests that there was significant of co-financing by the Government of Grenada, which is estimated to have been about US\$10,000.00.

Based on the financial reports obtained from UNDP, it can be concluded that the project's financial management was of a very high standard. Considerable effort was made to engage the most competent professionals at the most cost-effective rate. This sometimes resulted in minor delays, but typically delivered a high quality product. As a result of the very sound management practices used, the project stayed within budget while delivering substantial outputs, although some Outcomes were more successful than others. It is reasonable to conclude, based on the above, that the project Outcomes were delivered in an efficient and cost-effective manner.

Finally, it is important to note that, as reported by the auditors, there is no evidence to suggest any inappropriate conduct as regards the management of the funds under the project. All funds provided by the GEF were accounted for, and were found to be in accordance with the specifications of the project document.

### **Execution and implementation modalities**

The recruitment process for the Project Manager followed the laws and public service ordinances of the host country Grenada. The Project Manager ultimately selected was a Grenadian who had been recommended by UNDP. Once the Project Manager was selected, there was constant dialogue in the early implementation phase between the Project Manager and the UNDP Programme Manager with respect to all persons contracted under the project. UNDP and the Project Manager participated in the development of TORs for the technical positions required by the project. Once applications were received, the Government of Grenada was informed by the Project Management Unit and Project Steering Committee, and where necessary, CVs were shared. All contracts were issued according to the recruitment procedures and laws of Grenada. In all cases, UNDP required the contracts, TORs and CVs in order to create Vendor Forms in Atlas to facilitate direct payment of the person contracted by the Government of Grenada.

More generally, communication lines among project staff, Government of Grenada personnel and UNDP were always open and clear, with calls and letters flowing freely between them. Several of the communications from consultants to UNDP related to delayed payments. On the other hand, the Project Manager also complained that the delays in disbursements by UNDP created challenges and sometimes negatively affected project delivery timelines.

Despite some delays in payment by UNDP, the evaluator found no evidence of cost overruns associated with delays. Beyond this, from examining the audit report, financial statements and selected invoices, the evaluator could find no evidence of unreasonableness or cost inefficiency. It should also be noted that the project had two fulltime administrative staff paid by project funds. Their salaries were set at the level of similar staff within the public service of Grenada. This ensured that the administrative cost was reasonable and cost-efficient.

### 4.3. Results

#### Attainment of Outcomes

There were four main results expected from the Project. These were: (1) mainstreaming sustainable land management into national development policies, plans and regulatory frameworks; (2) developing individual and institutional capacities for SLM; (3) developing capacities for knowledge management in support of SLM; and (4) the elaboration of investment planning and resource mobilization of SLM interventions.

The capacity development component of the project was a resounding success. Members of Government Ministries, Agencies and Units, NGOs, local communities and specific target groups (engineers, contractors, property developers, financial institutions, farmers) were made more aware of SLM in general, as well as provided with specific knowledge and skills in selected areas including GIS, GPS and Remote Sensing, Land Degradation Monitoring, Environmental Economics and Land Information Systems, among others. The project also provided hardware and software to facilitate the collection, storage, management and use of data, and provided training in the techniques required for Data and Knowledge Management. One consequence has been the development of a larger database of information in the GIS Unit and in the Land Use Division, which can provide information to users (Agencies/Units) on land management and how to address the problems that are arising.

The stakeholders interviewed believed that the project had made considerable progress in terms of mainstreaming of SLM in Grenada, and had laid the foundation for further progress in this context. Much of this has been achieved through the highly successful public awareness and capacity building programmes, assisted by the demonstration projects. The training received is already being put into practice, and therefore mainstreamed, in the implementation of work programmes of Government Departments. The personnel from the Physical Planning Unit and the Lands and Survey Department confirmed in interviews with the evaluator that the effects of the training can already be seen in many aspects of Work Programmes and activities in Grenada. Examples include the foliage clearing methods now employed by contractors on building sites, schools getting involved and planting trees, farmers tilling horizontally on slopes instead of vertically, better drainage designs and excavation procedures, among others. This was supported by the representative from Carriacou who agreed that the SLM project had identified the right group of stakeholders that needed to be educated on SLM issues, and had given them the tools necessary for identifying and mitigating land management challenges.

Apart from its success in mainstreaming enhanced SLM practices into Work Programmes and activities, the stakeholders interviewed also believed that the project had laid the groundwork for mainstreaming of SLM into policy across many sectors in Grenada. They reasoned that having done the review of the legislation and advised on necessary amendments, as well as advising on the NPDP so that it will include SLM issues, the project had achieved its main objective. They felt that the final stage of the project's impact in terms of SLM mainstreaming would occur when the new Land Use Policy was developed and approved, and the new Land Agency was established.

The extent to which the Outcomes of the Project were achieved is summarised in the table below.

**Table Matching Baseline, Target and Achievement**

<b>Outcomes</b>	<b>Baseline</b>	<b>Targets</b>	<b>Achievements</b>
Mainstreaming SLM	Fragmented approach to SLM; Weak interagency coordination; Absence of land policy.	SLM guidelines to support Physical planning and Economic Development; PPD act developed.	The PSC decided to focus on the wider legislative issues required for Physical Planning, which would include land use and agriculture-related matters. The Land Use Policy itself is being drafted under the Public Sector Modernisation Project. Through the legislative review, and by ensuring that the NPDP included SLM issues, and through enhanced awareness and capacity in SLM, significant progress was made in mainstreaming SLM in Planning, Agriculture and Environment. Specific achievements included recommended amendments to the National Poverty Reduction Strategy and a review and updating of the Physical Planning and Development Act 2002.
Capacity Development to support SLM	Lack of technical and scientific information to support effective land management. Low priority given to land degradation on national development agenda. Lack of technical expertise	At least 10 officers trained in effective enforcement of environmental legislation; At least 20 officers from the Ministry of Agriculture and the Ministry of Works trained in technical areas of SLM; Train at least 100 persons from the key economic sector groups; conduct public awareness programs.	Exceeded targets in all areas.
Knowledge	Absence of Land	Relevant core spatial	Capacities for knowledge

Management	Information System, paucity of spatial data to support LIS. Limited public awareness at the national and community levels. Limited involvement of civil society groups in land management.	attribute datasets (land use, land tenure, land degradation, land zoning) compiled. Spatial planning methodologies; Training reports; National LIS developed; New map produced for Grenada, Carriacou & Petite Martinique.	management were significantly enhanced through Workshops held for technical officers in the areas of GIS, GPS, Remote Sensing and the establishment of a domain for sharing and accessing land information among land management agencies. Software and hardware equipment for data management was upgraded. There were challenges in preparing a Cadastral Map as the geo-referenced trigonometric network is very old and inaccurate. The PSC, guided by relevant land management agencies, therefore decided not to proceed with this activity since it would not produce a useable output. It was therefore decided to address the substantive deficiency, which is augmenting the trigonometrical network governing the work of surveyors.
Investment Plan	There is no financial plan to address the land management system nationally. Land management issues are addressed on a piecemeal basis as a project requires.	Development of an investment plan and government endorsement of a strategic document.	Little was achieved under this outcome. Roadmaps were developed but the project was advised by the UNCCD Secretariat and key national stakeholders that the NAP must be first aligned to the 10-year strategic plan, before the development of an IFS.
Project Management	No Unit or structure in place to address SLM.	Establishment of a project team and a steering committee.	The team was efficiently established and went on to implement the project successfully.

