

MID-TERM EVALUATION

of the

**Enhancing Resilience of Communities in Solomon Islands to
the Adverse Effects of Climate Change in Agriculture and
Food Security**

**Strogen Waka lo Community fo Kaikai
SWoCK**



SWoCK

*Strogen Woka lo
Community fo Kaikai*



January 2014

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Project Title:	Enhancing resilience of communities in Solomon Islands to the adverse effects of climate change in agriculture and food security
UNDAF Outcome(s)/ Indicator(s):	4. The mainstreaming of environmental sustainability and sustainable energy into regional and national policies, planning frameworks and programs; and Pacific communities sustainably using their environment, natural resources and cultural heritage
UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:	Promoting adaptation to climate change
UNDP Strategic Plan Secondary Outcome:	Mainstreaming environment and energy
Expected CP Outcomes:	Crisis prevention and recovery Environment and sustainable management
Expected CPAP Outcome(s) /Output/Indicator(s):	3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development 4.2 Solomon Islands communities effectively manage and sustainably use their environment, as well as their natural and cultural resources 4.1 Environmental sustainability and sustainable energy are mainstreamed into regional national policies, planning framework and programs
Executing Entity/Implementing Partner:	Ministry of Environment Climate Change, Disaster Management and Meteorology (MECDM)
Implementing Entity/Responsible Partner:	UNDP, MECDM, MAL, SNR, KGA, NGASI

Programme Period: 2008 – 2012
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 Management Arrangements: NIM
 PAC Meeting Date: April 7, 2011

Total Allocated Resources	\$ 5,100,000
Regular	
Other	
AF:	\$ 5,100,000

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1 Executive Summary

The project entitled “Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security” (or locally known as “Strogen Waka lo Community fo Kaikai (SWoCK)”) addresses the priority of NAPA (the Solomon Islands National Adaptation Program of Action) and will contribute to enhancing the resilience of the agricultural sector to maintain and improve food security in the country. The project is financed by the Global Environment Facility (GEF). The executing agency of GEF is the United Nations Development Program (UNDP). The project is nationally implemented (NIM), but the sub-office of UNDP in the Solomon Islands provides managerial services and the Regional Office of UNDP in Suva, Fiji provides financial services for the implementation.

The project is highly relevant for UNDP, GEF, and for the Government of the Solomon Islands. The implementation is done by the Ministry of Environment Climate Change, Disaster Management and Meteorology (MECDM) and its partners: the Ministry of Agriculture and Livestock (MAL), the School of Natural Resources (SNR), the Kastom Garden Association (KGA), Nut Growers Association of the Solomon Islands (NGASI) and the local communities in five (5) Provinces of the Solomon Islands.

The main objective of the project targets increased and more reliable food production, food preservation and storage in the Solomon Islands in an environmentally and socio-economically sustainable way. The food security is not only threatened by the effects of climate change, but also by the increased need for food for the rapidly growing population and the scarcity of land that is due to the high population growth of 2,8 % (SIG 2000), which is one of the highest in the world, with 40 % of the population under 14 years of age.

It should be noted that presently there is virtually no food shortage in the SI. Food shortage only occurs during and after natural disasters, as well as during abnormalities in the weather pattern. Although during these periods there are adequate quantities of food in the nearby villages, the supply mechanism has not been set up.

Due to the climate change and the rapidly growing population, it is highly likely that food shortage will affect the Solomon Islands in the near future.

The project had a seemingly slow start as a result of the weak project management during the initial phase of the project and, as expected, started achieving some minor results at mid-term. The greatest delays in the project were caused by the lack of management and lack of proper planning, as one of the greatest challenges was to find a suitable Project Manager for the project.

By mid-2013, the new Project Manager and the rest of the team members were recruited. Since then, the implementation of the activities has improved and most of the outputs so far have been achieved since the arrival of the Project Manager last year.

Overall, the conclusion of the MTR based on the consultants’ review is it highly unlikely to complete any of the goals of the project on time. This is due to the following reasons:

- (i) inefficient planning;
- (ii) lack of agro-technical expertise;
- (iii) very lengthy and vague line of reporting in place;
- (iv) inadequate information available for decision-making, provided by a technical committee to the decision-makers;
- (v) slow and inadequate financial system in place.

All these factors have resulted in inefficient project management - despite all the efforts taken by

the PMU and due to the difficulty of the system, it is impossible to work effectively in this working environment. Moreover, it has to be highlighted that in many cases the quality of the activities does not meet the required standards and further activities cannot be based on them. There is certainly plenty of room for improvement in the working conditions and quality of the documents issued in these areas, and it is certain that the increased involvement of UNDP in project management and agro-technical sciences could help achieve the objectives of the project by empowering the local staff with modern working methods.

On the other hand, a lot has been done and achieved, which could provide the basis of an improved project on condition that the above-mentioned set-backs are addressed and solved. With the bulk of core information gathered by now, there is adequate information available for proper and feasible project planning, as well as adequate data for identifying the required agro-technical and aqua-cultural expertise. Therefore, it is highly advisable to invite an international expert along with a local counterpart, both for project management and also, to tackle agro-technical issues.

The current state of achievement of the outcomes differs. The probability to be successful at the end of the project also fluctuates. In order to achieve the set objectives, there has to be changes in the approach to the implementation of the program, otherwise the project will fail. There is also the risk of spoiling the reputation of UNDP in the communities since a lot of expectations in the terms of tools, practical knowledge sharing, have been raised at the village level. The need to change has been realized in the UNDP Honiara office and steps have been taken to address the issue, but further action is required.

1.1 Present state of the project and recommendations

1.1.1 Outcome 1.: Adaptation initiatives implemented in at least 18 communities across at least 3 regions in the Solomon Islands.

The foundation of implementing activities and achieving the objectives has been established and the next step is to decide what kind of structure to be put in place and use, and what the practical goals/measures of the outcome are. Unfortunately, the first sets of measures/activities, described in the V&A assessments do not meet the standards of a UNDP GEF intervention due to the lack of expertise and inadequate mobilization of knowledge to implement the task. To overcome this bottleneck the following steps are advised:

1. Use national and international knowledge and expertise, best practices in the objectives, as in Choiseul Province.
2. To improve operation security and effectiveness by the use of systems during planning and traveling to mission; which have proved to be a reliable fuel depot system, similar to what World Vision operates. It is also recommended for the use of meteorological and sea state forecast during the planning phase of the missions to the project sites.
3. Strengthen PMU and provide them with relevant tools and incentives, which could a systemized meeting schedule for higher level people, while an offer on study tour aboard for lower level people, in order to get the stakeholders motivated to attend meetings and implement their project activities to meet the set deadlines.
4. The PMU needs external assistance to ensure the project is back on track. To do this, PMU needs agro/aqua and project management expertise for a certain period of time. There should also be a functioning technical committee in place, made up of the various partners with the relevant skills to address project matters before the project board approves or endorses them.

The outcome is expected to require approximately an extra year or a year and a half to achieve the set outputs.

1.1.2 Outcome 2.: “Institutional strengthening to support climate resilient policy frameworks for the agricultural sector

The results and the state of the outputs to achieve this outcome should be divided. The capacity building of the Solomon Islands Meteorological Service (SIMS) is on track and the outcomes can be reached within the planned closing date of the project.

While the integration of climate and disaster risks into national and provincial policies has started, the speed is relatively very slow since there is not a single policy in place or approved at the national or provincial level. At this stage, only one national policy has been drafted, while other areas of importance had not even been identified by the time the mid-term evaluation was carried out. Moreover, the provinces do not even know about their role or responsibilities regarding the task.

The fact that the National Parliamentary Elections in the SI are held in September 2014 made us recalculate the time required for this task to complete and we concluded that it is about an additional six months after the planned closing date.

The training in the capacity building in land-use planning with the GIS technology component has been done. However, there is no visible evidence that the knowledge learnt has been put into practice in the work place of all stakeholders, including the project staff. GIS has not been incorporated into any activity at all. The main problem is the lack of basic understanding of GIS. The inadequate planning of the activities and purchasing of equipment have resulted in the malfunction of this important component of the project. It is highly recommended that this component should be re-done in order not to waste all that has been achieved and to begin GIS support for land-use planning in The Solomon Islands.

There is no additional time requirement to achieve this outcome.

1.1.3 Outcome 3.: Adaptation specific knowledge production, sharing and dissemination

This outcome is based on the achievements of the first two outcomes, and the fact is that no real achievements can be reported although activities have already started in this field.

The project has not produced any technical documents, information and training materials, except a pamphlet on climate change, which was way too scientific for the villagers to understand. Despite this, achievements are visible in the participatory activities, thanks to the dedicated work of the field staff. However, these activities are not documented in a practical way for referencing, i.e. there is no written evidence of the steps and skills conducted to achieve the outcome. It is also important that documentation is available if trainings are to be consistent for the communities in similar situations. There is also a need for the staff to conduct consultation with the villagers in order to ensure they have the planned activities in place, which would allow for the continuation of the project before the next mission commences. This is to avoid that villagers implement certain activities only and when the staff members visit the project sites. This latter practice is one of the main causes for delays at the community level.

It is highly recommended that standard training and informative documents should be developed specifically for the target groups, with their technical knowledge and skills, field of interests in certain topics, as well as their limitation and capabilities of understanding theoretical concepts all taken into consideration. It is important to ensure that practical advice is available so it can be used in the daily lives of the communities in the SI. According to our findings, they have good knowledge of the scientific terms in the field of climate change, but very little knowledge of pest

management, food preservation or how to protect their crops during draught or heavy rains. It is of crucial importance that people are aware of the whole concept, i.e. soil improvement and management, food productivity, pest management, post-harvesting and food preservation, especially of seasonal root crops and fruits.

The bulk of people in the villages are practical subsistence farmers and will therefore believe and learn more from what they see than waste their time being involved in theoretical activities. It is therefore relevant to contract NGOs, extension officers and Provincial Project Coordinators (PPC) who actually know how the efficiency of the project in the communities can be improved. It is absolutely necessary to provide basic training to the field staff in agro, aqua and other fields of expertise before they actually visit and provide advice to the communities. It is worth noting that some of the extension staff members have not been trained in specific areas so they are not able to provide competent advice on food security. In such cases, outsourcing to experts in certain fields, such as pest management/entomologists, and pest management trainings must be considered.

Field staff members should be equipped with basic, but informative manuals or pictorial handouts with activities regularly monitored. The achievements at the rural level very much depend on the background knowledge input by the field staff and the agricultural situation of individual communities. It is vitally important for communities involved to have a sense of ownership of the project, which would ensure its sustainability after the program ends. At the time of the MTE, it was difficult to foresee the sustainability of the project, because some communities were paid for their labor in establishing and maintaining the food banks. With the precedence set, most communities are expected to be paid by the project. This type of project is doomed to failure as people would not maintain and continue with the activities at the end of the project.

There is however, a good potential for involving the participating villages in other project activities in the future, especially in training and capacity building. Gender mainstreaming is an important issue in the UNDP context as well in the SI. Mention should also be made of the positive aspects of the project, i.e. the good relationship with the SWoCK team members and the women groups in the villages.



Pic.: 1 Community discussion about SwoCK with Jennifer Tugunau, MTE Local Consultant in Isabel Province

The donor organizations should mainstream their way of working with the ministries involved in order to reduce the workload of the SWoCK staff, as well as increase efficiency and sustainability. It is for example important to assure better information sharing so there would be alignment between the products of different procurement processes, as one consultancy activity might depend on the finalization of another. It is highly advisable to create some kind of a simplified systematic process flow chart to monitor the activities and indicate their connection and interactions to achieve the goal of the project. There is also a need to harmonize projects of a similar nature so that they learn from each other and at the same time complement each other's activities for a common purpose.

The Steering Committee has a very important role in promoting coordination, efficiency and accountability. The Consultant has suggested that there should be a stronger decision-making support for the PM, with expert advice offered and a pro and contra analysis of the decisions made. A functioning technical committee in place would be recommended to deal with project matters.

In order to reach the targeted outcome, the MTE Team recommends the following:

1. Extend the project by the required time (approximately 1 – 1.5 years), which has been calculated by a realistic Gantt-chart, with the circumstances, the difficulties in communications and transport, and the laid-back island approach to timing taken into account.
2. There is an urgent need for project management support to the PMU to put the project back on track. It is evident that the line of reporting and the level of authority are still being mixed up by the project staff, especially those at the provincial level.
3. It is highly recommended to hire an agro and an aqua consultant, who are capable of thinking outside the box to assist rural people with projects. The experts should develop optional activities (10-20) based on what is suitable for atoll, inland and highland villages suited for the communities and sustainable in the long term;
4. The structuring of the V&A Assessments as core documents to determine what activities are to be done and how they should be done to achieve the objectives needs to be re-structured based on the original plan. The raw data collected during the V&A sessions needs to be re-written in a standardized format. V&A Assessments should be structured according to the geographical location of the communities, as stated in the original documents, with each community having its own V&A Assessment. This would also increase the sense of project ownership by the communities. The communities should be able to select from a range of activities, which were previously identified in details during the V&A process. While activities involve safe guarding access to enough food for the communities, there is also the increase need for income-generating by the villagers who have no or little land for food production. Depending on where the communities are geographically located, other options such as surfing, eco-lodge accommodation, bird-watching tourism, shell money making are all other means for the community members to get an income. With the money earned, they can buy food from the local market. It is important that beside surpluses of food for sale, the growers must be connected to a market otherwise the initial rationale for sustainability and continuous access to food would not happen. Villagers should be encouraged to form cooperatives to meet demand and possible reduction in the cost of transporting goods to the market.

UNDP is managing a large portfolio in the SI. For that reason, it is recommended that UNDP should carry out a complete review of its national and regional financial operating systems, and define the organizational set-up and staff needs for the management of the country portfolio. Regarding the SWoCK project, the recommendations are based on what was observed and experienced during the MTE:

- Re-establish the financial credibility of UNDP, with the service providers within the Solomon Islands

- Establish fuel depots in regularly visited provincial centers to save time, ensure availability of fuel supply and reduce traveling costs
- Strictly adhere to the UNDP field safety procedures, such as the importance to have access to meteorological information on weather services so field activities and travelling to the provinces can be planned beforehand
- Keep the safety equipment of UNDP in working order (satellite phone and Personal Rescue Beacon, PRB). It is advisable, that the staff on tour should have appropriate safety equipment on hand in case of emergency
- Train UNDP staff in safety and first aid practices as the general use of safety equipment, such as satellite phones and PRBs are very important
- Establish a project server with a back-up system and a centralized filing system at the PMU office. It is also recommended that a hard copy library of documents should be in place at the PMU.



Pic.:2 On the way to Auki market – typical way of carrying goods to the markets

1 Introduction

1.1 Purpose of the evaluation

The first objective of the Mid-Term Evaluation (MTE) is to provide an independent analysis on the progress of the project to date. Secondly, to identify potential problems with the project design, evaluate progress towards achieving the project objective, identify and document lessons learned (including lessons that may improve design and implementation of other UNDP-GEF supported AF projects), and make recommendations regarding specific actions to be taken to improve the project.

The MTE evaluates early signs of project successes or failures and identifies necessary changes to be made. The project performance is primarily measured based on the indicators in the logical framework of the project, however, other performance indicators are also used in order to get a true and realistic picture of the current state of the project and identify areas that need improvement. The overall purpose of an evaluation is to provide proactive suggestions to improve the overall performance of the project, where and if necessary.

The Evaluation has been performed by MTE Team:

Jennifer Tugunau as national expert (jtugunau@gmail.com)
Bence Fülöp as international expert (fulop.bence@trinityenviro.hu)

and supported by the Project Management Unit (PMU-SWoCK) and UNDP Solomon Islands Sub-Office.

1.2 Scope & Methodology

The scope and methodology of the Evaluation Report is determined by the ToR of the MTE, the ROTL Handbook and “The Handbook on Planning, Monitoring and Evaluating for Development Results”, however evaluation adaptation strategies had to be used during the evaluation due to local circumstances as follows:

- (i) Due to inappropriate record keeping no document was handed over to the Evaluation Team prior the *in situ* start of the Evaluation mission. It is worth noting that there were issues with the contract of the national expert as she had been legally contracted a month before the international expert was appointed. However, the contract lapsed without any work started and not until a day before the international expert arrived that her contract was renewed. Even with two documents received from PMU, there was no time to send them as the consultants were introduced two (2) days prior to the arrival of the international expert. The documents, which have been received during and after the kick off meeting, did not provide an overall view of the whole project due to the complexity of the project. While the central filing system of the project was based in the Drop Box cloud source, but due to inappropriate IT knowledge of the PMU no access has been gained until the 3rd week of the evaluation mission. Moreover the internet speed of the SI did not allowed to download the shared information from the Drop Box, while the international consultant has found no difficulties to access the information from his home base after his return home. It is of paramount importance that before any work is to be done, the consultants have to be briefed on the project and updated on its status.

- (ii) The evaluation mission was held during the festive season of Christmas and New Year. The timing itself was not suitable as there were bound to be problems regarding the availability of people to be interviewed and also, transport difficulties to the provinces. Communities engaged were heavily committed elsewhere over the break, making it difficult to get the opinion of the majority on the project and the way it was delivered.

Therefore, the following adaptive changes were made to the standard evaluation methods described in the previously mentioned documents:

- (i) Prior to the actual evaluation, project documents were collected from various members of the project team, which did not allow the team to deliver the inception report on the due date as expected by the project. It was also difficult to get an overview of the project at the beginning as we were running against time to interview people, as well as collect documents before they go on leave. Most of the documents collected from various sources contained either raw data or were written with limited technical knowledge as most field staff have no agricultural background knowledge. This cost the project twice as much time and energy to deliver its activities as project field staff had to rely heavily on extension officers even for simple advice
- (ii) Before any work was done including the Inception Report¹, a list of potential persons to interview was made. The pressure for timing meant that interviews with most people were done prior to their departure for the Christmas holidays. The confusion about the missions and the cancellation of bookings meant that time was lost as we had to defer our trips to the provinces until the New Year, i.e. 2014.
- (iii) Due to the above-stated difficulties, the MTE Team with the agreement of the PMU changed the content of the Inception Report to a detailed work plan, which turned out to be a right decision as significant differences were found between the written documentation and reality.

The data collection and plan for the missions were organized and agreed upon with the Project Team and is described in the Inception Report Memo. The major driving forces for the MTE Team activities were;

- (i) A visit paid to three (3) different provinces (Guadalcanal, Isabel and Malaita) where the project field activities were implemented so we could meet with as many selected communities as possible. The bad weather over the break and the extension staff on leave also resulted in the fact that some communities had to be left out.
- (ii) Meeting as many stakeholders and recipients as possible. While we managed to interview some contact people in the communities, it would have been better to meet the majority who are directly involved with the implementation of the activities. Most villages visited were busy with their community activities, making it difficult to get the view of the majority on the project.

1.3 Structure of the evaluation report

For this Report, we follow the standard reporting format suggested by "The Handbook on Planning, Monitoring and Evaluating for Development Results", as well as the outline presented as annex to the MTE ToR. Wherever possible, we try to illustrate our field experience with examples. These Examples are presented in Boxes.

¹ As the MTE Team had not received any hard or soft copies of the project documents prior to the start of the mission or in the first week of the mission, and very little information was available, the main purpose of the Inception Report was to set the travel, interview and data requirements of the Evaluation Team so it could be organized by the PMU.

2 Project description and development context

2.1.1 Project start and duration

The Project Inception Workshop was held between 28 - 30 June 2011 and the expected end of the project is in June, 2015, while the MTE was conducted between December 2013 and January 2014.

2.1.2 Problems that the project sought to address

As a Least Developed Country, Solomon Islands is one of the most vulnerable countries to the predicted impacts of climate change. The Solomon Islands National Adaptation Program of Action (NAPA) set out to address the effects of climate change (2009), identified agriculture and food security as one of the most vulnerable sectors requiring urgent attention.

Therefore, the main objective of the project is to improve and strengthen a more reliable and effective food production system, to introduce and highlight the necessity of post-harvesting, food preservation and storage in the Solomon Islands in an environmentally and economically sustainable way. Not only is it crucial to preserve food, but also to preserve its nutritional values.

In the SI there is a pressure on food security by the climate change affected resources and by the country's current population growth of 2.8% (SIG 2000) as well, which makes it one of the highest in the world, with forty percent (40%) of the population below 14 years of age. This factor highlighted that food security is not only threatened by the effects of climate change, but also by the increased need for food for the rapidly growing population and the scarcity of the resources available for food production. Therefore it has a high importance that the SI should be able to cope with the effects of climate change in order able to feed its rapidly growing population.



Pic.:3 Kids in Malaita Province posing in front of an experimental Soup Garden

We have to highlight that currently there are no food shortages in the SI. Food shortage only occurs during natural disasters and unusual weather patterns in highly populated areas. Although there are adequate quantities of food in nearby villages, sometimes neither transportation nor markets are available and consequently, some communities have no access to these surpluses. The tenure of land ownership is also a factor determining the availability of land for food production. For such communities it is necessary to look into other areas of production so they can earn an income, which would enable them to buy food. This is evident and common with those who live along the coast and on atolls.

The project entitled “Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security” (or locally known as “Strogem Waka lo Community fo Kaikai (SWoCK)”) addresses the NAPA priority and will contribute to enhancing the resilience of the agricultural sector to maintain and improve food security in the country.

2.1.3 Immediate and development objectives of the project

The objective of the project is to strengthen the ability of communities in Solomon Islands to make informed decisions and manage possible climate-change driven pressures on food production and management systems. In particular, the project will lead to the following key results (outcomes):

- 1) Promote and pilot community adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions.
- 2) Strengthen institutions and adjusted national and sub-national policies related to governing agriculture in the context of a range of future climate change related risks.
- 3) Foster the generation and spread of relevant knowledge for assisting decision-making at the community and policy-formulation level.

If we take a closer look at and a more practical approach to achieving the targeted development objectives, the project should consider and address the following issues, which have not been highlighted in any documentation:

- (i) Food security can be addressed with more access to food, produced either locally or purchased from the local market.

Currently, there is pressure on the consumption of locally produced food as villagers prefer readily available and affordable Chinese processed food. As a result, communities prefer to earn money to growing their own food for consumption. Processed food is larger in quantity and can feed more people if compared to those produced locally or purchased from the local market. Having money in circulation can also give local people a choice as to what to buy to feed the family. It not only contradicts the purpose of the project, but affects the health of people in the long term.



Pic.:4. Budget chicken wing from Australia in a shop in Auki, while farmers are complaining about access to markets. The import of cheap chicken from overseas has put pressure on local farmers with high production costs.

There is tendency for increased food security during “normal times”, but not during any disaster periods when the transportation of supplies to villages are impossible due to either rough seas or inaccessible land transport, which put the communities at a higher risk. Nutrition and health issues are other areas to be considered, which is way out of the scope of this report, but needs to be considered. It is very important in any food production that the food produce provides a nutritionally balanced meal.

On the other hand, if adequate supplies are unavailable and there is a shortage of local food, processed food such as Chinese noodle and tinned food can serve as emergency food.

- (ii) If we take a closer look at the agricultural production of the SI, an average garden is about 60x100 m, located on a slope with an angle of at least 40° and the method of gardening practiced is slash and burn. The accessibility to a food garden is usually limited to a steep slippery pathway. Access to a land for gardening also very much depends on land ownership. While local people in the interior regions may have access to a plot of land to produce food, most find it difficult to transport food items in large quantities to the village or the market. Those living on an atoll and along the coastline with limited land depend very much on sea resources to earn an income that enables them to buy local food from the market. Consequently, it is not only important for this project to concentrate on production of food from the land, but also on marine and water resources that people can earn an income from and sustain their daily livelihood.



Pic.: 5 Typical agricultural area in the Solomon Islands - the garden has a slope of 43 degrees

According to the interviews conducted, the majority of the people in the communities are capable of producing extra crops/fish/crab/fruits, (etc.) to sell at the local markets, but they do so in very small quantities. They do not make much effort to produce more due to the limited access to the market and the cost and the time involved. Most of the people we talked to expressed similar views, namely, that they would be happy to produce more if access to the markets was cheaper and less time was involved.

Even when there is land available, there is an ongoing competition between production for food and for cash crops, such as kava, cocoa, coconut and rice. Cash crops are preferred to be planted on arable and flat land, while food crops are planted further inland, usually on slopes. Economic benefits are preferred to food production as they earn an income to meet the needs of the villagers who can buy the food of their choice.

To achieve sustainable food security, taking the high population rate into consideration, either the agricultural area or the crop yield has to be increased. Due to competition for agricultural land, the only viable option is to increase the crop yield, and it is especially important to preserve seasonal crops and other foods for the bad days. Another alternative for the villagers is to create revenue from unrelated activities. During the participatory consultation with individuals and community representatives in the villages people stressed the fact that despite the unpredictable weather pattern, they will continue to work on their food gardens to feed their families. Their need to meet other community obligations means that there is a greater need to earn some income to meet school fees, church contributions or contribute to family bride prices and meet other basic home-related needs.

To maintain a sustainable healthy food security, food must be produced locally, with local and regional cooperation. To achieve such outcome, the yields of crops have to be increased. As a result of a high yield production and a connection to a market, it reduces the work and time input into production and the need to find a market for the surpluses. Whatever agricultural activities the communities are involved in, food crop or livestock, surpluses should provide some revenue. This balances the need to maintain their access to healthy food and the

need to meet other commitments financially.



Pic.: 6 Shell money – this piece is worth 150 SBD, which is the price of a good meal in a fancy restaurant in Honiara (watch for sizing) or a cheap school fee. People can buy two 20kg bags of root crops and 2 med Yellowfin tuna from the local market with the same amount of money.

During our travels in SI we have found three good examples to help the farmers earn some revenue with their products:

1. Buala fish market – fish is bought at a set price, wholesale and market sale is done by the fish “whole-sale” buyers.
2. Seaweed wholesaling – traders assist coastal villages to produce and harvest seaweed and regularly buy the product, which is later exported. Either the Ministry of Fisheries or the traders train farmers on quality production.
3. Eco-tourism – surfing or bird watching, eco-tourists stay in the communities. While the locals provide accommodation, food, guidance and land/wave access, the tourists pay for the services provided.

On the other hand, the demand for food and food products exists as we have found frozen Australian chicken wings in one of the shops in Auki (Pic.: 4), therefore classical food production activities are also relevant for cash revenues.

Pic.: 7 Surfers are regular tourists who are staying in villages for longer periods and they tend to return.



2.1.4 Baseline Indicators

In order to measure the effects of the project, the following indicators and their baseline indicators have been determined:

Type of Indicator	Indicator	Baseline
Objective	No. of enabling policy instruments and coordination mechanisms in the agricultural and food security sector reviewed to integrate climate change hazards and risks.	National policy instruments, coordination mechanisms and institutions in the agricultural and food security sector do not address climate-related risks and hazards.
	No. of farming systems to be introduced, communities and households in the coastal areas and highlands in Solomon Islands are able to maintain or increase food production and food security and cope with climate variability and change.	Communities and agricultural food production systems in the coastal areas and highlands of Solomon Islands are exposed to future climate-related risks and hazards, have weak coping capacity and have not started building resilience.
	No. of national and provincial level policies, strategies, plans and coordinating mechanisms reviewed and incorporate climate change risks	Very few national policies taking climate risks into consideration, no policy instruments in place to guide and support communities and households to address climate variability and change, coordinating mechanisms not addressing climate change considerations.
	No. of weather stations established in the country, meeting WMO standards and contributing data to national weather service and early warning system	Only five manual weather stations in operation in the country, with none located in the windward side of the main islands and in areas more prone to cyclones
	Agriculture-tailored climate, early warning and information products established and communicated to users.	Historic and new weather data not analyzed, no information generated and tailored for distribution to the agricultural sector and other related sectors.
Outcome 2	No. of officers within MAL, MECDM, NGOs and SNR trained in methods to support communities integrate climate considerations into agriculture production and land-use planning.	Climate change division of MECDM has only three staff members who already have heavy workloads and are not able to support V&A and climate change mainstreaming into agriculture and other sectors.
	GIS-based agriculture No. of officers within MAL, MECDM, NGOs and SNR trained in methods to support communities	Climate change division of MECDM has only three staff members who already have heavy workloads and are not able to support V&A and

	integrate climate considerations into agriculture production and land-use planning. GIS-based agriculture information system integrating climate information, and related institutional capacities for climate risk management in agriculture.	climate change mainstreaming into agriculture and other sectors.

Outcome 3	No. of knowledge products developed and disseminated	Absence of a communication strategy and lack of information management system to support adaptation of the agricultural sector and food security to climate change risks.
	No. of exchange programs and activities designed to share lessons learnt and raise awareness on climate change impacts on agriculture and food production	There is no existing nationwide program and there is a lack of expertise to integrate climate and agriculture related information for dissemination to the public.
	No. of documented case studies and lessons learnt used in the teaching of short courses as well as certificate and diploma courses in agriculture, forestry and environmental studies in the School of Natural Resources (SNR).	SNR do not have local case studies on climate change adaptation and agriculture for use in the range of courses on offer.

2.1.5 Main stakeholders

UNDP - United Nations Development Programme;

- Country Director
- UNDP Analysts
- PMU Staff including PSOs (Provincial Farming System Officers)

MECDM - Ministry of Environment, Climate Change, Disaster Management and Meteorology;

- Permanent Secretary & Board Chairman

MAL - Ministry of Agriculture;

- Director-Extension
- Soil specialist
- Permanent Secretary (Ag)

SNR - School of Natural Resources;

- Coordinator (projects)

Kastom Gaden Association - KGA;

- Manager

NGASI - Nut Growers Association of Solomon Islands;

- Director

Selected Village communities;

- Malaita Province (Rade Aekwa, Lilisiana &
- Guadalcanal Province (Talise & Avuavu communities)

- Isabel Province (Tirotona, Nareabu & Kmaga village)

Provincial Governments.

- Premier – Malaita Province
- Chief Field Officer & field staff – Isabel Province
- Extension Officer – Avuavu ward

Other stakeholders: Regional Technical Support organizations

- Manager – SIDT
- General secretary – DSE
- Coordinator – PACC project

Although this list is extensive, many of the stakeholders are not involved in the project and some of them do not know about the project itself at all.

In our meeting with His Excellency Edwin Suibaea, The Premier of Malaita Province, he admitted that prior to our visit he had not even know about the project and their role and tasks, although they had a key responsibility to formulate the provincial-level policies, strategies, plans and coordinating mechanisms.