As can be seen from the above summary, the major short-fall in the project was the development of an Investment Plan to mobilize resources for continuation of efforts initiated under the SLM project. Challenging economic times, inadequate understanding of the investment plan development process, the need to align the National Action Plan to the 10-year strategic plan and other conflicting priorities constrained the achievement of this Outcome. Despite this limitation, the significant achievements in other Outcomes resulted in a Highly Satisfactory (**HS**) rating for Attainment of Outcomes.

## **Sustainability**

Several project activities and Outcomes are likely to contribute positively to the sustainability of project benefits over time. These include the successful public awareness programme, the sense of ownership of the project goals and the consequent commitment to address SLM issues, the enhanced capacity in SLM knowledge and skills, the legislative amendments relative to SLM, and as a consequence of all of the above, the mainstreaming of SLM into practices and policies in Grenada. The integration of SLM elements into national programs and Work Plans is already evident and gives the assurance that these elements will be further developed and used beyond the life of the project. SLM elements are of sufficient national significance that they are likely to be funded from the national budget.

The impact of the training program is also likely to be long-term. The fact that over 200 persons received training in a variety of areas, or were made more aware of land management issues, and that these persons are currently employed in Grenada, indicates that the skills and awareness will be retained in the work place for some time. The senior technical employee who will receive University training in Disaster Mitigation and Reconstruction at Salford University is expected to provide technical support and policy guidance on SLM issues well into the future.

It is clear that policy development, *vis-a-vis* legislative reviews and amendments, are long-term impacts that make real change. These changes have inherent sustainability which means that the SLM impacts are likely to span generations and impact large numbers of people.

Based on all of the above, the evaluator rates the sustainability of this project as Highly Satisfactory (**HS**).

The sustainability of project activities and benefits will be further explored below by analysing key risks that could affect the persistence of project outcomes. Four dimensions of sustainability will be addressed, with each dimension of sustainability of the project Outcomes rated as shown in the footnote below<sup>1</sup>:

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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.

## **Country Ownership**

The willingness of policy makers to amend legislation relevant to addressing SLM issues is one important reflection of national interest and commitment to sustainable land management in Grenada. In Small Island Developing States like Grenada, the land is the basis of life, and every citizen feels the need to own a piece of the land and to protect it. Country Ownership of the key SLM issues therefore poses no risk to the sustainability of the elements of sustainable land management. Given this, and given perspectives expressed by Grenadians, the sustainability of this project as a consequence of Country Ownership is Likely **(L)**.

## **Mainstreaming**

For Grenadians, mainstreaming is the integration of SLM into policies, development plans and programs in Grenada. Using this definition, and given the extent of integration of elements of the SLM project into the work programs of various sectors of Grenadian life, it is safe to say that the sustainability of the SLM Outcomes as a result of mainstreaming is Likely **(L)**.

Four aspects of Mainstreaming relevant to sustainability will now be specifically addressed. These are Financial Resources, Socio-political risks, Institutional Framework and Governance, and Environmental Risks.

### **Financial Resources**

The Investment Plan in Outcome 4 was intended to provide a continuous source of funds that would ensure sustainability of the project Outcomes when the GEF assistance ends. Indeed, it was hoped that the finance which would become available would allow for further expansion of Outcomes. Given that the Investment Plan was not developed, the financial sustainability of the project elements can be considered at risk. However, it is important to note that the Outcomes which have been mainstreamed into development planning, or have been aligned with other nationally funded activities, will certainly be funded through the national budget, as long as the national economy can sustain them.

Apart from national funding, and based on the forecast from the Economic Affairs Division of the Ministry of Finance, there is a substantial amount of project funds to come on stream that will support all elements of SLM in Grenada. The Project Unit in the Ministry Finance is confident that the goals of the SLM will be achieved because they are aligned to the development goals of the country, and every effort is being made to include them in evolving initiatives. As strong as these commitments are, there remains an element of risk, given current global financial realities. Based on all of the above, this evaluation rates the sustainability of the project Outcomes through the availability of financial resources as Moderately Likely **(ML)**.

### **Socio-political**

Like other SIDS in the OECS, Grenada is primarily a two-party state, and changes do come with changes in Government. These changes are more often in personnel and staff, rather than in project or program goals and priorities. A change of personnel can mean the loss of skills and momentum, but given the scarcity of skilled persons in Grenada the permanent loss of skilled persons is unlikely unless such persons migrate.

As indicated previously, the level of stakeholder ownership and the realisation of the importance of SLM issues in Grenada is high. However, it is also important that the project benefits flow to enough individuals in a tangible way to ensure an adequate critical mass of beneficiaries for sustainability of project Outcomes. This is already happening through the integration of SLM into Work Programmes and activities in the country.

The public awareness (PA) efforts of the project were intense and successful. However, in the face of competing demands for the public's attention, there will always be value in continuing such efforts after project completion. It is therefore recommended that the PA effort be integrated into the Work Plan of a pending relevant national initiative. It is concluded that the risk that socio-political issues will negatively impact the Outcomes of the project is Moderately Likely (ML).

### **Institutional framework and governance**

The policy and legislative review conducted under this project provided a framework for the establishment of a land management system, including a Land Registry Information System (LRIS). Technicians were trained to develop and manage these systems. There are also trainers available to train other persons. The Physical Planning Unit of Government can now generate reliable local area maps using the installed geo-reference points developed in the Pilot National Grid Project. Given the availability of more efficient tools, the Planning Department can more accurately and efficiently execute its duties and improve land governance. These impacts are already fixed in a national management framework that supports accountability and transparency.

It is therefore Likely (L) that these Outcomes will be sustained beyond the project life.

### **Environmental**

This project has clearly resulted in positive environmental benefits to Grenada. For example, the tilling practice of farmers has been changed, excavation procedures and the management of vegetation on construction sites have been improved. These two actions alone contribute to reduced soil erosion, reduced sediment load in streams and improvement in water quality which promotes biodiversity sustainability. In all such activities arising from the project, the physical and biotic environment of Grenada has benefited.

The above examples speak to the project's impact on the environment, and not potential environmental impacts on the sustainability of project activities. The former perspective merits most comment since this is a project that improves the management of land resources and consequently the quality of life of the people. Apart from the possibility of major earth movements like volcanic eruptions or earthquakes, there are no environmental risks that are likely to undermine the future flow of project environmental benefits. The sustainability of the project Outcomes in the context of environmental risks is therefore Likely (L).

### **Contribution to Upgrading Skills of the National Staff**

Over two hundred persons in Grenada received training in land management techniques and procedures, or were made more aware of land management issues. These include about 100 contractors, 14 officers from 8 of Grenada's financial institutions, 30 agricultural officers, 45 farmers, 38 law enforcement officers, and 63 other resource users. About 1000 students also

participated in activities organized by the project. More than fifty of these persons were Government officials, one of whom is being trained at the Masters Degree level. Not only were the skills of these staff developed, but in most cases they were given the tools to practice. An important focus for the training in land management was that several persons were trained to train others, thus reproducing their skills, having a multiplier effect, and ensuring sustainability of the process and Outcomes. NGOs were also beneficiaries of project training. It is therefore Likely (L) that the capacity development which occurred through the project will contribute to the sustainability of project goals, activities and Outcomes.