2.1.6 Expected Results

The objective of the project is to strengthen the ability of the communities in Solomon Islands to make informed decisions and manage likely climate change driven pressures on food production and management systems. In particular, the project will lead to the following key results (outcomes):

- 1) Promote and pilot community-adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions

To achieve this, the project targeted to develop various agricultural and aqua-cultural, activities based on the V&A Assessments in the following focal areas:

- Increase agricultural production, with local varieties of mostly root crops, using local best practices
- Food preservation and food banks
- Collection and distribution of seed and vegetative planting materials from selected local varieties. A selected site is used as a food bank where planting materials are multiplied and to be distributed to local farmers

The problems identified in achieving this outcome are as follows:

- The number of communities (18) in the original project document was drastically increased to thirty (30) without any clear clarification from those that were interviewed and part of the V&A assessment team.
- The land size for the allocated food bank sites were too small compared to the number of farmers in each region. Food bank production should meet the demand for planting materials.
- The varieties collected were not diverse as most materials collected in the regions were the same kind, but have been given different names. It is important for food banks to also look at vegetables and fruits that can grow well in those areas. Currently, the food bank only concentrates on root crops.

- Post-harvesting and food preservation are key factors to consider as they are important aspects when it comes to food security.
 - While there are various local varieties that can be distributed, the fear of spreading pests and diseases remains a concern. There is no venue in the food bank sites where planting materials are collected and observed for pest and diseases.
 - Farmers must also be taught about the importance of food and nutrition. There is no point in having enough food that lacks nutritional value.
- 2) Strengthen institutions and adjusted national and sub-national policies related to governing agriculture in the context of a range of future climate change risks.
- To achieve this, the project targeted to channel climate change into national policies in 3 areas, although only one area had been identified by the time the MTE was conducted.
 - Land Use policy is still in consultation stage and it may take time to be approved, endorsed and become effective
 - The other 2 areas are not identified yet.
 - The capacity of Solomon Islands Meteorological Services (SIMS) strengthened to produce enhanced weather and climate information services tailored to the agricultural sector and land resources management.
 - Automatic weather stations to be built and installed.
 - Customized meteorological modeling to be developed for SIMS.
 - Personnel of SIMS to be trained.
 - Capacity of CCD of MECDM, MAL and SNR enhanced to support integration of climate risks into land-use planning and field operations.

The capacity building in land-use planning using GIS technology by the personnel of MECDM, MAL and SNR was done, but without any visible success due. GIS has not been incorporated into any activity. Lack of understanding of the baseline data collection and input, the needs and the requirements to create a functioning GIS system, as well as inadequate planning of activities and the purchasing of equipment caused this component of the project yet to fail. As a result, the computers bought for this component are still waiting to be set up and the systems installed. It is highly recommended that this component is redone in order not to lose that very little that has been achieved and to start a GIS-supported land-use planning in the country. Those who will use this program must be taught the importance of its daily use at the work place. It is important to get all stakeholders using the available information connected.

It is the duty of the project to ensure that all its stakeholders are up to date with the implementation of their activities. The MTE team tried on several occasions to meet the Dean of SNR, where the purchased 40 computers are to be housed and used. At the time the evaluation was conducted we managed to talk informally with some of the school staff who mentioned that the computers were in the Dean's office, but had not been installed yet due to lack of space and technical personnel to train the students. If the school is not committed to its input into the project, the project management should address the issue with the Dean of the school.

- 3) Climate Change Adaptation specific knowledge production, sharing and dissemination.

This is based on the achievements of the first two outcomes; no real achievements can be reported although activities have been started.

The project has not produced any technical documents, information or training materials except a pamphlet on climate change, which was way too scientific for villagers to benefit from. Despite this, achievements are visible in the participatory activities, which can be put down to the dedicated work of the field staff, although activities are not documented in any practical way for reconstruction. There are no standard manuals even though the activities carried out in some communities are similar. It is therefore difficult to compare the achievements based on what was done as it mainly depended on what the PSO know or think is relevant for a particular community. The need for continuous monitoring is relevant so that the activities outlined and implemented are both understood and up to date. Continuity is of paramount importance to ensure that activities are completed in time and there is no need to wait for the project staff to work on the next activities.

It is common knowledge that villagers know about climate change and the effect it has on food production. However, they need to be taught how to produce the same food differently, with the changes to the soil and weather patterns taken into account and a basic knowledge on crops that are resilient to these changes emphasized. There are also measures that they need to be taught to preserve the fertility of the soil and increase yield in food production.

It became clear from our numerous talks with the villagers that they more or less had an academic knowledge of the general phenomenon of climate change and, the role of CO₂, but they were not aware of what CO₂ is. They know what effect the rising sea level would have, though this effect is not crucial for most communities at all, except for the lagoon communities as their villages and yards are situated on highland. They possess much less knowledge about the effects that might really have an impact on their lives, such as changes in the weather pattern, longer periods of dry weather or the higher chances of tropical storms and heavy rains.

3 Findings

In addition to a descriptive assessment, all criteria marked with (*) are rated using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory

4 Project Design / Formulation

The objectives of the project remain relevant and the formulation sound and correct after stakeholders and recipients have been visited and interviewed.

The fact that most communities we visited appreciated the concept of the project means that they understood its importance in their current situation. They also confirmed the changes to the weather pattern and how it affected their daily lives. It is more the reason why it is relevant to have competent people available to give advice, if and when required. Even with extension officers involved in the provinces, not all are trained in specific technical fields, especially in post-harvesting, food and nutrition, pathology and entomology that are crucial for any food security to be addressed. Now that project is in its implementation phase, it is relevant to reconsider the activities selected and include what has been left out. Overall, this is a relevant project for the selected target group and if it is successful, it can be replicated in other communities in the country.

Thus, the following holistic questions have not been addressed though they are substantive when it comes to achieving the overall aim of the project, that is the local people's increased food security and livelihood:

1. Competition for agricultural areas for food crops vs cash crops
2. Competition between local food and "processed food"
3. Local's preference for income-generating activities

Regarding the holistic view, please go to Annex 9 in the 'Expert General Opinion' section of the MTE.

In terms of the operational point of view, the roles of the selected stakeholder NGOs might need to be reviewed as some of their technical knowledge and expertise have been over-estimated. While NGOs play a significant role in a lot of communities, their priority is to achieve their own outcome, with the competition between donors to fund and implement their activities taken into account. Most of the NGOs are also over-committed with other donors and the need to comply with various regulations can be beyond their capacity. There is lack of evidence during the MTE regarding the activities that were to be implemented by the NGOs involved even in the provinces. It became obvious during the mission that only the extension officers and the PSOs visited the communities, even though in some communities they are well in advance with their activities. For most communities the completion of V&A should provide baseline information for the NGOs to carry out their activities or trainings based on the needs identified. The technical capacity of KGA in terms of agricultural knowledge is limited, however, they can engage the right extension officer or outsource their activities. There needs to be a budget line allocation for such activities.

Secondly, in order to achieve the objectives of this project, it is important that the PMU should seek other sources of technical knowledge as some communities might already have an advanced knowledge of what actually needs to be done and it is important that the right local technical experts are hired in areas like pest management, post-harvesting, food and nutrition. People or NGOs involved should be able to simplify the trainings to meet the target's level of

understanding. To avoid duplication of trainings and activities, PMU and the NGOs should possibly have combined missions so costs could be cut and they could also complement each other rather than compete for the same target group.

For the established “food-banks,” no sense of ownership has been seen at the community level. This is due to the fact that people who labor on the food bank gardens are being paid by the project. It is therefore questionable as to who will be responsible for the maintenance and upkeep of the food-banks at the end of the project. Most food bank gardens visited concentrates only on root crops. It is of paramount importance that resilient leafy vegetables and fruits trees are raised as well in order to create a balanced diet for the rural population. There are also wild edible crops that can be brought and planted closer to home. Most communities have experience with donor-funded projects and don’t expect to be paid for their labor as it is regarded as their contribution. The provision of payment is difficult to address as it sets precedence for new communities. It is recommended that the PMU and the PB introduce measures to ensure that the message is passed on to the communities to put in about 20-25% of their contribution in kind in order to receive assistance in terms of planting materials and trainings. This way, it puts them in a position to aid labor and provide resources towards the project as most lack financial resources.

4.1.1 Analysis of LFA/Results Framework (Project Logic /Strategy; Indicators)*

After analyzing the LFA/Results Framework and the situation on ground reality, we can conclude the following:

- ✓ - the project is logical;
- ✓ - the strategy has been well planned out and is adequate;
- ✓ - the Indicators are reliable, although they are not capable of tackling the problem of poor quality execution.

To tackle the quality issues, either the Indicators should be changed to multi-dimensional (integral) Indicators (as number of activity X quality of activity) or the Quality Control within the project should be strengthened.

The MTE Team expert opinion on this issue is as follows:

Both variations are good in certain circumstances, provided the Quality Assurance is backed up by international experts on a part time basis so they can assist in Project Management and agricultural technical trainings. Only then will the Indicators be kept as they are. However, if the PMU support is done by local experts, I would suggest that an Integral Indicator should be created, as stated above.

Rating: 5

Please refer to the next page for remarks

<p>This project will contribute to the following Country Programme Outcome as defined in CPAP or CPD:</p> <p>3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development</p> <p>4.2 Solomon Islands communities effectively manage and sustainably use their environment, as well as natural and cultural resources</p> <p>4.1 Environmental sustainability and sustainable energy are mainstreamed into regional national policies, planning framework and programs</p>	<p>REMARKS:</p> <p>✓ - Currently, there are no practical successes, but activities on the ground have been planned depending very much on what the PSO and the extension officer designate, know, planned and implemented, such as food banks, food preservation, GIS activities and the improvement of SIMS.</p> <p>✓ - At the moment there are no practical successes. There are signs of theoretical successes in certain communities, especially in the LLL. We have to highlight that the traditional way of life in the SI is sustainable, but it is challenged by the changes to people's lifestyles in the current situation and the tremendous population growth, therefore the idea that the traditional local agricultural practice must be maintained is misleading. Traditional agricultural practice must be upgraded with adequate, reasonable and modern methods to ensure increase in yield and quality. Such Technical Documents would be really useful to the project (at the moment, the communities are capable of producing enough food to feed themselves Their obstacles in food production is the lack of knowledge and tools to use modern agricultural methods and the lack of flat land for agricultural activities).</p> <p>✓ At the moment, there are no practical successes as yet. The National Policy on Land-use Planning is still in draft form.</p>
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<p>Country Program Outcome Indicators:</p> <p>3.1 Number of national development plans/strategies that specifically address disaster risk management as a development issue</p> <p>4.2 Number of pilot initiatives in sustainable livelihoods and environment management</p> <p>4.1 Number of national development strategies, policies and plans of PICs incorporating environmental sustainability issues</p>	<p>As it is evident that disasters are not associated with Climate Change by most of the Stakeholders of the project, we would highly recommend that the effects of Climate Change must be highlighted. This would be easier to understand for the general public in remote areas as they can associate the effects with their experience.</p> <p>The set of proposed Activities are not validated in terms of social sustainability. It is clear based on the scale and the community input into the activities. It is also important to take note of the fact that communities face the immediate pressure of survival. It has earlier been mentioned that the sustainability of activities is of not much importance for local people, especially where the food bank sites are located. This is due to the payment of labor provided by the project. It is important to note that most communities are familiar with donor-funded projects where their labor is regarded as community contribution. The payment made by the project has set a bad precedence as people will probably expect to be paid for their work in the future. The project really needs to address this issue for future communities. There is no sense of ownership and this puts pressure on the sustainability of the project.</p> <p>If the strategy does not tackle the issues regarding the driving forces of the individual communities, a large number of development strategies can be done, but no sustainable results will be achieved.</p>
<p>Primary applicable Key Environmental and Sustainable Development Key result Area: 3. Crisis Prevention and Recovery or 4. Environment and Sustainable Management</p>	<p>The project fits these areas.</p>

4.1.2 Assumptions and Risks

Almost all risks that were identified during the MTE mission had been foreseen in the AF. It is recommended that risks are identified in two (2) dimensional ways, as risk is the probability of an event multiplied by the effect of the event. It is important for stakeholders to have a better understanding of the nature of the risks associated with the project. It is also of vital importance that more effective risk mitigation/adaptation strategies/methods are developed and used during the implementation process.

	Risk probability	Effect on the outcomes
Lack of proper pest management training	High	High
VA Reports are not ready in time	High	Low
Communities are not willing to participate	Low	High
No tool management guidelines will be made	High	Medium

Sample risk matrix for risk management.

One major specific risk in the country that is not mentioned, but is relevantly important and worth considering with regards the project is:

- - the transport difficulties and limited communication network coverage in most of the communities involved in the project. The risks associated with the lack of fuel or transport on arrival at provincial centers have made the project to rely heavily on other donors (e.g. World Vision) and the availability of transport from the provincial extension office. It is also important to highlight the need for hiring MAL resources, such as the use of MAL boats and vehicles in the provinces. The fact that this project is implemented through MAL and MECDN questions what the input of the Ministry in the project might be besides providing the technical staff. This often consumes the bulk of the budget set up for the missions, while the money spent could have been saved for use in the project activities. These limitations have resulted in the delay of planned project activities, staff safety and the delivery of activities on time. There needs to be measures in place to ensure staff safety during missions and the availability of fuel and transport to the project sites.

Inadequate information on weather conditions and sea state for the sake of mission planning, as well as lack of reliable means of telecommunication network can prolong activities or affect personnel safety.

It is highly adviceable to plan all yearly activities based on the measurable degree of turbulence at sea (sea state). During the winter season of the Northern Hemisphere there are high waves arriving from the North and could cause rough seas on the Weather Coast of Isabell, Malaita, (etc.), whereas during the winter season of the Southern Hemisphere the waves arrive from the South. Bearing the sea state in mind, more activities should be planned for calmer time periods at sea. For sea state the forecast is quite reliable and can forecast 1 or 2 weeks ahead. The international member of the MTE Team used www.magicseaweed.com.

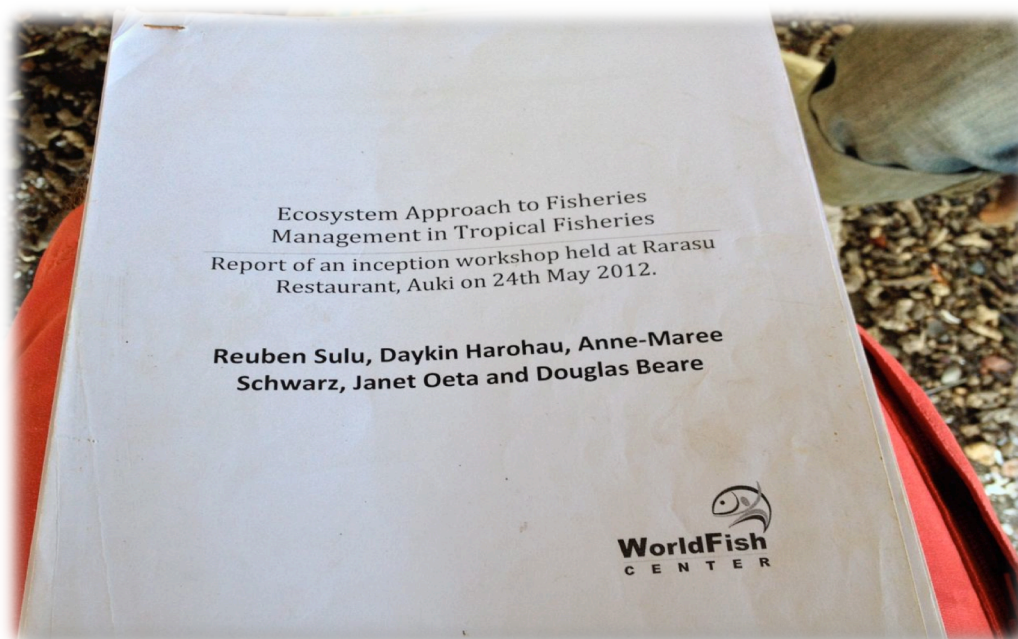
Weather forecasting for the Solomon Islands is a very challenging job. However, the international weather forecast is quite reliable with regards tendencies for a couple of days ahead. It is recommended that the staff in charge of missions check and print weather forecasts for two weeks ahead to ensure that the risks are limited to a minimum.