## **5. Conclusions and Recommendations**

Apart from the initial delays that postponed the start of the project, and some smaller delays in contracting and paying consultants and in disbursement of funds by UNDP, there were no significant time management issues with the project implementation. The project management team met frequently and made clear and practical decisions that resulted in the project delivering quality outputs in an effective and efficient manner. The quality of project outputs was recognised by the global SLM project team in that the project was ranked in the top 5 of 47 SLM projects, and the Project Manager was selected to make a presentation at the UNCCD COP in Korea.

At the national level, the government gave strong support to project development and implementation. The NGO community was not involved in the project formulation, but participated actively and benefited significantly from its implementation. The project was housed in the Ministry of Agriculture and received significant financial support from this Ministry, although there is no documented record of the exact sum provided.

The Project Manager and Steering Committee were highly capable and committed and worked in harmony to achieve effective project Outcomes. They frequently sought the guidance of UNDP, especially in the identification and recruitment of consultants. The consultants chosen, delivered work of high quality in almost all cases. The fact that the Steering Committee included senior members of Government Ministries and the NGO community is an indication of Grenadian commitment to the project, and was an important factor in facilitating successful project implementation.

The UNDP Programme Manager rates this project as highly satisfactory and stated that, of the six SLM project in the OECS, this project was consistently the best in delivery, quality, and adherence to project goals and expectations. The UNDP Programme Associate also spoke of the timely reporting by the project staff, and the prudent use of the resources.

Overall, the project has delivered about 80% of expected outputs as measured by the targets in the logical framework. The mainstreaming, capacity building and public awareness components were considered the greatest project successes. Stakeholders felt strongly that the capacity building and the tools it provided to collect and manage data will continue to inform future data collected for monitoring SLM issues on the island. The most noticeable shortcoming was the inability to deliver on the Investment Plan. It is important to note that this shortcoming was not so much a failure as it was a redirection of emphasis by the PSC.

This is a Terminal Evaluation and therefore the findings cannot further impact this project, but they can guide the development of future projects. An important point to note in this context is that the NGO community was excluded from the formulation process in this project. This omission should be rectified in future projects, including the evolving GEF project to be funded from the

GEF STAR. This STAR project could also benefit from the management arrangements of the SLM project, namely the structure of the PSC and the cross-sectoral interactions developed. The monitoring and evaluation component of the SLM project provides some lessons of value for future projects. Specifically, the fact that the project was being monitored by the Ministry of Agriculture, the Project Unit in the Ministry of Economic Affairs and the United Nations Development Programme provided an abundance of opportunities to identify potential challenges and address them before they grew. Although this occurred, there is no combined written record of the guidance provided by these Agencies, and there is need for the development of a single tool/mechanism to capture the observations of such Agencies in future projects.

The implementation of this project followed standard project management principles, which helped to ensure that there were few project management challenges. The inputs of UNDP as the Implementing Agency, coupled with a skilled and committed Project Management Unit and a fully engaged Project Steering Committee, resulted in efficient and cost effective project implementation, and has created good prospects for sustainability. Indeed, the PSC wants the evaluation to take special note of the excellent performance of the PMU in the implementation of the project, and the delivery of quality output in a limited time and with limited funding. The PSC also noted the guidance and support received from the UNDP, as well as from private individuals and the general public, all of which enhanced the effectiveness of implementation and speaks well for long-term sustainability. This strong buy-in to the project from both the public and private sectors was largely because the key elements of the project matched the SLM challenges of Grenada, despite the fact that there was not strong Grenadian input to project conceptualisation.

The following key recommendations emanate from this evaluation and are intended to add value to future projects as well as contribute to the sustainability of Outputs of this project.

- Project formulation should, to the extent feasible, allow for opportunities for input from all stakeholder groups.
- There needs to be a focus on ensuring that project Outcomes are translated into tangible activities and Work Plans implemented by stakeholders, so that they can contribute in a practical way to the sustainable development of the country.
- Consideration should be given to mechanisms which encourage monetary contributions to projects from stakeholders, since this will increase the probability of obtaining additional donor funding and will ensure that stakeholders have a greater stake in project success.
- Governments need to find mechanisms to capture the actual cost of projects, specifically Government's co-finance contributions. This is necessary for reporting to donors, as well as for use in the national budgetary process.
- The Public Awareness Program was successful, but needs to continue by incorporating it as a component of the national Work Plan. This PA should now take a different approach, moving from merely informing on SLM to showcasing best practices on the island; e.g., benefits of clearing practices that leave a buffer zone, benefits of tilling on the slopes horizontally instead of vertically, among others.
- The progress made with the training of officers in the use of GIS and Remote Sensing and the acquisition of equipment to support this training and the management of data collected needs to continue and be expanded to link with other Government Agencies.
- Some of the relevant legislation has been reviewed and proposed amendments made. This needs to reach fruition in the development and approval of the new Land Use Policy. The collection of land-related data, which was an important component of the project, needs to

continue and grow since these data will be necessary for effective operation of the new Land Agency whose establishment is strongly supported by the evaluator.

- The interagency coordinating mechanism established in this project should be sustained to enhance the effectiveness of future Government project and activities.

## **6. Lessons Learned**

- An important lesson learned from this project is that, with an effective PMU, a committed PSC and careful selection of consultants, projects can meet their national goals (in this case, improved land management, better biodiversity protection, improved water quality, general improvement in the quality of life of Grenadians), and thereby contribute to better environmental management and progress in sustainable development. Attainment of these goals is not only important nationally in Grenada, but also ensures that project Outcomes contribute in some way to important global needs.
- It is important to seek synergies through collaboration and cooperation among simultaneously operating projects where feasible. However, the extent to which this is achieved can be constrained by different projects having different timelines for the delivery of complementary components.
- Despite the project's accomplishments, stakeholders felt that the scope of the project was too broad for the funding available, with the result that the PMU had to be constantly seeking co-financing to be able to successfully complete the project's activities.
- Project formulation is typically too donor-driven and inadequately tailored to specific national needs. Donors need to be more sensitive to countries being at different levels of development and therefore unlikely to produce the same number and quality of project outputs. This donor-driven approach can result in some project components being inappropriate for particular country contexts, as was the case in Outcome 4 for this project.
- The wide-spread and committed participation and cooperation of all relevant stakeholders is an important requirement for successful project execution.

## 7. Annexes

### 7.1 Evaluation TORs

#### Final Evaluation Terms of Reference

#### BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *Sustainable Land management Projects 000 46568*(PIMS #3451)

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

#### Project Summary Table

Project Title:	Capacity Building and Mainstreaming of Sustainable Land management in Grenada			
GEF Project ID:			<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP Project ID:	000 46568	GEF financing:	0.5	0.5
Country:	Grenada	IA/EA own:		
Region:	Caribbean	Government:		
Focal Area:	Land Degradation	Other:		
FA Objectives, (OP/SP):		Total co-financing:		
Executing Agency:	Government of Grenada	Total Project Cost:	US\$ 0.5	US\$ 0.49 (approx)
Other Partners involved:	ProDoc Signature (September 28 <sup>th</sup> 2007):			
	(Operational) Closing Date:		Proposed: October 2010	Actual: June 30 <sup>th</sup> 2012

#### Objective and Scope

The project was designed to: strengthen capacity for SLM among stakeholders and mainstream SLM practices into national development plans and programs. The outcomes are 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 intervention elaborated.