4.1.3 Lessons from other relevant projects (e.g.: same focal area) incorporated into project design

The possible sources of Lesson Learned have been identified and well designed in theory. However, no direct measures or mechanisms have been developed and applied, therefore they were not visible at all during the implementation of the project!

Apart from SWoCK, there are also other donors and organizations that address the pressing need for food security, including the Economic Livelihood Project funded by AusAID through Kastom Gaden, the PACC project that mainly works on food preservation and backyard gardening with the communities located on the atoll islands. The most successful organizations are the ones from the training centers and the community-based organizations. The centers are mostly run by volunteers or the churches with the aim to build the capacity of the less fortunate regarding their life skills. Most centers include agricultural skills in their training, which can be replicated in the local setting. It would have been better if SWoCK had worked in cooperation with them as they have the experience needed, as well as demonstration farms and the target group (villagers), who will later return to their communities and pass on their knowledge. There is evidence that these centers use measures to address effects of climate change by introducing terracing, contouring and mulching. They also introduce the use of vava grass to address soil erosion, especially on sloppy areas. The use of chicken or cow manure is also important when land is scarce to increase the yield. This is sustainable in the long term.

On the other hand, PACC is encouraging the use of solar driers to preserve sea food for those living on the atoll islands. Not only is it applicable to seafood, but also root crops or seasonal fruits and nuts. SWoCK should have taken the initiative to learn from this project and apply the relevant techniques to the communities they work with. It is important that benefits are spread to other communities with the lessons learnt. For those living in coastal and atoll communities a 'look and learn' trip could be arranged to PACC demonstration sites. This is an effective measure as people tend to remember what they see more than what they just hear about.



Pic.:8 Unknown and useful information has been found in one of the communes – the information contained in the report should be used by SWoCK

The Livelihood Project under AusAID through KGA is a very diverse project with 5-6 different components, but with a similar aim to improve food security and engage people in farming to earn a living. While their technical knowledge is limited, there are practical factors that SWoCK can use along with those they work with. Taking into account the lack of agricultural background of the PMU, this is relevant.

4.1.4 Planned stakeholder participation

The stakeholders' participation is adequately planned, however not all stakeholders are represented during meetings and updates on the project. It is also difficult to know the state of the activities from other stakeholders as we did not get the sense that they have been progressing according to the schedule. Some of them we did not even get to meet. Those that were interviewed have barely started due to difficulty in access to funding for their activities or lack of proper coordination at their project level. The team got the sense that most stakeholders are heavily committed with other projects and have prioritized their activities to that of SWoCK.

At the provincial level, the government has little knowledge of the project and their role, and they are not familiar with their tasks. The lessons from other donor projects are not channeled into the project, with the exception of the Coshie V&A Assessment. There are other projects funded by other donors that also target food security and at the same time aim at improving soil fertility. It is advisable that similar projects consult each other to either learn from the other or to complement the other projects. This is due to the fact that most work in the same provinces. It is important that the provincial government know about the project and its activities as they are very important stakeholders for one of the project components – they should play a major role in formulating policies to incorporate climate change into agricultural policies, especially food production and land use. It is also relevant that measures to address climate change are mainstreamed into any development of the province.

The role of the provinces is advised to be strengthened or at least they should be regularly informed about the activities of the project. While the extension officers are involved, they

are also committed to RDP managed by the World Bank. Their input is limited and those involved are only there for the high allowance provided by the project. Visits to communities have confirmed that there are no follow-up visits by the staff involved.

Prior to our visit, the Premier of Malaita Province had not even heard about the project, nor was he aware of the fact that the provinces had the opportunity to formulate their Regional Policies to include climate change in the selected areas as land-use. It is important that provincial governments are involved in the stakeholders meeting to ensure that the objectives of the projects are achieved.

4.1.5 Replication approach

The replication approach is visible and well thought out in the project document, LFA and other key project information, but in reality the actions cannot be reproduced and the sequence of activities or their linkage cannot be understood, due to lack of proper documentation and a written description of the activities. Most of the documents available for the MTE are for information purposes and cannot be used for training purposes. While much is said on paper, it is quite different on the ground. Regarding the required field actions, such as V&A or the bulk of sites, there are no manuals or no uniformed way regarding content and methodology for the assessment or for the design and establishment of a site. All V&A are different and none of them are acceptable except for a single one. Project staff members have to rely on the availability of extension staff and their knowledge. There is a need for proper methodology manuals on project design and training manuals for community actions. Taking the literacy level of the target group into account, the manuals have to be very practical or pictorial so that people could study them by looking at them and be able to carry out the activities. Coordination between stakeholders is very important for the success of this project. For instance, in case of a mission to the Weather Coast, KGA and NGASI should arrange with the project that they visit as a team. While the project staff may monitor the project activities, the other two stakeholders can carry out their activities. It also means that technical people are available to assist with any questions the communities may have. This is why it is important for the activities implemented by similar communities to be measurable.

The original focus to have the V&A report documented according to the geographical location of the communities was ideal for such matter. This is because the location of the communities determine what kind of activities are suitable for them and what options or opportunities are available for them to ensure that food securities are addressed. These approaches, if sustainable, could be copied by other donors, as well as nearby villages that are not part of the project. It is the reason as to why demonstration sites are important as 'look and learn' sites.

4.1.6 UNDP comparative advantage

UNDP comparative advantage is obvious in the field of coordination and financial control, although it is clear that there are areas where there is a huge potential of advantage, which UNDP could provide to the project, but it has not been utilized. With the understanding that MAL will lead this project, there is little evidence this is the case. The research office is overloaded with work and now that the research and problem analysis are made, it is only appropriate that the implementation phase is led by the extension department and the PMU. The extension officers involved are those under the extension department. The UNDP has the authority to make such decision to ensure that the project succeeds. These areas are:

(i) Project management tools and methods;

We can say that UNDP has the resources and means to take the project management on board on a part time basis. They could also make good use of other expertise, both international and local, to assist the project with its implementation tasks. However, this had not been the case by the time the MTE of the project was conducted, so there is plenty of room for improvement with the right assistance provided. This is evident with the lack of proper backup support for project work, central filing system in place and the need for right direction in line of reporting in all sectors of the PMU and the stakeholders involved.

Moreover, there is no tool used for activity relations and their effect on cost and time, such as the Gantt-diagram or a simplified version of charts with post-on notes.

(ii) Technology and knowledge transfer;

During the missions to the provinces, it was evident that the only agricultural techniques and methods introduced to the communities were those from the project staff and the extension officers. It is worth noting that some of the extension officers on sites had been out there far too long and might not be so up to date with the latest technology. Apart from them, there are no other specialists that had visited the communities. The reason not to recruit international expertise on project management or agricultural technical experts can be partly compensated with the involvement of local experts, where and when necessary. There are local people who studied outside the country and were mainly trained in Australia and New Zealand. They gained advanced knowledge that can be put to use in the SI and speed up the project implementation and provision of sound advice. The recruitment of international experts should not be seen as the replacement of local expertise already available, but to complement the execution of the project activities to achieve the desired objectives. The difficulty with the project is the involvement of staff with no agricultural background or experience in that field. There is a high risk taken by spreading incorrect techniques and this is well illustrated by the Isabel Province nursery site where there was no pest control used at all (see in details below).

(iii) Quality control.

By reading through the prepared documents it becomes obvious that there are areas where they need technical expertise support. With the right technical assistance provided, project need analysis can be identified and proactive steps could be taken to address the problems. The fact that most of the project staff had limited or no agricultural background means that they rely entirely on the extension staff for the execution of their activities. This could also be a cause for the delay of the implementation of the activities. However, it is worth taking into account that not all extension staff are experts in the fields required for a quality delivery of the project activities. This is evident at the food bank in one of the sites visited where the root crops planted were entirely eaten by insects, were not labeled or properly arranged. This could not be regarded as a model farm or a site where planting materials can be shared with farmers. The provincial PSO could be able to point out the problem, should it be in his capacity. It is of crucial importance that such issues are addressed at an early stage to ensure that similar situations are avoided. There are also far too many reports received by the project manager and it would be ideal to limit the number of reports submitted at a time so the person in charge would be in a position to address the actions required.

While a preference for local experts is highlighted by the main stakeholders, it is also regarded important to have international expert input by someone who may have gained previous experience from a similar project elsewhere. The overall importance of both international and local counterpart input is to ensure that the knowledge and expertise are passed on and remain in the country. Both experts need to work together to serve the best interest of the local communities and work towards an achievable outcome.

It is understood that ‘learning by doing’ and knowledge management is a crucial component of the project². The MTE team however, suggested that UNDP provide supervisors in the areas mentioned earlier. The urgent need for supervisors at the moment is in project management. This is to assist the project manager to the point where she is able to be up-to-date with the backload. The other areas of importance are the technical experts in the field of agriculture (soil, pest management, post-harvesting, food and nutrition) and aquaculture (sea weed farming, fish, crab, shell and mangrove re-planting). These are some of the areas of interest that were mentioned during the consultation with the communities.

The recruitment of the PM has provided support for and sped up the implementation of the activities. However, the fact that all communities are at different levels of implementation will only drag the project on into the future. While there are regional and country experts manning the project, there should be a competent team in place to ensure that the progress of the project is in line. The missing body in the project is a technical advisory committee, which looks into the technical aspect of the project to ensure that obstacles are addressed before reports are forwarded to the project board for decision-making. This is crucial committee that can determine whether or not the project will be sustainable and successful.

At the project level, project staff capacity for basic technical knowledge must be addressed, should it be with regards agriculture or climate change,. The starting point is that the communities the project staff members work with have some previous knowledge to address climate change and food security so it would be a waste of time to tell them what they already know. They would be expecting some new knowledge, skills or information that will address their need to improve food security and sustain their livelihoods.

It is also notable that there is a big difference between what we can read on the pages of the project monitoring documents and the reality of the situation. This also points back to the problem of lack of management and technical knowledge as the PMU cannot assess whether a certain activity has been done properly and at an acceptable level or not.

The MTE Team is highly in favour of having frequent control visits to the communities by various level of UNDP support staff for a certain period of time.

4.1.7 Linkages between project and other interventions within the sector

The possible sources of linkages have been well identified, although the direct measures or mechanism occur only at the highest level of the project, namely, in the PB. There should have been better coordination between all stakeholders responsible for the implementation of the activities. Most activities carried out correlate to each other and may complement the other.

² AF-SWoCK page 44

There are quite a number of projects that are funded by other donors but are likewise set up for the various communities to address food security and the relevant farming system, and SWoCK could learn from them (see list above). Stakeholders involved in the project may also be connected, one way or another, with these projects. Currently, mention should be given to the Livelihood Project funded by AusAid through Kastom Gaden Association (KGA), Livelihood Component through MAL that is funded by RDP and managed by the World Bank, PACC funded by SPC as well as the Climate Change Project in Choiseul that is also funded by SPC. There are also other NGOs and CBOs that are very competent in this field and SWoCK should learn from all of them.

At the Project Board Level they very much depend on the PMU and the technical advisory committee, but neither of them was in place at the time of the MTE. The continuous non-attendance by the key stakeholders would lead to a delay in some of the decisions that will consequently determine the progress of the project. The key members of this board are no doubt part of some of the projects mentioned and it is important that they bring in their knowledge and lessons learned from the other projects so they can support SWoCK and its sustainability.

At the PMU level, there needs to be some coordination initiated by SWoCK in collaboration with other donors/projects that are implementing similar projects. Not only will they mutually learn from each other and use the skills acquired, but the project can complement what others have done. Resources could also be shared, especially in terms of travel costs or technical resources. There is room for improvement and more collaboration at this level as long as the project takes the initiative.

World Fish Documentation (Pic.: 8) and suggestion on Aquaculture in the LLL found that the villagers would be happy to use the model of the farming method outlined in the documents, as well as have a related follow-up program. Still, in the presented V&A documents there are no specific options offered on aqua-culture farming. The PPC and Extension Officers in Malaita showed no knowledge of this apart from an awareness of and experience in Tilapia farming. They only have an agricultural background and were not shown any other alternatives available for coastal people or those living on atolls.

4.1.8 Management arrangements

The management arrangements described in the AF are clearly outlined and adequate for the successful implementation of the project. The lack of project management in place for a year and a half and poor communications between stakeholders and partners have resulted in the delay of the project activities. It is part of the responsibilities of the PMU to put pressure on implementing partners to speed up their activities. There should be monthly to quarterly update so that everyone is in line with what others are doing and where their activities are implemented. It is relevant for information sharing and it might be ideal to share resources during missions to the provinces. Besides cutting costs, it will assist the PM to plan visits to check on what has been done on the ground.

We have found that the line of reporting and the required documentation work are way too complicated. Moreover, they do not provide valuable information and take the time away from real work. Our suggestion is that reporting needs to be simplified and focused more on real new information. This whole process should be redesigned so that a much more simplified and effective system can be introduced. We would recommend a flatline reporting

rather than a structured one. Also, we suggest that all information should first arrive to the PMU, who will then distribute the information to those in charge.

It is obvious that use of the Suva UNDP Office for services (financial), makes it complicated for the swift implementation of the project activities, although it is understood for accountability and transparency purposes.

We would suggest that the project should have a monthly money pool, which can be used for urgent actions and has to be accounted by the end of every month. If the accounting is correct, the pool can be filled up once again or it can be operated in a fi-fo system. It would greatly help speed the activities.

The MTE Team was not able to fly to one of the project locations as there was no money available to buy the tickets, so the trip was postponed. In another case, the MTE Team used its own money to buy the tickets for a boat, as well as fuel for the car.