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

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

#### INTRODUCTION

## **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:

- v) to monitor and evaluate results and impacts;
- vi) to provide a basis for decision making on necessary amendments and improvements;
- vii) to promote accountability for resource use;
- viii) 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.

In accordance with UNDP/GEF M&E policies and procedures, all full and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

### **The project objectives and its context**

The project was designed to help developing countries address one of their main development challenge, that of land degradation. The aim is to build capacity for sustainable land management thus addressing food security and other livelihood challenges resulting from land degradation.

### **OBJECTIVES OF THE EVALUATION**

The Terminal Evaluation (TE) is a requirement of UNDP and GEF and thus it is principally initiated by UNDP CO for Barbados and the OECS. 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 TE 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 TE are the relevant Ministries of Government through their Permanent Secretary, the project steering committee, the project execution team, farmers, Ngo community and UNDP.

The TE must provide a comprehensive and systematic account of the performance of a completed project 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. TEs 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 midterm evaluation.

## **PRODUCTS EXPECTED FROM THE EVALUATION**

The evaluator is expected to deliver the following products:

Oral presentation of main findings of the evaluation: This should be presented to the Project Management Team in Grenada and 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 Management 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 2 weeks 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 annex should be included at the end of the document explaining the discrepancies. The RCU and CO will sign a formal clearance form to be submitted with the final evaluation report (see Annex 5). The evaluation report outline should be structured using the report outline provided in section 7.

### 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 annexes.
- Timeframe of submission: first draft within 2 weeks of completion of the country mission

## **METHODOLOGY OR EVALUATION APPROACH**

The evaluator should observe the following methodology in the evaluation approach.

**Documentation review** (desk study): the list of documentation is included in Annex 2. All the documents will be provided in advance by the Project Team and by the UNDP Country Office. The Project Team and UNDP Country office will provide an annotated cover note for each document describing the relative importance of each document, key sections and issues to be brought to the evaluator's attention. 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 Project Manager will also provide a report of the project's accomplishments and lessons.

**Interviews** will be held with the following organizations and persons as a minimum: The project Steering Committee, the Project Manager, the UNDP focal point in the country and the head of the Ministry of Agriculture.

**Semi-structured interviews** will be developed to ensure that all aspects are covered. Focus group discussions with project beneficiaries will be held as deemed necessary by the evaluation team.

### **Questionnaires**

### **Participatory Techniques and other approaches for the gather and analysis of data**

## **EVALUATION TEAM**

A single evaluator will be contracted to undertake the evaluation process. The evaluator must have knowledge of UNDP and GEF as well as understanding of the requirements of the SNC.

## **IMPLEMENTATION ARRANGEMENTS**

### **Management Arrangements**

The evaluation is being solicited by UNDP, led by the UNDP Barbados Country Office as project Implementing Agency. The UNDP-CO has overall responsibility for the coordination and logistical arrangements of the evaluation as well as day-to-day support to the evaluator. The evaluation team will be briefed by the UNDP Country Office and the RCU upon the commencement of the assignment, and will also provide a terminal briefing. Other briefing sessions may be scheduled, if deemed necessary.

Payment modalities and specifications: Payment will be 50% at the submission of the first draft to the UNDP-CO, UNDP-GEF RCU and Project Team, and the other 50% once the final report has been completed and cleared by the UNDP-CO, UNDP-GEF RCU and Project Team. 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.

These Terms of Reference follow the UNDP-GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP-GEF Regional Coordination Unit, UNDP Country Office and the Project Team.

### **Timeframe, resources, logistical support and deadlines**

The total duration of the evaluations will be 16 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).
- 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.
- Initial telephone discussion with UNDP-GEF Regional Technical Advisor

#### Missions: (6 days)

- Meeting with UNDP Country office team;
- Meetings with key stakeholders in Grenada
- 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 reports 4 days: To be provided within two weeks of mission completion

- Final interviews / cross checking with UNDP CO, UNDP RCU and Project team.
- Drafting of report in proposed format

- Telephone review of major findings with UNDP CO and UNDP-GEF RTA
- Completing of the draft report and presentation of draft report for comments and suggestions within 1 month

#### Final Reports 2 days

- Presentation of final evaluation report

### **SCOPE OF THE EVALUATION AND SPECIFIC ISSUES TO BE ADDRESSED**

The TE should properly examine and assess the perspectives of the various stakeholders and should 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 the evaluations should explore the following five major criteria<sup>2</sup>:

- **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 Annex 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

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not restricted to stronger institutional capacities, higher public awareness (when leading to changes in behavior), and transformed policy frameworks or markets.

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 Annex 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 Annex 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 Log Frame 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 next 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.
  - (vi). UNDP and executing Agency implementation /execution coordination and operational issues

- 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 Annex 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 Annex 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 (R): 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<sup>3</sup>:
- Country Ownership
- Mainstreaming
  - 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 flow? Is there sufficient public / stakeholder awareness in support of the long term objectives<sup>3</sup> 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 TE 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.

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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.

- 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 these are addressed. Please complete the relevant columns of the management response Table provided in Annex 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 TE 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 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)
- Clearance and revision form from RCU and CO

## 7.2 List of Project Steering Committee Members

- Raymond Baptiste, Chairperson; Chief Land Use Officer, Land Use Division, Ministry of Agriculture, Forestry and Fisheries
- Paul Phillip, Senior Environmental Officer, Ministry of Environment, Foreign and Export Development
- Naeisha John, Attorney, Ministry of Legal Affairs
- Aden Forteau: Chief Forestry Officer, Ministry of Agriculture, Forestry and Fisheries
- Judy Williams, Executive Director, GRENCODA
- Rickie Morain, Project Officer, Ministry of Finance
- Benson Patrice, Acting Permanent Secretary, Ministry of Carriacou and Petite Martinique Affairs
- Augustus Thomas, UNCCD Focal Point, Ministry of Agriculture, Forestry and Fisheries
- Fabian Purcell, Head, Physical Planning Unit

### **7.3 List of Persons Interviewed**

- Mr. Aaron Francois, Permanent Secretary, Ministry of Agriculture, Forestry and Fisheries
- Ms. Dianne Roberts, SLM Project Manager
- Ms. Tiffany Noel, SLM Project Administrative Assistant
- Mr. Venance Msacky, Director of Lands and Survey, Ministry of Housing Lands and Community Development
- Paul Phillip, Senior Environmental Officer; Project Steering Committee
- Mr. Randolph Shears, Chief Extension Officer, Ministry of Agriculture
- Mr. Daniel Lalgie, Senior Building Inspector, Physical Planning Unit
- Mr. Raymond Baptiste, Chief Land Use Officer, Land Use Division, Ministry of Agriculture, Forestry and Fisheries; Chairman of the Project Steering Committee
- Mr. Rickie Morain, Ministry of Finance; Project Steering Committee
- Mr. Aden Forteau, Chief Forestry Officer; Project Steering Committee
- Mr. Fabian Purcell, Head of Physical Planning Unit; Project Steering Committee
- Mr. Augustus Thomas, Project Steering Committee
- David Clarke, Demonstration Project Farmer
- Mrs. Judy Williams, General Secretary, GRENCODA; Project Steering Committee
- Mr. Norland Cox, Representative from Ministry of Carriacou and PM Affairs