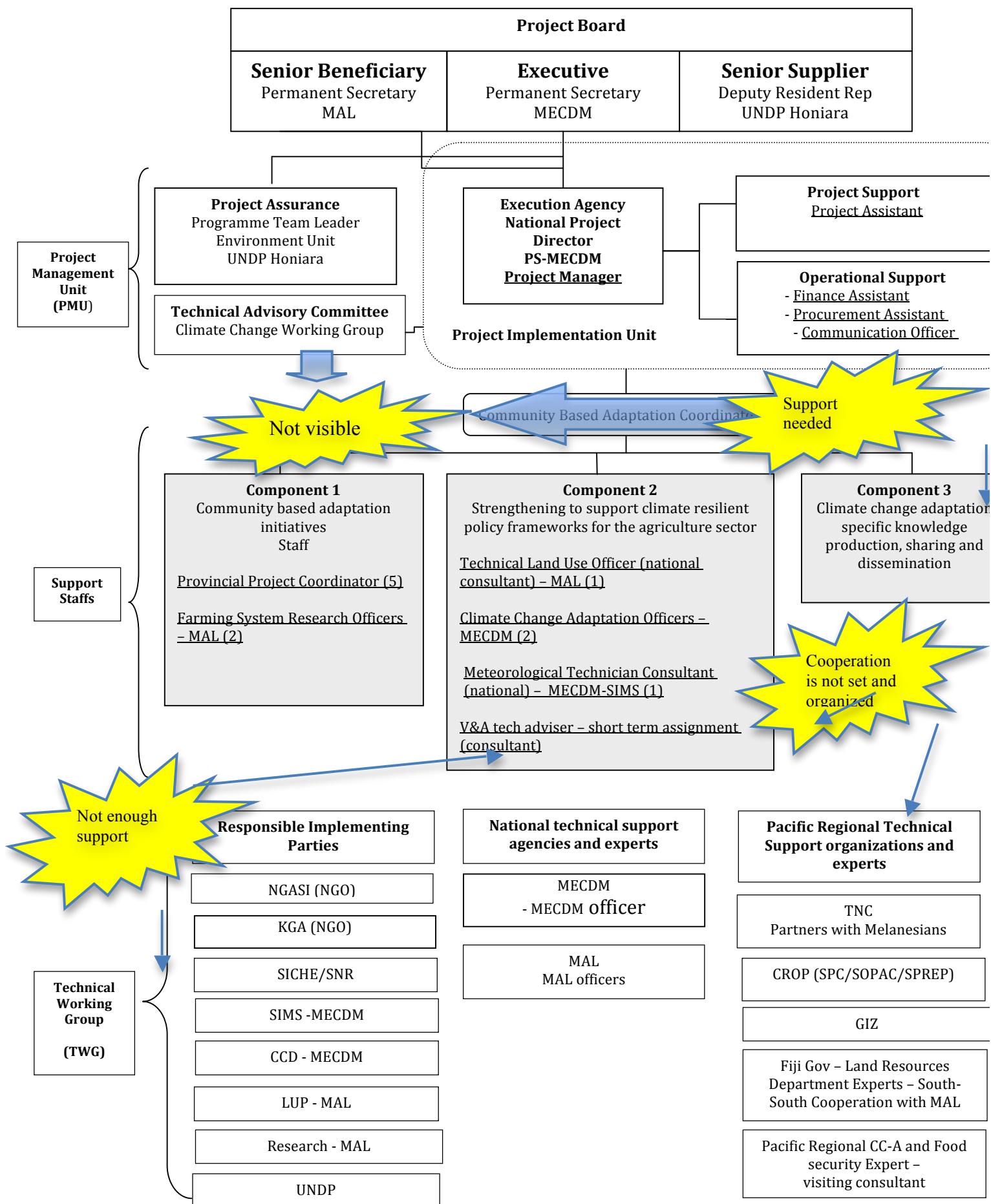
According to our consultations with the PMU, the implementing partners are not proactive in responding to e-mails or attending meetings. Two major causes were mentioned:

1. Most are overwhelmed with other workloads
2. SWoCK is not regarded as a priority project for most

It is recommended that the project create and put a motivation system in place to encourage experts who participate in the project. As a suggestion, those who miss / skip less than 10% of the regular meetings will go on a project-related study trip or will get a 10 % bonus at the end of the year. The option of giving the much needed tasks to service providers is also ideal. These are independent but competent people, who are paid based on their achievements.

At the PMU level, it is recommended to create a systematic schedule for the meetings, which is non-existent at the moment. For example, every 2nd Tuesday there would be a day designated for the technical working group. The PMU must be proactive in arranging meetings, with special attention paid to giving participants ample notice, thus allowing them to manage their time so that they would not be able to make excuses as to why they do not attend a meeting. A two-week notice with a one-week reminder would be ideal to ensure their attendance or to delegate someone else to attend for them. Without input from a national expert it is virtually impossible to run a successful project.

Please find the revised project organogram from 2012 on the following page. We have highlighted the major problems that highly affect the execution of the project.



4.2 Project Implementation

4.2.1 Adaptive management (changes to the project design and project outputs during implementation)

Adaptive management practice is absolutely necessary for the project due to its novelty. The adaptive management is in practice, but according to the MTE Team, the adaptive changes in the project have not been well thought out and the benefits and the associated risks are lower than the gains.³

Adaptive management has been practiced in the project as:

1. **The number of the communities has been increased** from 18 to 30, which at first sight looks good as there are more communities involved. However, due to inefficient practices there is an overall shortage of management capacities within the PMU. We have a feeling that something similar will happen during the full scale implementation of the project: the field workers will not have enough time to visit the communities on a regular basis and will not be able to cope with the reporting either.
2. Originally, as put down in the **V&A Assessments**, the communities were to be grouped by their geographical location. However, the adaptive management has changed the **grouping** to be done on a provincial basis. We believe that it was mistake to change the grouping system.

With adaptive management, there is a chance to introduce an „access-to-market” component in the project. This component would create cooperatives that can arrange product (food crop) transportation, marketing and sales of the product.

The lack of technicality in management and agricultural science caused the mis-management in the adaptive management decision-making process. The PB probably received misleading information and ideas, but the exact causes cannot be reconstructed as there are neither any documentations issued, nor does anyone have any detailed recollections of the decisions made.

4.2.2 Partnership arrangements (with relevant stakeholders involved in the country/region)

Stakeholder participation is not adequate in the project due to the following reasons:

- (i) Relevant knowledge available from stakeholders are not recorded and utilized, especially those from SNR and MAL

The MTE team suggested that the project should seek more and continuous technical / expert advice from SNR and MAL, as well as involve them, especially in the production of informative quality materials for information purposes for the public.

- (ii) The NGOs position, their task and their quality of activities are not controlled.

We would suggest that NGOs participation in the project should be limited to Component 3 solely.

³ The number of the communities involved has been increased from 18 to 30.

4.2.3 Feedback from M&E activities used for adaptive management

Due to the current complicated and confusing reporting system in place, it is evident that there is inadequate information in management, lack of technical knowledge and technical support to PMU, resulting in ineffective adaptive management.

The Reports prove that the facts are not collected on a community or activity basis, neither is the information summarized and consequently, cannot be used for decision support.

The line of reporting was not clear for the people interviewed. The different steps taken and the local circumstances, such as „island time“, entail a huge chance of information loss in the reporting process.

The present system does not support project control as it is extremely hard to create benchmarks with regards costs, time, manpower and equipment requirements. Presently, benchmarks on cost or time are based on personal experience. For instance, in our case no-one questioned why the fuel bill cost four times as much during one of our trips.

The lack of documentation makes it unclear how the decisions and adaptive decisions are made.⁴

It is highly suggested that a protected-content Excel sheet for reporting the main figures and information should be created and the report should be sent to the PMU as the center of all information. They then should store, archive and analyze the information (i.e. benchmarks on cost and time) The information requirements should be as simple as possible – clearly state when, where, who, what and the costs. Presently Mission Reports are written more in the genre of an essay.

⁴ A good example to illustrate this fact is the decision to increase the number of the communities involved as compared to the original number in the project document. The lack of documentation regarding the decision and the fact that no-one was able to answer the question of the MTE Team as to how, why and when the decision was made supports our argument.

We have found that most of the personnel at lower levels of the project complain about the reporting. The basic problem of the reports is that they are too long and lack facts. When asked how much time is spent on reporting after a 2-day trip to Malaita, they replied that it took them about half a day. We have visited 3 communities altogether.

Also, we have made quick theoretical calculations as to how many reports will be generated and how much time the PMU will need to browse through them if all the activities run parallel in all the 30 communities.

From the Reports it becomes evident that the facts are not collected on a community or activity basis, neither is the information summarized, which consequently means that it cannot be used for the support of decisions and decision-making.

The line of reporting was not clear for the people interviewed. The different steps taken and the local circumstances, such as „island time“, entail a huge chance of information loss in the reporting process.

The present system does not support project control as it is extremely hard to create benchmarks with regards costs, time, manpower and equipment requirements. Presently, benchmarks on cost or time are based on personal experience. For example, in our case no-one questioned why the fuel bill cost four times as much during one of our trips.

The information is not checked in a number of cases. Villagers report that the MTE Team member, Mr Bence Fülöp is the first man who has ever wanted to visit and climb up to the fields!!!

It is highly suggested that a protected-content Excel sheet for reporting the main figures and information should be created and the report should be sent to the PMU as the center of all incoming information. The PMU should then store, archive and analyze the information (i.e. the benchmarks on cost and time). The information requirements should be as simple as possible – state when, where, who, what and the costs. Presently, Mission Reports are written more in the genre of an essay.

4.2.4 Project Finance

The financial services of the project are inadequate. It is noted that there are cases where funds are not available in time or in the particular geographical project location of the planned activities. The MTE Team also encountered similar experience in certain situations.

Benchmarks are not set for cost.

4.2.5 Monitoring and evaluation design at entry and implementation (*)

Presently, the monitoring and evaluation of the project is only based on the completion of the quarterly/yearly work-plan. It does not contain any evaluation with regards the quality of the results from the activities. In practice, the PMU hardly receives any technical expertise and consequently, they are not capable of evaluating the quarterly/yearly achievements by a quality evaluation of the associated risks. The current methodology and practices do not highlight risks as a result of the poor delivery of activities, which at the end of the project will result in a failure to achieve the expected objectives.

The sequence of activities and their linkages to each other should also be evaluated.

Rating: 1

To give an example, almost everybody in the project was very happy that the tools for the activities had been purchased and would be soon sent to the communities. Only the Head of the extension officers challenged the purchase. We had the following basic argument on this issue:

How was the decision made as to what kind of tools they had to purchase if the V&A had not been accepted? Different activities require different tools.

How do they know what kind of a tool is required in a specific community?
Should it be a fishing net or a shovel?

Who will get the tool in the community? Are there any rules regulating usage?

Here is an example from Auki: EU has financed a community slaughter-house, but one family claims ownership as the slaughter house is built on their land. The family does not allow anyone access to the facility.

In Isabel there is a good example: a very low fee should be paid to use community-owned equipments. This fee allows them to replace their equipment in case it was lost or worn down by use. As villagers have to pay, they tend to look after their equipments.

If we have a look at the monitoring sheet, it will show that the tools have been presented to the communities. Nobody will assume that the communities have not received the most effective tools and the ownership has not been settled, or that the long-term feasibility of the results has not been assured. In case of the GIS lab, the monitoring sheet shows that the computers have been bought, but does not illustrate or make mention of the fact that not one of the computers has ever been switched on.

4.2.6 UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

More relevant and effective execution and coordination are required, especially on a daily basis. It is important to have a technical committee in place to provide advice and finalize technical reports before they are submitted to the board for approval or endorsement. The need to establish a Tech Advisory Group was already identified in various venues, including the August 2013 PB meeting. At the time of the MTE, the establishment of a TAG was underway although there was some misunderstanding between PB members on the TAG quality requirements. (Please refer to para 4.1.3 on localism) It not only saves time, but also provides references as to why important decisions are made at the project level.

Presently, there is no visual effect on the approach and the quality of the prepared technical documentations and the field activities, although a technical working group has been established and led by MAL. This could be caused either by lack of ownership of the project by the working group or by the lack of available time of the coordination of this working group as it is time consuming and ineffective (see previously under para 4.1.8). I have to admit that the knowledge is more or less there, but the major problem is the lack of leadership – someone who poses adequate knowledge to raise the questions within the project, understands the steps and the logics of the planned activities and will not rest until he finds the best available solution.

In terms of the daily operations, the financial system takes up a large part of the work at the PMU. The delay in availability of funds most of the time forces the staff in the field to over-estimate expenses so they can have sufficient funds for their daily operations.

It is obvious that financial planning is very challenging in the SI, where the monetary culture of the population is low, but the present system makes non-routine operations impossible.

At the time the MTE mission was conducted our agenda was more or less set after the first couple of days as we knew we wanted to visit at least 3 different provinces. However, the financial installments were not always set on time. On one occasion the MTE Team even had to pre-finance the trip to Malita in order to achieve the goals of the mission.

Moreover, the travel agencies arranging air travel no longer accept end-of-the-month payment for UNDP due to late payments in the past.

With this set-up it is impossible to arrange a quick trip/activity to any of the provinces if it is required to solve a problem, which should be done as soon as possible. For example, if there is a pest invasion in one of the villages and urgent immediate help is required, neither the provincial staff (PPC and extended officer) nor the project staff can drop over to the scene immediately. Also, in case there are immediate negotiations required, no-one can fly or sail over to put out the fire.

Even at the time when funding is available, it cannot be predicted when the cash is actually received, which makes the planning of activities for the project staff challenging.

It is understood that finding room for and opening a functioning office in the SI is a challenging task. Also, we have learnt that the project does not have a server where all the documents can be found. Moreover, there is no back-up of electronic documents.

Also, though it is understood that it is impossible to follow all the UNDP requirements for ocean safety, all satellite phones should be working and the staff should receive it fully charged. Anyone traveling on sea should receive a safety package, which should at least include a basic survival kit,

first aid kit, PRB and a sat phone. Moreover, the staff should be trained how to use a satellite phone with a pre-set number programmed, as well as PRB, basic ocean safety and survival techniques.

In terms of transportation, our team has learnt by experience that the purchase of fuel is also a challenging job in the SI. On two occasions we had to cruise along for half a day to get an adequate supply of fuel, which had to be purchased at a high price (i.e. double the Honiara price). It is worth

After several requests had been made to the weather forecast center of Guadalcanal before the last trip of the MTE Team, we received a satellite phone, but the phone was not charged and the PMU member told us that she did not know how to use it. She also said it had not been in working order when they last had it. After checking the dialed numbers, it was obvious that they were not correct as they did not contain the international access code or the country code. In the non-GSM service area we had to try to establish connections with the satellites, which we did manage to do, but the reply message said the phone was not able to join the network.

It is recommended that the World Vision safety procedure should be followed in the SI.

considering establishing fuel depots for the project where fuel could be bought at a wholesale price. As World Vision has set up a system of its own, it might be advisable to join them or copy their system.

The current financial control is established by strict requirements and long procedures with detailed reporting. This requires a lot of time and effort for adaptive project management, while the savings and cost effectiveness is not visible with this method as the control is driven by quantity analysis and no quality analysis. It is worth considering establishing benchmarking for cost items. In our opinion, it would be extremely useful to control expenditures and would be of great help for financial planning if the project introduced a charge for fuel in 30 different locations.

Rating: 2

It is a common problem at every project level, however if expenses are well documented, the financial section would not have questioned the budgets thus causing the delays. There are good examples in this project: (i) the most expensive offer has won the tender for GIS work station for MAL. The reason why an Apple Power Mac has been selected is the fact that there are less viruses for OS:X environment; (ii) GIS work station (desktops) have been purchased even with the knowledge that there is no space to install the GIS lab. The purchased computers have not been installed for the last two years and at the time of the MTE they have not been installed.

It would be a solution for this common problem that occurs at every project level if the expenses were well documented. If this had been the case earlier, the financial section would not have questioned the budgets, thus causing the delays. There are good examples in this project: (i) the most expensive offer won the tender for a GIS work station for MAL. The reason why an Apple Power Mac was selected is the fact that there are less viruses for OS:X environment; (ii) the GIS work station (desktop) was purchased, even with the knowledge that there was no space to install the GIS lab. The purchased computers have not been installed in the last two years yet, at least not by the time the MTE was conducted. (iii) No-one checks fuel bills and there is no control over how much fuel has been purchased though fuel is expensive all through the SI (65-105 SBD per gallon – 8,82-14,25 USD. This is the reason why on one of the MTE trips a much larger quantity of fuel was purchased in order to have some extra fuel saved for the project activities of the days ahead. In this case, the fuel was not purchased for a private purpose, but it could have been the case, and the spare amount was approximately 3 times as much as what was actually used.

4.3 Project Results

4.3.1 Overall results (attainment of objectives) (*)

Currently, the overall result to achieve the objectives or a major part of the objectives of the Project within the given time frame is impossible.

EXPECTED PROJECT COMPONENT S	EXPECTED CONCRETE OUTPUTS	EXPECTED OUTCOMES	MID-TERM REVIEW FACTS	REMARKS
1. Community Based Adaptation initiatives implemented in at least 18 communities across at least 3 regions in the Solomon Islands	<ul style="list-style-type: none"> Development and implementation of community-level integrated land-use plans to support traditional crops and livestock 	Promote and pilot community-adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions	The number of Communities have been doubled and they are covering 5 regions.	It imposes an even greater workload on the PMU as communication and transport is far from ideal in the SI.
	<ul style="list-style-type: none"> Climate change resilient farming and aquacultural production techniques and systems introduced at community level 		No written climate change resilient farming and aquacultural production techniques and systems have been outlined, although climate change resilient farming techniques and systems are being introduced	As the introduced information is not checked nor standardized, there is a visible risk of misleading and inappropriate techniques and systems being introduced. No new knowledge is provided and distributed in the country.
	<ul style="list-style-type: none"> Establishment of nurseries at the provincial and community levels to ensure the continuous supply of resilient traditional plants. 		Nurseries have been established, although without agro-technical control.	As there is no written, nor verbal agro-technical advice offered to the nurseries, there is a high risk of failure and complete disaster.
	Establishment of provincial and community level food banks to overcome periods of climate-related disruptions.		No food bank has been established.	No guidelines offered as to how, where and who should do it.
	Strengthening capacity for processing and storage of root and tree crops		We did not get to visit any facilities, although	Technically speaking, it seems to be the best kept area as we have

			some food banks are said to have been already established. NGO staff members are apparently aware of the techniques, which have been tested in the field, although we did not manage to get any written material to back this up.	seen many driers in the villages all through the SI.
	<ul style="list-style-type: none"> Government and NGO field staff and communities trained in the use of climate information to support land-use decision making 		Unfortunately, nobody has been trained, not even the project field staff.	The information spread in the villages largely depends on the experience of the PPCs, as they have not been trained yet. Also, there is a lack of knowledge in land-use and neither is there a general feasibility calculation of the various agricultural activities versus the required amount of food in the near future. The yield is probably very low at present, although no adequate information is available in this regard. It might be necessary to give the overall scheme of traditional agricultural activities in traditional farm lands a good re-think, as present

				traditional agricultural practices are not suitable for easing the work of the farmers, which pushes the population to the consumption of Chinese noodles.
2. Institutional strengthening to support climate resilient policy frameworks for the agricultural sector	<ul style="list-style-type: none"> Integration of climate and disaster risks into the national and provincial policy sectors of agriculture and livestock , other relevant policies, strategies and related instruments and coordination mechanisms. 	Adjusted national and sub-national policies related to governing agriculture in the context of a range of climate change risks in the future..	No steps have been taken yet. The responsible governmental body has not yet been pin-pointed.	As the Parliamentary Elections will be held in September 2014, I do not think that any actions can be taken until the new government has been set up. Moreover, it will take at least 7 months to approve provincial policies, as suggested by someone in Makira Province.
	<ul style="list-style-type: none"> Capacity of Solomon Islands Meteorological Services (SIMS) strengthened to produce enhanced weather and climate information services tailored to suit the agricultural sector and land resources management. 		The SIMS has been strengthened according to the established model, the employees have been trained and the automatic weather stations have arrived to the SI. The system is about to be set up in a short while.	It is still a question as to how the information will reach the farmers in an effective way. If the mobile phone coverage applies to most of the country, then it will not be a problem, with dedicated SMS, but at present, the coverage is extremely low and not reliable in the rural areas.
	<ul style="list-style-type: none"> Capacity of CCD of MECDM, MAL and SNR enhanced to support integration of climate risks into land-use planning and field operations 		The policy is drawn up and theoretically put in power. Over 40 people received GIS	I personally did not see any visible signs of this activity.

			training. A GIS work-station was established at MAL for land-use planning, but is not in use any more as the only employee has quit since and there is no replacement yet. No land-use training has been held, neither has there been any material written /issued in this field.	
3. Climate Change Adaptation specific knowledge production, sharing and dissemination	<ul style="list-style-type: none"> Lessons learned and best practices are generated (case studies, photo stories, short videos, posters, brochures, etc.) and distributed to other communities, civil society, policy-makers in government and globally through appropriate mechanisms. Training materials are developed, incorporating climate change issues, and used for training of field staff and students 	Fostered the generation and diffusion of knowledge with regards adapting to climate change in a systemic manner at the community and regional level.	The existing material like articles, publications, books, (etc.) have either not been collected / catalogued /archived, and / or the project staff members are ignorant of their existence..	<p>It is highly advisable to establish a library to collect /catalogue / archive relevant articles, publications, books, etc.</p> <p>As the spread and speed of the internet is low and it cannot be relied on, even in the office of UNDP it is suggested that a paper-based library is set up.</p>

Rating: 4

3.3.2 Relevance (*)

In theory, the activities within the project are considered to be relevant, that is, if we step over some basic questions, which were described earlier (under para 4.1) as competition for agricultural areas and the preference of Chinese noodles.

In reality, however, the logical steps needed to carry out the activities are not taken. Moreover, the quality of the activities is low and the findings and the conclusions of the previous activities are mostly ignored. The activities are weighed by number and their

As a good example to prove this is the case of the V&A Assessments: in theory, all but one V&A Assessments have been done, but in reality – as mentioned earlier - the documentations are useless, except the Coishe-document, which was taken over from another project. Moreover, the V&A Assessments have not yet been accepted by the Project Board. The field staff (PPCs, Extended Officers and the NGOs) have not been trained yet, nor have they even had the chance to read the V&As yet, but there are already some activities in the field and tools have been purchased and about to be handed over to the villagers.

Therefore, the activities are relevant to the overall objective of the project and help to achieve the targeted indicators, but in the field or in the villages there might be misleading or ineffective activities pursued, which not only undermine this particular project, but unfavourably affect any other project related to the UNDP in the present and in the future. To give weight to the importance of all this, there is another example: in Isabel Province we visited a nursery of seedlings and planting materials, which is a wonderful activity in itself and we could have concluded that the project was on the right track. However, the whole plantation on this plot of land was affected by a very serious pest invasion. There were more holes in a leaf than the leaf itself. This could happen because the plot had not been prepared adequately and they did not use any pest control techniques. Moreover, they did not even worry about it. It is not difficult to imagine what could have happened if the inflected planting materials had been or were distributed to the local gardens. We doubt the UNDP would be welcome there anymore.

Suggested solutions to these problems:

1. V&A Assessments should be rewritten
2. Field staff should be trained for the activities described in the V&A Assessments

To solve the problem of the Isabel Province nursery as a fire-fighting activity:

1. There is well-kept nursery in the Weather Coast of Guadalcanal near Avu Avu - it is a good example of how the plot should be prepared before the plantation. There is another nice example, which is at about a 10-20-minute walk from the Isabel Province nursery, close to the river, although that particular plantation is cultivated with light-engine powered equipments.
2. For pest management there is a nice booklet issued by KGA - although it is in the Dropbox, no-one from the project staff mentioned it to the MTE despite the fact that pest management practice questions were regularly raised.

effectiveness and efficiency are not considered, therefore the activities are relevant in theory but not effective and efficient in most of the cases.



Pic.: 10 – Pest heaven – planting material garden without any pest management in Isabel

Rating: 5

4.3.3 Effectiveness & Efficiency (*)

The MTE Team can say that the effectiveness and the efficiency of the Project at present is not sufficient, the cause of which may be the result of non-performance from the previous Project Manager and the delay in his replacement for 1.5 years. There are positive signs in place to increase the effectiveness and the efficiency of the project, but there is plenty of room for improvement.

The effectiveness and the efficiency of the Project can be greatly improved with;

- Better project management

As no project management tools and practices are used in the PMU, it is advisable that a Gantt-chart should be developed by an experienced person and based on it, a simplified chart or visualization technique should be used in the daily work. As present, the linkages between activities and the entities/people in charge are not clearly identified, neither are the deadlines for the activities set, and this is the major cause of the delays and the unacceptable quality of the activities carried out or the documents issued.

It is highly recommended that an entity and/or a person should be pin-pointed to be in charge for each activity and feasible deadlines should be set. It would be useful to set up a motivation system to encourage project staff to meet deadlines. Overseas trips for training purposes could be good motivation for the project staff. Although time has a different meaning in the SI - it is referred to as “Solomon time” - without proper timing and set deadlines, project management is quite challenging in terms of manpower and money allocations.

- Better technical support.

Effective Project Management can only be achieved if adequate technical, financial and back-office support is available. At the time the MTE was conducted, the following system errors were spotted:

- The PMU is not supported by an independent agricultural expert
- The PMU should be trained in the regulations of the World Bank and expert advice should be given as to how they can move within the boundary of the rules and regulations
- The PMU needs better technical support by a reliable IT system, a project server, reliable and working Satellite Phones, PRBs, and accurate advice should be handed out on travel time to provinces in general, as well as accurate weather and sea state reports for the future
- Logistic support from a dedicative officer is required

The effectiveness can be improved by increasing the technical support required to achieve the project objectives.

Rating: 2



Pic.: 11 SWoCK Project site in Isabel - trial of different varieties of crops without labelling, without clearing the area from tree trunks or without pest management, etc.

It is important to point out that there is quite a large number of mis-managed activities due to lack of technical support in the project. The MTE Team have seen that most of the activities launched on the lands are done without any proper documentation in place or little or no input from technical officers from the ministries. This is in terms of outlining the processes and skills involved, as well as technical input from the relevant service providers. Some examples: (i) GIS training has been conducted, but none of the 40 participants from the course actually uses GIS in their daily or monthly work. This is due to the lack of GIS information available - no base maps have been provided, no-one has asked for GIS-based works within the project and neither has there been any GIS-associated tasks within the project. (ii) Another example is the project site in Isabel Province where pest management practices have not been introduced, therefore 100% of the plants are completely affected by pest. Also, the varieties of the different root crops planted are not labelled. This makes the comprehension of effectiveness limited and leaves large room for errors. (iii) The structuring of the V&A reports has been changed from geographical to provincial referencing, which is a technical error. There are various useful observations from field visits made and they should be presented in a structured way along with project outcomes and outputs.

4.3.4 Country ownership

The ownership of the Project is visible with regards the local stakeholders. Stakeholders are very much interested in the outcomes, even if there are only local knowledge and skills available. Despite this, PS of MAL did not attend the de-briefing of the project and did not send anyone.

We think a personal motivation scheme could solve the lack of personal interest or care from some stakeholders, which was outlined earlier .

4.3.5 Mainstreaming

UNDP supported GEF and financed projects are key components in UNDP country programming, as well as regional and global programs. The evaluation assessed the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. The objectives of the project are mainstreamed into the development and daily lives of the local population and the project highly captures all UNDP priorities, including sustainability. Although at present there are hardly any results with regards the sustainability of the project, there have been visible steps taken towards achieving results.

Rating: 3

In the opinion of the MTE Team, there are possibilities for input from international experts in the field of project management skills and practices, as well as agricultural knowledge and practices. This would increase effectiveness and the efficiency of project delivery, which are currently undermining the relevance of the project. This can be put down to the fact that international experts are not favoured. The procurement processes and the expenses involved in terms of travel and accommodation mean that international experts have less chance to work in the project. It is suggested that an international expert should be hired on a short-term basis and a local counterpart should be engaged in order to assist the PMU until it is up-to-date with management issues.

4.3.6 Impact

Only limited impact is noticeable at this stage. The most significant impact so far has been noted in the meteorological services with the arrival of the newly purchased meteorological equipment and their installation at selected locations. The stations will be able to provide much needed weather (wind and rainfall) data for agro and early warning meteorological services with the newly established modeling system.

Currently, there is some limited impact observable in the food security sector with regards integrating climate change hazards and risks. Also, some best practice activities have been identified, for instance the nursery of seeding in the Weather Coast of Guadalcanal.

There are other impacts expected in Component 2 in the aspect of climate change and that is the Land-use Planning Policy, which is in its formulation stage. The pipeline is also to be approved and endorsed by the government and, if this step was taken, another major achievement could be accomplished.

4 Conclusions, Recommendations & Lessons

4.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

The following actions are highly recommended to ensure the success of the project:

- (i) The time-frame of the project should be extended. The required time for the completion of the project should be calculated with a Gantt-chart.
- (ii) A Gantt-chart or other project management aid should be used in order to capture the linkages between activities and the necessary steps required to perform the activities. Decision-making should be determined in advance with the relevant information available to support the decision made. The information sources must be analyzed and each task allocated to a person in charge.
- (iii) PMU should be assisted by project management, and an agricultural and aquacultural expert with international experience is preferable.
- (iv) Line of reporting should be simplified and should follow a flat organization structure.
- (v) The project should reduce the number of communities to the original figure.
- (vi) Bench mark figures should be set on expenditure.
- (vii) UNDP should rebuild its financial credibility for suppliers in the SI.
- (viii) PMU should have a back-up system and a common server. The DropBox from the SI did not work for the MTE Team;
- (ix) During mission, ocean safety and in-field security procedures should be followed with functioning safety equipment (sat phone, PRB).

4.2 Actions to follow up or reinforce initial benefits from the project

According to the Team findings, the major threat undermining the main objectives are the lack of technicality and expertise in the proposed activities implemented in the communities. More attention should be given to the quality control of the documents and the advice offered to the field staff, as presently, the contribution of the field staff is not monitored, nor measured or assessed.

In terms of activities within V&A, it is worth considering the following issues to be included:

- Shell money production
- Crab and seaweed farming
- Ecotourism, bird watching, surf and other tourism

Depending on where the selected communities are geographically located, activities other than their regular agricultural or aquacultural activities should be included, as these activities could help the communities with their money earning capabilities and embetter their financial possibilities. Their food security, as well as their adaptation and mitigation capacity would be increased, therefore their CC vulnerability would be decreased.

The list above have been identified during the MTE field trips in 3 provinces after several discussions with various members of the communities.

The linkage of the community to the markets could increase the productivity as they would be able to see the result of their work and there would be a driving force to produce surpluses. There is room and a need for the intervention of UNDP to help communities establish cooperatives and help them have a continuous supply of reliable goods, as well as produce

food in large quantities, while at the same time arrange affordable freight transport and market presence.

The ownership and maintenance of food banks and nurseries must be clearly identified with the provincial government, MAL, MECDM or the communities running the facilities. In expert opinion, the local ownership with the technical and managerial support in forms of training and regular support could be the right solution to tackle this problem.

4.3 Proposals for future directions underlining main objectives

Technicality and expertise must be included in the field activities, with an adequate quality control system introduced for written documentation. As SINU holds the best knowledge and experience in this field, it is highly advisable to involve them in the QC for the field demonstration and also, for learning purposes and sharing with other communities.

The competition within the agricultural sector should be analyzed and integrated into the project. The analysis of the interview findings have identified the following competition types for agricultural resources:

- Food crops vs. cash crops - there is an ongoing competition for agricultural land and the tendency shows that rich and flat agricultural lands are turned into cash crops cultivations
- Local traditional food vs. processed food (e.g.: Chinese noodle and rice) – as people get more and more into the habit of consuming processed food, they are no longer interested in agricultural activities, which might cause a problem if the supply of processed food is disrupted or blocked by heavy weather conditions or any other cause. Therefore, the CC adaptation and mitigation capability of the locals lowers, while their CC vulnerability increases.