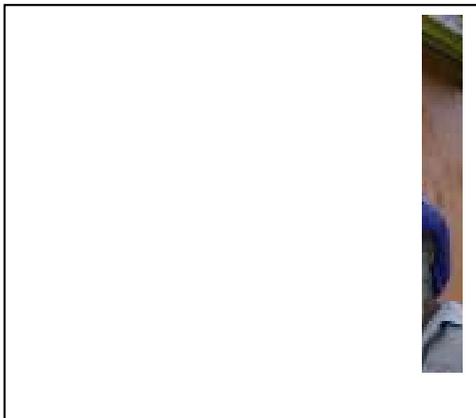
## 7.4 Summary of Field Visits

This project supported two demonstration projects:

**The National Grid Pilot Project**, in partnership with the Ministry of Lands, Housing and Community Development which was designed to densify the trigonometrical network in southwest peninsula of Grenada as a first step in developing a Cadastral Map, improving the accuracy of Surveyors maps and to provide accurate data for the Land Information System. Each marker shows the name of the Ministry, the date and the number of the marker and is intended to increase the number of control network points in the southwestern part of Grenada. Each marker is depicted on a grid and can provide the surveyor with accurate coordinates for that area. The Grid Plan is lodged with the Director of Lands and Survey. This is a first step to regularizing the administration and sustainable use of land. Accurately demarcating land parcels is critical for SLM, since the *parcel* is used as the principal unit for planning and decision making regarding land use by all land management agencies. The above process will also provide the information required for zoning and the development of a National Land Use Policy, a fundamental systemic deficiency for SLM at the national level.



**The Water Harvesting Demonstration System** that is currently being demonstrated by Mr. David Clarke on his farm in the farming community of Ludbur, St Andrew's. This pilot project was designed to demonstrate and promote adoption of water harvesting as a SLM Best Practice in the farming community. This demonstration project was selected due to the impacts of poor water management and its negative land degradation effects in the area, i.e. soil erosion and landslides. The concept is to use the storage shed's roof area to collect rain water to be stored in tanks that can be used for irrigation of the farm during the drier months.



## 7.5 List of Documents Reviewed

- The Global Portfolio Project Document
- The Approved Project Document
- The Mid-Term Evaluation Report
- PIRs, QOR
- Country Program Action Plan (CPAP)
- United Nations Development Assistance Framework
- The Auditor's Report
- GEF Focal Area Strategic Program Objectives
- Two Annual Work Plans
- UNDP Outcome Evaluation Handbook

## Documents Produced by the Project

- **Capacity Building and Mainstreaming of Sustainable Land Management – Inception Report** (September, 2009) – prepared by Dianne Roberts
- **Integrating GIS/GPS & IT in Sustainable Land Management** (November 2009) *Training Manual & Report* – prepared by Dr. Edwin Joseph
- **Review of Policy, Legislative and Institutional Framework and Standards for Sustainable Land Management in Grenada** (March, 2010) *Final Report and PowerPoint Presentation* – prepared by Dr. Winston McCalla & Eleanor Jones of ESL Management Solutions Ltd
- **A Protocol for Monitoring Land Degradation in the State of Grenada** (March, 2010) – SLM Project
- **Training in Applied Environmental Economics: Implications for Land Degradation and Sustainable Land Management – Training Manual & Report** (June, 2010) – Prepared by Lars Hein
- **Technical Report & Recommendations on the KAP Study on Land Degradation & SLM in Grenada** (January 2011) – Prepared by Muge Akpınar-Elci, SGU and Dianne Roberts, SLM Project
- **Remote Sensing Technology for Land Cover Mapping and Change Detection – Training manual & Report** (June 2011) – Prepared by Dr. Raid Al-Tahir & Prof. Jacob Opadeyi, UWI
- **Promoting SLM through Effective Legislative Enforcement** (June 2011) *Workshop Report* – prepared by Dr. Winston McCalla
- **Draft Physical Planning and Development Control Bill and Regulations, 2011** – conducted and drafted by Dr. Winston McCalla
- **Resource Materials for Geographic Information System**
- **Land Degradation and SLM Newspaper Article Series** – Prepared by senior technical officers in MOA and Dianne Roberts, Project Manager, SLM Project
- **An Introduction to Land Degradation and SLM Booklet** – work in progress, estimated completion date August 2012, Prepared by Dianne Roberts, Tiffany Noel and Raymond Baptiste, SLM Project.

- Technical Cooperation Programme with the FAO titled ***Assistance to Develop a Methodology for National and Local Level Land Degradation Assessment in Grenada*** (June 2010)
- **Love the Land You Live on Jingle (audio)** (2011) – Prepared by SLM Project Management Unit and Neal Matheson. Televised version (Prepared by SLM Project Management Unit and Brainstorm Productions)
- **Love the Land You Live on Radio Drama Series** - 10 part radio drama series on land degradation and SLM (2012): Prepared by Francis Urias Peters in collaboration with SLM Project Management Unit and MOA Officials.
- **Public Service Announcements on Wise Land Management Targeting Farmers and Contractors** (2012): Developed by Nicole Best in collaboration with SLM Project Management Unit and MOA officials.

## 7.6 Questionnaire for Interviews

### Questions for Terminal Evaluation (TE) of the Project

#### 'Capacity Building and Mainstreaming of Sustainable Land Management in Grenada'

1. What activities have not been completed under the project to date?  
Why not? What were the major obstacles encountered?
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.  
  
Were there any Partnership Agreements (MOUs) with any of the national/regional stakeholders?  
  
Were the NGOs involved in any way during Project formulation?  
  
To what extent were the Government Ministries involved in Project Formulation?  
  
Were there any specific strengths from previous projects that were included in the formulation of this project?  
  
When the project was designed were there any linkages to other ongoing projects?
4. Mainstreaming is the integration of SLM into policies, development plans and programs in Grenada. To what extent has SLM been mainstreamed in Grenada?
5. What would you consider as the **single** greatest achievement of the project to date?
6. Capacity development is a major component of the project. What capacity has been developed
  - a) At the national institutional level?
  - b) At the national policy level?
  - c) At the individual and community level?
7. How will the capacity developed under the SLM be maintained, used or further developed?  
  
Are there any environmental, political or social risks to the continued implementation of SLM practices in Grenada?
8. What is the status of the NAP document? How was the NAP influenced by the NPDP, NEMS, National Strategic Development Plan, Poverty Reduction Strategy Paper?
9. What impact has the SNC made at the national level? Has it influenced policy/NPDP?  
  
Is the public aware of the project? Has there been developed a website, social networking, intranet?
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? (Do the expense reports support this?)  
  
Are the GEF funds adequate? Has the co-financing been forthcoming?