People prefer to plant and harvest produce that they can sell to earn an income. However, people still prefer cooking fast and affordable Chinese noodle and rice because they are more convenient.

The majority of the people interviewed are willing to grow surplus local food, both for consumption and to sell as long as there is access to a market outlet. However, they prefer cash crop to earn an income and to buy processed food with. This could be due to the change in eating habits in most of the households.

4.4 Best and worst practices in addressing issues relating to relevance, performance and success

We would like to start with the worst practices:

Adaptive management is not backed up and supported by technically-sound desktop studies or expert advice. This practice challenges the relevance, the performance and the final success of the project.

PMU supported by UNDP should be result-driven and focus on finding ways to ease the workload of the field staff and the PMU with adequate control and monitoring options.

The financial instruments should be properly planned to ensure that an adequate budget is readily available for the field staff, as this is a major obstacle in the implementation of the activities. It is recommended that a monthly budget focus is planned to ensure that funding is always at disposal from the PMU or UNDP Honiara office.

For best practices, the adaptive management of the field staff/partner communities at the provincial level and their pro-active attitude, especially in Northern Malaita and the Weather Coast of Guadalcanal are worth mentioning.



Pic.: 12 Good practice at the nursery of plantings on the Weather Coast of Guadalcanal

Annex 1 – ToR

Terms of Reference

Consultancy Title: Project Evaluation Specialist (International)

Project Name: Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security

Duty Station: Honiara, Solomon Islands (3 weeks) and home-based (1 week)

Duration of the Contract:

- Contract period: 4 weeks commencing 14th October 2013
- Number of working days: 30 days.
- Completion date: November 2013

1. Objectives of this Mid-Term Evaluation (MTE)

The objective of the MTE is to provide an independent analysis of the progress of the project so far. The MTE will identify potential project design problems, evaluate progress towards the achievement of the project objective, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP-GEF supported AF projects), and make recommendations regarding specific actions that should be taken to improve the project. The MTE will evaluate early signs of project success or failure and identify the necessary changes to be made. The project performance will be measured based on the indicators of the project's logical framework (see Annex 1).

The MTE must provide evidence based information that is credible, reliable and useful. The evaluation team is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Country Office, project team, UNDP-GEF Technical Adviser based in the region and key stakeholders. The evaluation team is expected to conduct field missions to target Provinces, villages and sites (tbc). Interviews will be held with the following organizations and individuals at a minimum:

1. UNDP staff who have project responsibilities;
2. National Executing agency and key partners
3. The Chair of Project Board
4. The NPD and ANPD
5. Project stakeholders, to be determined at the inception meeting; including academia, local government and CBOs

The team will evaluate all relevant sources of information, such as the project document, project reports – including Annual PPRs, AF Tracking Tools, project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. A list of documents that the project team and UNDP Country Office will provide to the team for review is included in Annex 2 of this Terms of Reference.

2. Project Background Information and Objectives

In accordance with the UNDP and AF M&E policies and procedures, a mid-term evaluation of the full-size project SWoCK implemented through the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) is to be undertaken in 2013. The project started on the 30 June 2011 and is in its 2nd year of implementation. This Terms of Reference (TOR) sets out the expectations for this mid-term evaluation.

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

Project Title:	Strogen Waka lo Community fo Kaikai - SWoCK Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security			
UNDP Project ID:	00078069	Project financing	at endorsement (Million US\$)	at MTE (Million US\$)
ATLAS Project ID:	00061585	AF financing:	5,100,000	
Country:	Solomon Islands	IA/EA own:	N/A	
Region:	Asia-Pacific	Government:	N/A	
Focal Area:	Climate Change Adaptation	Other:	N/A	
		Total co-financing:	N/A	
Executing Agency:	Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM)	Total Project Cost in cash:	5,100,000	
Other Partners involved:	Ministry of Agriculture and Livestock (MAL) School of Natural Resource, Solomon Islands College of Higher Education (SNR-SICHE) Provincial Governments Kastom Gaden, Nut Growers Association of Solomon Islands	Date project began (date of Inception Workshop):		30 June 2011
			Planned closing date: 30 June 2015	Revised closing date:

As a Least Developed Country Solomon Islands is one of the most vulnerable countries to the predicted impacts of climate change. The Solomon Islands National Adaptation Program of Action (NAPA) to address the effects of climate change (2009) identified agriculture and food security as one of the most vulnerable sectors requiring urgent attention. The project entitled “Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security” (or locally “Strogen Waka lo Community fo Kaikai (SWoCK)”) addresses the NAPA priority and will contribute to enhancing resilience of the agriculture sector to maintain and improve food security in the country.

The objective of the project is to strengthen ability of communities in Solomon Islands to make informed decisions and manage likely climate change driven pressures on food production and management systems. In particular, the project will lead to the following key results (outcomes); 1) Promote and pilot community-adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions; 2) Strengthen institutions and adjusted national and sub-national policies related to governing agriculture in the context of a range of climate change futures; and 3) Foster the generation and spread of relevant knowledge for assisting decision-making at the community and policy-formulation level. The outcomes will contribute to this objective; the progress toward the objective and outcomes is measured using the indicators in Annex 1.

3. Scope of work/Expected Output

Functions / Key Results Expected:

The evaluation team will evaluate the following three categories of project progress. For each category, the evaluation team is required to rate overall progress using a six-point rating scale outlined in Annex 3.

3.1 Progress towards Results

Project design:

- Evaluate the problem addressed by the project and the underlying assumptions. Evaluate the effect of any incorrect assumptions made by the project. Identify new assumptions.
- Evaluate the relevance of the project strategy (and theory of change) and whether it provides the most effective route towards expected/intended results.
- Evaluate how the project addresses country priorities.
- Evaluate the baseline data included in the project results framework and suggest revisions as necessary.

Progress:

- Evaluate the outputs and progress toward outcomes achieved so far and the contribution to attaining the overall objective of the project.
- Examine if progress so far has led to, or could in the future catalyse, beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis. Suggest measures to improve the project's development impact, including gender equality and women's empowerment.
- Examine whether progress so far has led to, or could in the future lead to, potentially adverse environmental and/or social impacts/risks that could threaten the sustainability of the project outcomes. Are these risks being managed, mitigated, minimized or offset? Suggest mitigation measures as needed.
- Evaluate the extent to which the implementation of the project has been inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners, and how the different needs of male and female stakeholders has been considered. Identify opportunities for stronger substantive partnerships.

3.2 Adaptive management

Work Planning

- a) Are work planning processes result-based? If not, suggest ways to re-orientate work planning to focus on results.
- b) Examine the use of the project document logical/results framework as a management tool and evaluate any changes made to it since project start. Ensure any revisions meet UNDP-GEF requirements and evaluate the impact of the revised approach on project management.

Finance and co-finance:

- a) Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- b) Complete the co-financing monitoring table (see Annex 4).
- c) Evaluate the changes to fund allocations as a result of budget revisions and the appropriateness and relevance of such revisions.

Monitoring Systems.

- a) Evaluate the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required?
- b) Ensure that the monitoring system, including performance indicators meet UNDP-GEF minimum requirements. Develop SMART indicators as necessary.
- c) Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART indicators, including sex-disaggregated indicators as necessary.
- d) Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to M&E? Are these resources being allocated effectively?

Risk Management

- a) Validate whether the risks identified in the project document, PPRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. Give particular attention to critical risks.
- b) Describe any additional risks identified and suggest risk ratings and possible risk management strategies to be adopted.

Reporting

- a) Evaluate how adaptive management changes have been reported by the project management, and shared with the Project Board.
- b) Evaluate how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

3.3 Management arrangements

- a) Evaluate overall effectiveness of project management as outlined in the project document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- b) Evaluate the quality of execution of the project Implementing Partners and recommend areas for improvement.
- c) Evaluate the quality of support provided by UNDP and recommend areas for improvement.

Deliverables:

	Deliverables:	Target/Dateline:
1.	Inception report	17 th October 2013
2.	Country mission (meeting key project partners /stakeholders in Honiara, visit to project target provinces and TBC presentation of key findings	24 th October 2013

	and preliminary recommendations by end of mission back in Honiara	
3.	1 st draft mid-term evaluation report	11 th November 2013
4.	final mid-term evaluation report	25 th November 2013

Resources Provided

Inputs from the Consultant: The applicant is required to have his/her own computer/laptop and other necessary resources that may be required to support the assignment.

Evaluation team and expert requirements

The Project Evaluation Expert will be assisted by a national Evaluation Support Expert (in case qualified candidates can be identified in a timely manner), working concurrently according to the planned schedule. The international consultant, who will have in depth understanding of UNDP projects including evaluation experience, will be designated as the team leader and will have the overall responsibility of organizing and completing the review, and submitting the reports. The national consultant will provide supportive roles both in terms of professional back up, translation and conduct of local meetings. The collection of documents is to be supported by National Consultant in coordination with the UNDP Office and SWoCK PMU) prior to commencing the analysis, and he/she will support the team leader to contextualize the information and process, based on her/his knowledge of national/local conditions. The International Consultant has the overall responsibility for completing the desk review prior to the country mission, and for submitting the final report following the country mission. The consultants will sign an agreement with UNDP Solomon Islands Sub-office and will be bound by its terms and conditions set in the agreement.

Supervision/Reporting

The Project Evaluation Expert is expected to work under the direct supervision of the UNDP Sub-Office Programme staff, the Regional Technical Advisor and MECDM.

Reporting Requirements:

The Project Evaluation Expert will report to UNDP (UNDP Sub-Office) in Solomon Islands and MECDM.

Requirement for Qualifications & Experience

Degree of Expertise and Qualification:

- The Contractor must be qualified with Masters, equivalent or higher with academic and professional background in fields related to climate change adaptation, agriculture, sustainable land use
- Work experience in relevant technical areas for at least 10 years
- Good knowledge of the UNDP Evaluation Policy, experience applying UNDP Results Based Evaluation Policies and Procedures, good knowledge of the UNDP NIM/DIM Guidelines and Procedures, knowledge of Result Based Management Evaluation methodologies and knowledge of participatory monitoring approaches

Competencies:

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in Adaptive Management, as applied to conservation or natural resource management;
- Demonstrable analytical skills;
- Work experience in relevant technical areas for at least 10 years;
- Excellent English communication skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience working in the Pacific) region.

Proposal Requirements**Technical Proposal**

The applicant should submit the following documents:

- a) Technical proposal including: evaluation approach/method and work plan; a P11 form (available on the UNDP website; www.undp.org.fj, an updated current CV, contact details of at least three referees and a cover letter setting out how the applicant meets the selection criteria, and a proposed approach and methodology)
- b) Letter confirming availability and Interest using UNDP template (available on the UNDP website: www.undp.org.fj)

Financial Proposal

The consultant is requested to provide a quotation or the fees/cost (in USD) for the services which will be rendered using the following format.

Daily consultancy rates	A daily consultancy rate proposed by the consultant
Air Ticket Estimate (UNDP will reimburse based on actual costs)	To and from Home country To and from respective duty station
Living Allowance	Based on the number of days spent at the respective duty station
Other miscellaneous expense	Please state

Travel:

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, living expenses, and number of anticipated working days).

Payment Schedule (if required):

	Deliverables	Target
1	15% upon approval based on review of the Inception Report.	17 th October 2013.
2	15% Country mission (meeting key project partners / stakeholders in Honiara, visit to project target provinces and sites- itenary TBC, presentation of key findings and preliminary recommendations by end of mission, back in Honiara	24 th October 2013
3	35% upon submission and approval based review of 1 st draft mid -term evaluation report	11 th November 2013
4	35% upon submission and approval based on review of final Mid-Term Evaluation	25 th November. 2013

Annex 1.

Objective / Outcomes	Indicators	Target by end of project, relative to the baseline of 2009 (unless specified otherwise)
Objective: Increased level of resilience of community-based food production systems in the agriculture sector in Solomon Islands against hazards and risks related to climate variability and climate change	No. of enabling policy instruments and coordination mechanisms in the agriculture and food security sector reviewed to integrate climate change hazards and risks.	At least four national and provincial level policy instruments, and coordination mechanisms (MAL, CCD, SIMS, SNR) addressing the agriculture sector and food security have integrated climate change risks and hazards
	No. of communities/wards integrating climate change risks into their land use plans and farming systems	By the end of the project communities in at least 18 wards in 3 climatic and geographic cluster areas (windward side, leeward side and man-made islands) have integrated climate change risks into their land use plans and farming systems
Outcome 1: Promoted and piloted community-adaptation activities enhancing food security and livelihood resilience in communities	No. of Wards where climate risks are integrated into land use and agriculture production aspects of the Ward Development Planning process	By the end of year 1 detailed land use and climate risk assessments are carried out, and by the end of the project climate-resilient land use planning and agriculture production considerations are integrated into Ward Development Plans in at least 18 Wards in 3 climatic and geographic cluster areas.
	No. of Wards developing climate-resilient farming and aqua-culture production techniques and systems	By the end of the project at least 18 target wards develop climate resilient farming and aqua-culture production techniques and systems.
	No. of national, provincial and field staff across government, NGO, village constituencies are trained to utilize climate information to guide decision making in agricultural production, and climate-resilient farming and aquaculture techniques	By the end of the 2 nd year at least 200 personnel from government and NGOs (50 Provincial Gov., 70 MAL extension/research/land use officers, 30 SIMS field staff, 20 KGA staff and 140 contact farmers, NGASI – 50 contact farmers), YEP volunteers, and village constituencies (church leaders, women's groups, farmers, CBOs) are trained in the use of climate information for the agriculture sector and climate-resilient farming and aquaculture techniques

Outcome 2: Adjusted national and sub-national policies related to governing agriculture in the context of a range of climate change futures	No. of national and provincial level policies, strategies, plans and coordinating mechanisms reviewed and incorporate climate change risks	By the end of project climate change considerations are incorporated into the national long term development plan, at least three policy and legislative frameworks (new Food Security Policy, Land-use Policy and Agriculture Act), development planning processes and development plans of at least 4 provincial governments.
	No. of weather stations established in the country, meeting WMO standards and contributing data to national weather service and early warning system	At least 3 AWS and at least 12 voluntary weather stations established at strategic locations, meet WMO standards and contributing to nationwide monitoring and early warning system
	Agriculture-tailored climate early warning and information products established and communicated to users	By year 2 agriculture tailored CLEWS and info products are established, and by the end of the project this information is being used by at least 200 personnel from government and NGOs (50 Provincial Gov., 70 MAL extension/research/land use officers, 30 SIMS field staff, 20 KGA staff and 140 contact farmers, NGASI – 50 contact farmers) and village constituencies (church leaders, women's groups, farmers, CBOs
	No. of officers within MAL, MECDM, NGOs and SNR trained in methods to support communities integrate climate considerations into agriculture production and land-use planning	At least 200 officers at the policy and field officer level within MAL, MECDM, NGOs and SNR trained in methods to support communities with integration of climate change risks into land use planning and agriculture production.
	GIS-based agriculture information system integrating climate info, and related institutional capacities for climate risk management in agriculture	By the end of year 2 a GIS based agriculture and climate info system is established, and by year 3, 16 MAL, MECDM, and SNR staff trained on its management and application.
Outcome 3: Fostered the generation and diffusion of knowledge on adapting to	No. of knowledge products developed and disseminated	In each project year at least 5 knowledge products (case study, experience note, photo story, video, technical reports, etc.) developed and disseminated to local, national and regional stakeholders.