12. Is there a financial plan to support the long term mainstreaming of SLM in Grenada?
13. List all **visible** changes/impacts that are occurring in Grenada as a result of the implementation of the SLM.
14. Is the implementation methodology of the SLM effective? How could it be improved?  
Was there a need to implement adaptive management (make changes to the project design and project outputs during implementation)?
15. How could the impacts of the SLM have been improved?
16. What are the main successes of the SLM? What are its greatest failures/weaknesses?
17. How will you rate the quality of work delivered by (a) the local consultants (b) the international consultants?
18. Has time management on the projects been an issue? Explain.
19. Has the steering committee functioned? Are there meeting reports/minutes?
20. Has UNDP been helpful? Explain
21. What are the lessons learnt from this project?
22. Is there an internal M&E system in place for this project?
23. Given the issues raised what recommendations would you propose for the improvement of the project?

7.7 Sample of the Quiz 'Love the Land you Live On'

(11)

## Love The Land You Live On Quiz Competition

Read the article below and complete the quiz questions. Submit the completed quiz weekly to your teacher who will forward it to the address below or to before **June 20th 2018**. Complete all 3 quizzes normally only you and your school can register. PLEASE return to all materials - 15 years.

### LAND AND ITS IMPORTANCE (article 11)

Human beings have always depended on the land. We build our homes on the land, we grow crops on the land, we use soil, and produce our food from the land. What makes the land so important for us? It is not just soil. It refers to the natural (non-man-made) biological processes that make up soil, vegetation and other living things. It also includes the ecological and hydrological processes that occur naturally on the ground.

Land is essential to support our communities and the environment. It provides a range of ecosystem services that are important for human well-being. Ecosystems contribute to our health and well-being in many ways, including providing us with clean air and water, regulating our climate, and providing us with food and other resources.

**1. Provisioning services** - These are the goods and services that people derive from the land to sustain life. This includes food, fuel, and other resources. Examples include food, timber, fibre, and ornamental plants.

**2. Regulation services** - These are the services that regulate the environment and provide benefits to people. Examples include flood control, air and water purification, and climate regulation.

**3. Cultural services** - These are the services that provide people with non-material benefits. Examples include recreation, aesthetic enjoyment, and spiritual enrichment.

Land is the foundation upon which we live. It is the source of our food, our water, and our energy. We need to take care of our land to ensure that it can continue to provide these services for generations to come.

### Love The Land You Live On Quiz Competition

Name: \_\_\_\_\_ Age: \_\_\_\_\_ School: \_\_\_\_\_ Year: \_\_\_\_\_ Place No: \_\_\_\_\_

1. Land is essential to support our communities and the environment. It provides a range of ecosystem services that are important for human well-being. Ecosystems contribute to our health and well-being in many ways, including providing us with clean air and water, regulating our climate, and providing us with food and other resources.

2. Land provides the foundation upon which we live. It is the source of our food, our water, and our energy. We need to take care of our land to ensure that it can continue to provide these services for generations to come.

3. Regulation services - These are the services that regulate the environment and provide benefits to people. Examples include flood control, air and water purification, and climate regulation.

4. The 2 types of the Land Services are Provisioning services and Regulation services.

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**7.8 Project Logical Framework**  
**STRATEGIC RESULTS FRAMEWORK**  
**Project Logical Framework**

Outcome	Target	Sources of verification	Outputs	Activities	
<b>Outcome 1: SLM mainstreamed into national development policies, plans and regulatory frameworks.</b>  Budgetary allocation from GEF: US\$74,500  Allocation for Year 1: US\$ 35,250	The Ministries of Finance, Agriculture, Environment and other agencies adopt (and use) SLM guidelines and best practices (including NR accounting) to support physical and economic development planning, and formulating macro-economic policies by the end of Y2	Revised Planning and policy documents (accompanied by relevant SLM economic analyses)	1.1 Rapid assessment of the policy, legislative and institutional capacity for SLM within relevant public sector agencies completed  <i>Completed to determine what areas the SLM project should focus on to ensure that the project addressed changing national context due to delay in project start up. In addition, a few planned interventions were no longer feasible and/or were addressed in other projects.</i>	1.1.1 Conduct assessment. ✓  1.1.2 Conduct a 1-day dissemination workshop for key stakeholders to present the findings of the assessment and secure ownership of mainstreaming activities. ✓  1.1.3 Determine the most expedient intervention/s for mainstreaming SLM into national development planning.  <i>The PSC addressed the legislative constraints of the Physical Planning Unit as opposed to addressing land use and agriculture related policy interventions originally proposed in the project due to budgetary constraints and that these issues were not considered priority issues at the national level. The Land Use Policy is being drafted under the Public Sector Modernisation Project.</i>	
	The PPDC Act is revised and adopted and is guiding development planning in the State of Grenada.	Revised and gazette Act		1.2: Planning and policy documents for integration of SLM into macro-economic policies and regulatory frameworks of Grenada  <i>Partially achieved.</i>	1.2.1 Host 1 national strategic planning workshops on policy mainstreaming ✗  1.2.2 Prepare appropriate macro-economic policy revisions with integrated SLM

				<p>considerations</p> <p>SLM PMU and key relevant land management agencies were consulted during the development of the Poverty Reduction Strategy (PRSP). A document brief was prepared by the SLM PSC and sent to the Ministry of Finance highlighting the land degradation and SLM issues that were deemed critical for integrating into the PRSP. The Draft Strategy has not yet been released for final comments and so the PMU doesn't know the extent of incorporation of SLM issued in the final Strategy.</p> <p>1.2.3 Conduct consultations for ratification of outputs. To be done</p> <p>1.3.1 Redraft the PPDC Act to ensure effective development control in the State of Grenada. ✓</p> <p>1.3.2 Conduct consultations for stakeholder inputs and validation ✓</p>
<p><b>Outcome 2: Individual and institutional capacities for SLM developed.</b></p> <p>Budgetary allocation from GEF: US\$170,300</p> <p>Allocation for Year</p>	<p>At least 20 officers within from Ministry of Agriculture (Forestry and Agriculture Divisions), Ministry of Public Works trained in various technical areas of SLM by mid-Y3. At least 10 core persons will be</p>	<p>Published guidelines and training manuals for resource personnel on SLM</p> <p>Agency reports (record of technical services rendered).</p> <p>Stakeholder survey to indicate that training</p>	<p>1.3 National Physical Planning and Development Control Act 2002 revised to address deficiencies.</p> <p>Completed. It is currently with the Ministry of Legal Affairs to be finalized for presentation to the Cabinet for approval.</p> <p><b>Output 2.1:</b> Technical staff from Ministry of Agriculture (Forestry, Extension, Land Use Division, Lands &amp; Surveys), Physical Planning Unit, Environmental Division, Communications &amp; Works trained, and NGOs actively engaged in providing technical support and policy guidance on SLM to stakeholders</p>	<p>2.1.1 Assess present skills in soil conservation and land management within relevant agencies and other non-state stakeholders. ✓</p> <p>2.1.2 Develop appropriate training material (such as soil conservation manual for land users). ✓</p>

<p>1: US\$ 54,327</p>	<p>trained at advanced level to be trainer of trainers. At least 10 officers (police and judiciary) trained in effective enforcement of environmental legislation by end Y2</p>	<p>is being applied on the ground</p>		<p>Developed training manuals and the Resource Guide.</p> <p>2.1.3 Conduct at least 2 training workshops in hydrology and watershed management ❌</p> <p>2.1.4 Conduct at least 2 training workshops in natural resource economics ✔️</p>
	<p>At least 3 major technical training seminars on SLM held for stakeholders within key economic sector groups (agriculture, construction, tourism, commercial) targeting at least 100 persons completed by mid-Y3. At least 7 capacity-building seminars for community groups and organizations (youth and women's groups - 1/parish).</p> <p>Public awareness strategy developed by end of Y2; At least one awareness seminar for decision-makers; support educational material developed and disseminated by end-</p>	<p>Training and workshop reports &amp; training materials</p> <p>Stakeholder survey to indicate that training is being applied on the ground</p> <p>Strategy document; proceedings of seminars and workshops; public education/media products</p> <p>Results of Surveys</p>		<p>Hosted a 1 week Workshop using the author of the LDC-SIDS Toolkit on environmental economics.</p> <p>2.1.5 Conduct at least 2 major training workshops on soil conservation and best land management practices (locally or through attachments at regional/international institutions) ✔️</p> <p>A total of 5 sessions were held targeting agriculture extension officers, farmers and stakeholders in the financial and judicial sectors.</p> <p>2.1.6 Train at least 10 environmental officers, police officers and the judiciary on the importance of enforcement of environmental legislation ✔️</p> <p>2.1.7 Train staff in Min of Agriculture, Finance, PPU and other support agencies in integrated development planning ✔️</p>

	<p>Y2; at least 2 public surveys conducted (KAP assessment) by end-Y3</p> <p>Land Management Agency and coordinating mechanisms between key agencies elaborated by end Y3</p> <p>Producers' associations practice and promote SLM practices</p>	<p>National budgetary allocations for LMU; MOU between agencies, development approval documentation</p> <p>Agency reports (that document extent of stakeholder consultations and cooperation)</p>	<p><b>Output 2.2:</b> Farmers and other resource users within the agricultural, construction, commercial, and tourism sectors trained and practicing SLM</p>	<p>2.1.8 Support the attainment of a Master degree of senior planning officer</p> <p>A member of staff will start a 3 year Masters in Disaster Mitigation and Reconstruction at Salford University in 2013. This has suffered a late start due to limited funding and the need to seek additional funding to cover the entire course. This official championed SLM within the physical development and construction sector during project implementation – a mammoth achievement for wise land use management in Grenada.</p> <p>2.2.1 Conduct at least 4 stakeholder awareness (info gathering &amp; training design) &amp; at least 2 major training workshops on soil conservation &amp; best practices ✓</p> <p>2.2.2 Compile lessons learnt on BP from farmers/farmers organizations/other land users to address knowledge gaps &amp; design appropriate strategies for SLM ✓</p> <p>A Workshop co-funded by FAO which involved all Stakeholders (public and private sector, NGO, farmers, persons in the construction and tourism subsector) looking at the causes and impacts of land degradation and the best practices for the mitigation and prevention. This represented the first forum in Grenada where such a diversity of voices was heard on land degradation and SLM issues.</p>
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				2.2.3 Conduct at least 7 training seminars on land degradation and SLM. ✓
<p><b>Outcome 2: Individual and institutional capacities for SLM developed.</b></p> <p>Budgetary allocation from GEF: US\$170,300</p> <p>Allocation for Year 1: US\$ 54,327</p>	See above	See above	<p><b>Output 2.3:</b> Education and awareness strategy and support materials on SLM issues developed</p>	<p>2.3.1 Design PA &amp; education strategy (soil conservation etc) ✓</p> <p>2.3.2 Conduct sensitization workshops for decision makers on usage of knowledge mgmt tools (e.g. GIS) to support planning needs ✓</p> <p>2.3.3 Implement public awareness programme on land degradation ✓</p> <p>2.3.4 Compile TEK on natural resource use and dependence ✓</p> <p>2.3.5 Design a private sector participation strategy (solicit active participation in SLM initiatives). ✗</p> <p>This was not completed since it was decided by the PSC that the objectives of this activity should be integrated in the Integrated Financing Strategy (IFS) to be developed in</p>

			<p><b>Output 2.4:</b> Inter-agency coordination mechanism for SLM established</p> <p>After much discussion the PSC and PMU decided not to focus on this output.</p>	<p>Outcome 4.</p> <p>2.3.6 Produce &amp; distribute 1000 copies of soil conservation manual (including other printed material).</p> <p>Currently in production and will be presented at the closing ceremony.</p> <p>2.4.1 Review &amp; propose the most appropriate institutional coordination arrangements between the LMU &amp; support agencies for harmonized land mgmt responsibility <b>X</b></p> <p>2.4.2 Develop agency and staff TORs, mgmt structure, financing &amp; regulatory framework for LMU. <b>X</b></p> <p>2.4.3 Guide Cabinet submission, review &amp; approval of a proposal to establish LMU &amp; Identify &amp; source resources for LMU</p> <p>This output was planned on the assumption that a Land Management Unit/Agency would be operational at the time of project implementation. This was not the case. The PSC and other key stakeholders involved in land management therefore decided that the SLM project should not proceed with this activity since the Government of Grenada through the Public Sector Modernization Project implemented by the Office of the Prime Minister is currently deciding on the most appropriate model for the Land Management Unit/Agency which was not part of the scope of the SLM Project. Due to major constitutional issues finalisation has</p>
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Outcome	Target	Sources of verification	Outputs	Activities
<p><b>Outcome 3 (cont'd): Capacities for knowledge management in support of SLM developed.</b></p> <p>Budgetary allocation from GEF: US\$ 89,800</p> <p>Allocation for Year 1: US\$ 38,000</p>	<p>Relevant core spatial/attribute datasets (land use, land tenure, land degradation, land zoning) compiled by end Y2</p> <p>M&amp;E protocol for land degradation elaborated based on the UNCCD benchmarks and indicators established by end of Y1;</p> <p>At least 4 stakeholder workshops conducted on M&amp;E by end Y3.</p>	<p>Spatial data sets; Consultant reports; Planning/development application documentation; MTR, PMU project reports, TAG</p> <p>Consultant reports, land degradation M&amp;E system for state of environment assessments established</p> <p>Spatial planning</p>	<p><b>Output 3.1</b> Information databases on land use, tenure and land degradation set up the GLIS</p>	<p>been slow.</p> <p>3.1.1 Integrate / consolidate all existing spatial &amp; relevant non-spatial datasets (forestry, agric, housing) to populate LRIS ✓</p> <p>3.1.2 Develop an updated Land Use Map ✓</p> <p>This is housed in the GIS department and will provide information upon request by the various Government stakeholders.</p> <p>3.1.3 Develop select components of a Land Cadastral map showing all parcels of land developed ✗</p> <p>There are challenges in preparing a Cadastral Map as the geo referenced trigonometric network is very old and inaccurate. The PSC guided by relevant land management agencies decided not to proceed with this activity since it would not create an accurate output. It was decided therefore to address the substantive deficiency, which is augmenting the trigonometrical network governing the work of surveyors.</p> <p>A Pilot National Grid Project was implemented in the southwest peninsular of St. George's in partnership with the Ministry of Housing, Lands and Community Development, to densify the national grid and creating geo-reference points that can assist surveyors in creating a more accurate map. This serves as the basis for developing a cadastral map.</p>

	<p>At least 15 officers in PPU, MOH&amp;E &amp; MOA depts. &amp; select non-state agencies trained in the use of LIS &amp; specific applications to support SLM in development planning across various sectors by end Y2.</p>	<p>methodologies; training reports; National LIS developed</p> <p>New map produced for Grenada, Carriacou &amp; Petite Martinique</p>	<p><b>Output 3.2:</b> Pilot National Grid established in Grenada</p> <p>Implemented within the Southwest Peninsula of St. George's.</p> <p><b>Output 3.3:</b> Participatory Planning, monitoring and evaluation system for state of environment assessments established</p> <p><b>Output 3.4:</b> Technical staff trained in analytic applications for decision making to support SLM Planning.</p>	<p>3.1.4 Integrate the Protected Areas Plan in the GLIS</p> <p>The SLM project provided the Department of Forestry with computers to accomplish this task. This has been mostly completed – the Land Use and Forestry Division are awaiting Cabinet Conclusions on declaration of additional areas.</p> <p>3.1.5 Develop &amp; publish metadata for all data ✓</p> <p>3.2.1 Coordinate control points and produced project outcome report ✓</p> <p>3.3.1 Develop a system for monitoring land degradation &amp; sustainable use of upland WS ✓</p> <p>3.3.2 Train technical officers &amp; select stakeholders in use of LD framework methodology through at least 1 training activities ✓</p> <p>3.3.3 Conduct training in land degradation assessment techniques for measuring soil erosion, water quality etc. ✓</p> <p>3.4.1 Conduct training of stakeholder agencies in application and usage of GIS database for decision making ✓</p>
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				3.4.2 Conduct training in the use of satellite imagery and remote sensing in generation of land use cover maps. ✓
Outcome	Target	Sources of verification	Outputs	Activities
<b>Outcome 3 (cont'd): Capacities for knowledge management in support of SLM</b>	At least 10 officers in Land Use Division, PPU trained by end of Y3	Published guidelines & metadata standards; information sharing policy; training module for operators; training reports	<b>Output 3.5:</b> Technical staff in relevant stakeholder agencies trained in operation, maintenance and information-access of the LRIS	3.5.1 Develop an interagency protocol / mechanism for LIS information access / sharing and develop data standards ✓ 3.5.2 Develop training material and system management. ✓ 3.5.3 Training conducted for key land agencies in maintenance of GIS data and Land Use Maps ✓
<b>Outcome 4: Investment planning &amp; resource mobilization for implementation of SLM interventions elaborated.</b>  Budgetary allocation from GEF: US\$ 46,000  Allocation for Year 1: US\$ 19,250	SLM investment plans completed by end Y1  Incentive instruments approved by Ministry of Finance by end Y2  Strategy document produced and	Sector Investment plans identifying projects; government budgetary allocation; Consultant reports  Gazetted new/revised incentive regimes  Meeting reports; commitment	<b>Output 4.1:</b> Investment plans in key economic sectors (agriculture, tourism, construction, commercial) incorporate priority actions for SLM as defined in NAP  <i>There was a Workshop conducted by the UNCCD, the Global Mechanism, Caribbean Network for Integrated Rural Development (CNIRD) and the Partnership Initiative on Sustainable Land Management (PISLM). The workshop was designed to develop roadmaps for the IFS and aligning the National Action Plan for the UNCCD to the 10 year strategic plan developed by the UNCCD Secretariat. Although the roadmaps were developed, it was advised by</i>	4.1.1 identify priority SLM needs & opportunities ✓ 4.1.2 Develop a detailed SLM investment plan with budget ✗ 4.1.3 Host national workshop on financing for SLM projects ✗

	endorsed by Ministry of Finance by mid-Y3 Donor round meeting convened and commitment obtained by mid-Y3	documentation	<p>the UNCCD Secretariat and key national stakeholders that the NAP must be first aligned to the 10 year strategic plan prior to development of IFS which further hindered development of the latter.</p> <p><b>Output 4.2:</b> Major sector incentive regimes that incorporate SLM, including Payment for Environ. Services (PES), established.</p> <p>TORs were developed for this assignment, however, budgetary constraints and the former comment stated in relation to Output 4.1 above hindered completion.</p> <p>In addition, limited understanding of the process for accomplishing outputs affected confidence in implementation.</p> <p><b>Output 4.3:</b> Strategy for donor resource mobilization implemented</p>	<p>4.2.1 Review existing fiscal incentive frameworks in Grenada &amp; design appropriate measures to integrate SLM ✗</p> <p>4.2.2 Develop compensatory mechanism &amp; economic incentives for investment in SLM &amp; WS protection ✗</p> <p>4.2.3 Conduct focus group meetings &amp; workshops to review proposals ✗</p> <p>4.3.1 Develop financing strategy document &amp; convene donor forum – sourcing of investments for SLM ✗</p>
<p><b>Outcome 5: Adaptive Management and Learning</b></p> <p>Budgetary allocation from</p>	<p>PMU is operational within 1 month of Project start-up.</p> <p>M+E benchmarks and</p>	<p>Annual project progress reports</p> <p>Annual work plans</p> <p>Quarterly Operational and Annual project</p>	<p><b>Output 5.1:</b> Project implemented in a cost-effective manner in accordance with agreed work plans and budgets</p>	<p>5.1.1 Recruitment of PMU staff &amp; office establishment ✓</p> <p>5.1.2 Inception meeting ✓</p> <p>5.1.3 Bi-annual meetings of PSC ✓</p>



## 7.9 Rating Scales

<p><b><i>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</i></b></p> <p>6: Highly Satisfactory (HS): no shortcomings          5: Satisfactory (S): minor shortcomings          4: Moderately Satisfactory (MS)          3. Moderately Unsatisfactory (MU): significant shortcomings          2. Unsatisfactory (U): major problems          1. Highly Unsatisfactory (HU): severe problems</p>	<p><b><i>Sustainability ratings:</i></b></p> <p>4. Likely (L): negligible risks to sustainability          3. Moderately Likely (ML): moderate risks          2. Moderately Unlikely (MU): significant risks          1. Unlikely (U): severe risks</p>	<p><b><i>Relevance ratings</i></b></p> <p>2. Relevant (R)          1.. Not relevant (NR)</p> <p><b><i>Impact Ratings:</i></b></p> <p>3. Significant (S)          2. Minimal (M)          1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i>          Not Applicable (N/A)          Unable to Assess (U/A)</p>		

## 7.10 Financial Planning – Co-financing

Co financing (Type/Source)	IA own Financing (US\$ in thousands)		Government  (US\$ in thousands)		Other*  FAO (US\$ in thousands)		Other* St. George's University (US\$ in thousands)		Total  (US\$ in thousands)		Total Disbursement (US\$ in thousands)	
	Planned	Actual	Planned	Actual	Planned	Actual			Planned	Actual	Planned	Actual
Grants	30	20	0	0	0	5.1	0	0				
Loans/Concessional (compared to market rate)	0	0	0	0	0	0	0	0				
Credits	0	0	0	0	0	0	0	0				
Equity investments	0	0	0	0	0	0	0	0				
In-kind support	0	0	243.6		0	6	0	8.5				
Other (*)				10								
<b>Totals</b>	30	20		10		5.1						

### Leveraged Resources

Project successfully mobilized US\$ 140,000 as leverage funds from the Food and Agriculture Organization to implement the LADA project in Grenada, the first of its kind in the Organization for Eastern Caribbean States (OECS). Project was officially launched on June 17, 2011 by the Minister of Agriculture.