climate change in a systematic manner at the community and regional level	No. of exchange programs and activities designed to share lessons learnt and raise awareness on climate change impacts on agriculture and food production	Exchange site visits organized between participating pilot communities and a national forum held by year 2 and by the end of the project.
	No. of documented case studies and lessons learnt used in the teaching of short courses as well as certificate and diploma courses in agriculture, forestry and environmental studies in the School of Natural Resources (SNR)	At least four case studies generated by the project are incorporated and used in SNR training courses to promote and raise knowledge and understanding of young Solomon Islanders on climate change adaptation in the agriculture sector

Annex 2. Project STRATEGIC Results Framework (logframe)

This project will contribute to the following Country Programme Outcome as defined in CPAP or CPD: 3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development 4.2 Solomon Islands communities effectively manage and sustainably use their environment, as well as natural and cultural resources 4.1 Environmental sustainability and sustainable energy are mainstreamed into regional national policies, planning framework and programmes				
Country Programme Outcome Indicators: 3.1 Number of national development plans/strategies that specifically address disaster risk management as a development issue 4.2 Number of pilot initiatives in sustainable livelihoods and environment management 4.1 Number of national development strategies, policies and plans of PICs incorporating environmental sustainability issues				
Primary applicable Key Environmental and Sustainable Development Key result Area: 3. Crisis Prevention and Recovery or 4. Environment and Sustainable Management				
Project Strategy/Goal: Objective Increased level of resilience of community-based food production systems in the agriculture sector in Solomon Islands against hazards and risks related to climate variability and climate change				

Indicator	Baseline	Target at end of project	Source of verification	Assumption
No. of enabling policy instruments and coordination mechanisms in the agriculture and food security sector reviewed to integrate climate change hazards and risks.	National policy instruments, coordination mechanisms and institutions in the agriculture and food security sector do not address climate related risks and hazards.	At least four national and provincial level policy instruments, and coordination mechanisms (MAL, CCD, SIMS, SNR) addressing the agriculture sector and food security have integrated climate change risks and hazards	National policy documents Ministry Corporate and Strategic Plans Provincial government development plans	Political stability is maintained Strong coordination amongst climate change stakeholders in the country Political will and commitment by senior government officials to integrate climate change in agriculture and food security
No. of communities/wards integrating climate change risks into their land use plans and farming systems	Communities and agriculture food production systems in coastal areas and highlands of Solomon Islands are exposed to future climate related risks and hazards, have weak coping capacity and have not started building resilience.	By the end of the project communities in at least 18 wards in 3 climatic and geographic cluster areas (windward side, leeward side and man-made islands) have integrated climate change risks into their land use plans and farming	Project monitoring and evaluation reports Project reports Field reports from project personnel Land use plans developed Agro-meteorology tools	Strong community leadership, cooperation and support for project activities. Weather is favorable to implement project activities in the various islands

		systems	developed to support land use and farming systems planning	Agriculture staff are committed to supporting the project
Outcome 1 : Promoted and piloted community-adaptation activities enhancing food security and livelihood resilience in communities Outputs: 1.1 Climate –sensitive land use and agriculture production considerations are integrated in Ward Development Plans in at least 18 Wards in 3 climatic and geographic cluster areas 1.2 Climate change resilient farming and aquaculture production, techniques and systems introduced at community level 1.3 Establishment of provincial and community level food banks to overcome periods of climate related disruptions 1.4 Strengthening capacity for processing and storage of root crops and tree crops 1.5 Government and NGO field staff and communities are trained on the use of climate information in decision making processes				
Indicator	Baseline	Target at end of project	Source of verification	Assumption
No. of Wards where climate risks are integrated into land use and agriculture production aspects of the Ward Development Planning process	No integrated land use planning undertaken and climate change considerations are yet to be factored into land use plans across the different geographic regions in Solomon Islands especially those that are more vulnerable to climate risks	By the end of year 1 detailed land use and climate risk assessments are carried out, and by the end of the project climate-resilient land use planning and agriculture production considerations are integrated into Ward Development Plans in at least 18 Wards in 3 climatic and geographic cluster areas.	V&A assessment reports. Integrated land use plans Government Annual Reports Project Monitoring and Evaluation Reports Provincial government reports Record of community meetings Project baseline assessment report	Appropriate staff members are selected for training by their host agencies. Very low staff turnover resulting in sustained capacity of government and partner institutions. MAL and MECM continue to support adaptation in the agriculture and food production sector and to apply and maintain adaptive capacity built during the project
No. of Wards developing climate-resilient farming and aqua-culture production techniques and systems	Smallholder farming systems are not able to cope with declining soil fertility and limited agriculture, processing and food security adaption options and strategies available in the country	By the end of the project at least 18 target wards develop climate resilient farming and aqua-culture production techniques and systems.	V&A assessment reports Annual report of Government, institutions and NGOs Farming systems plans developed by households Field reports from project sites	Communities are willing and committed to actively participate in the project No political interference in selection of regions and demonstration sites

			<p>Integrated aquaculture-food crop production system design document</p> <p>Procurement records</p> <p>Project reports</p> <p>Evaluation report on food banks at end of project</p> <p>Agro-biodiversity strategy documents</p> <p>Business plans for root crop processing facilities</p> <p>Technology evaluation report</p> <p>V&A assessment report.</p> <p>Procurement records</p> <p>Technology evaluation report</p>	<p>School of Natural Resources committed to establishing and maintaining the system as a learning demonstration</p> <p>Technology is appropriate for small scale production</p> <p>Landowners are willing to establish or expand their areas for agro-biodiversity collections and food banks.</p> <p>Sufficient supplies of root crops for production of flour and chips</p> <p>MAL and Kastom Gaden field staff collaborating and assisting farmers</p>
No. of national, provincial and field staff across government, NGO, village constituencies are trained to utilize climate information to guide decision making in agricultural production, and climate-resilient farming and aquaculture techniques	Officials, technical experts and field staff of Government, NGOs, private sector and training institutions have limited capacity and not been trained to plan, design and facilitate V&A assessments in the agriculture food production sector.	By the end of the 2 nd year at least 200 personnel from government and NGOs (50 Provincial Gov., 70 MAL extension/research/land use officers, 30 SIMS field staff, 20 KGA staff and 140 contact farmers, NGASI – 50 contact farmers), YEP volunteers, and village constituencies (church leaders, women's groups, farmers, CBOs are trained in the use of climate information for the agriculture sector and climate-resilient farming and	<p>Project monitoring reports</p> <p>Training evaluation reports</p>	MAL senior officials committed to incorporating climate change considerations in annual and strategic plans and budgeting processes

		aquaculture techniques		
Outcome 2: Adjusted national and sub-national policies related to governing agriculture in the context of a range of climate change futures Outputs: 2.1 Integration of climate and disaster risks into national and provincial agriculture and livestock sector policy, other relevant policies and strategies and related instruments and coordination mechanisms 2.2 Capacity of Solomon Islands Meteorological Services (SIMS) Strengthened to produce enhanced weather and climate information services tailored to agriculture sector and land resources management 2.3 Capacity of Climate change division within MECDM, MAL and SNR enhanced to support integration of climate Change risks into land use planning and field operations				
Indicator	Baseline	Target at	Source of verification	Assumption
No. of national and provincial level policies, strategies, plans and coordinating mechanisms reviewed and incorporate climate change risks	Very few national policies taking climate risks into consideration, no policy instruments in place to guide and support communities and households address climate variability and change and coordinating mechanisms not addressing climate change considerations.	By the end of project climate change considerations are incorporated into the national long term development plan, at least three policy and legislative frameworks (new Food Security Policy, Land-use Policy and Agriculture Act), development planning processes and development plans of at least 4 provincial governments.	Institutional capacity assessment reports Institutional strengthening reports Training reports Project monitoring and evaluation reports National policy documents	Strong strategic leadership and management within government and NGO agencies and national institutions. Senior officials and technical officers have the time to commit to planning and training activities.
No. of weather stations established in the country, meeting WMO standards and contributing data to national weather service and early warning system	Only five manual weather stations in operation in the country with none located in the windward side of the main islands and in areas more prone to cyclones	At least 3 AWS and at least 12 voluntary weather stations established at strategic locations, meet WMO standards and contributing to nationwide monitoring and early warning system	Procurement records Site plans for establishment of AWS. Project progress reports Project evaluation report Procurement records	Landowners allowing their land to be used to establish the AWS's. Voluntary weather recorders are committed and consistently recording data.
Agriculture-tailored climate early warning and information products established and	Historic and new weather data not analyzed and information generated and tailored for distribution to the	By year 2 agriculture tailored CLEWS and info products are established, and by the end of the project this	Procurement records Monthly newsletters Training materials	Government supports SIMS with recurrent budget to maintain the database

communicated to users	agriculture sector and other related sectors.	information is being used by at least 200 personnel from government and NGOs (50 Provincial Gov., 70 MAL extension/research/land use officers, 30 SIMS field staff, 20 KGA staff and 140 contact farmers, NGASI – 50 contact farmers) and village constituencies (church leaders, women's groups, farmers, CBOs	Project reports	Dedicated SIMS staff assigned to manage the database
No. of officers within MAL, MECDM, NGOs and SNR trained in methods to support communities integrate climate considerations into agriculture production and land-use planning GIS-based agriculture information system integrating climate info, and related institutional capacities for climate risk management in agriculture	Climate Change Division of MECDM has only three staff who already have heavy workloads and not able to support V&A and climate change mainstreaming into agriculture and other sectors There is currently no research and training facility in the country for GIS and most government departments, NGOs and community based organizations do not have access to such training facility and opportunities in-country.	By the end of year 2 a GIS based agriculture and climate info system is established, and by year 3, 16 MAL, MECDM, and SNR staff trained on its management and application.	Vacancy notice, TOR and annual report of adaptation officer Project reports Building extension plan Building contract Certification of completion Training program Evaluation of first training workshop	Suitably qualified personnel available in country for the job Person engaged is motivated and achieving performance targets Extension to building is completed on time School of Natural Resources contribution toward the building is secured.
OUTCOME 3: Fostered the generation and diffusion of knowledge on adapting to climate change in a systematic manner at the community and regional level Outputs: 3.1 Lessons learned and best practices generated (case studies, photo stories, short videos, posters etc.) and distributed to other communities, civil society, policy makers in government and to global community through appropriate mechanisms 3.2 Training materials developed incorporating climate change issues and used for training of field staff and students				
Indicator	Baseline	Target at	Source of verification	Assumption
No. of knowledge products developed and	Absence of a communication strategy and	In each project year at least 5 knowledge products	Web-sites	Government and NGOs provide on-going funding support to

disseminated	lack of information management system to support adaptation of the agriculture sector and food security to climate change risks.	(case study, experience note, photo story, video, technical reports, etc.) developed and disseminated to local, national and regional stakeholders.	Fact sheets Radio programs Television programs Project technical reports Project monitoring and evaluation reports	units responsible for information management and dissemination
No. of exchange programs and activities designed to share lessons learnt and raise awareness on climate change impacts on agriculture and food production	No existing nationwide program exists and there is a lack of expertise to integrate climate and agriculture information for dissemination to public.	Exchange site visits organized between participating pilot communities and a national forum held by year 2 and by the end of the project.	Documents on lessons learnt and case studies Reports from site visits and national forums E-mail exchanges with other countries	Locally Available Printing, video and audio production firm have the time to support the project
No. of documented case studies and lessons learnt used in the teaching of short courses as well as certificate and diploma courses in agriculture, forestry and environmental studies in the School of Natural Resources (SNR)	The School of Natural Resources do not have local case studies on climate change adaptation and agriculture for use in the range of courses on offer	At least four case studies generated by the project are incorporated and used in SNR training courses to promote and raise knowledge and understanding of young Solomon Islanders on climate change adaptation in the agriculture sector	Case study documents Teaching materials Record of training activities where case studies are used	Case studies are completed and ready for use SNR lecturers taken an interest in using the case studies



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Annex 2: List of Documents

1. Project Document
2. AF Project Performance Reports (PPRs) & AF Tracking Tool
3. Quarterly progress reports and work plans of the various implementation task teams
4. Audit reports
5. Financial scorecards
6. The Mission Reports and Lessons learnt study
7. M & E Operational Guidelines, all monitoring reports prepared by the project; and
8. Financial and Administration guidelines.

The following documents will also be available:

9. Project operational guidelines, manuals and systems
10. Minutes of the Project Board Meetings
11. Maps
12. The AF Operations guidelines; and
13. UNDP Monitoring and Evaluation Frameworks.

Annex 2 – Itinerary

The MTE mission started on the 10 December 2013 and finished on 16 January 2014.

The following field missions were conducted:

Departure Date	Returning Date to Honiara	Province	Communities	Names of Persons under taking missions
29/12/2013	02/01/2014	Isabel Province	Garana Research site Nareabu village Kmaga village	Eric Houma Bence Fulop J Tugunau
05/01/2014	08/01/2014	Malaita Province	Fa'alau village Radeaekwa village Lilisiana village	Bence Fulop J Tugunau Mary Fa'alimae
10/01/2014	13/01/2014	Guadalcanal Province	Talise village Avuavu village	Bence Fulop J Tugunau Emmanuella Kauhue

Annex 3 - List of people interviewed

Date	Time	Name of person interviewed/consulted	Title	Organisation
11/12/2013	12:00 noon	Gábor Vereczi	Regional Adviser	UNDP-Regional
	02:00 pm	Clement Hadosaea	Manager	Kastom Gargen Association (KGA)
	10:00 am	Richard Pauku	Director	NGASI
12/12/2013	01:00 pm	Longden Manedika	Manager	Solomon Islands Development Trust (SIDT)
	02:30 pm	Nancy Jolo	General Secretary	Development Services Exchange (DSE)
13/12/2013	02:00 pm	Gloria Suluia	Governance Analyst	UNDP Sub-Office Honiara
	04:00 pm	Laurel Lamba	Farming Systems Officer	SWoCK PMU
	10:00 am	Sera Devi & Nancy Diamana	Climate Change Officers	SWoCK PMU
16/12/2013	01:30 pm	Martha Saunana	Farming Systems Officer	SWoCK PMU
	02:50 pm	Michael Ho'ota	Director – Extension Sevices	Ministry of Agriculture
17/12/2013	12:00 noon	Akiko Suzuki	Deputy Residence Representative (DRR)	UNDP Sub-Office Honiara
	03:00 pm	Emmanuella Kauhue	Project Manager	SWoCK PMU
18/12/2013	08:00 am	Dr. Melchior Mataki	Permanent Secretary	Ministry of Environment, Climate Change, Disaster & Meteorology (MECDM)
19/12/2013	10:15 am	Casper Super	Coordinator	Pacific Adaptation Climate Change (PACC)
	11:10 am	Simon Iro	Soil Specialist	Ministry of Agriculture & Lands (MAL)
	10:20 pm	Helesi & Kennedy	Community Representatives	Tirotona Village, Isabel Province
30/12/2013	11:00 am	Jacob Pitu & field workers	Chief Field Officer/staff	Extension Office – Buala, Isabel Province
	04:00 pm	Annie Vavaha	Procurement Officer	Kastom Gaden Association (KGA)
	04:30 pm	Ben Ono	Chairman	Nareabu Village, Isabel Province
31/12/2013	11:50 am	Rawcliff & community members	Chief & Community Members	Kmaga Village, Isabel Province
06/01/2014	12:25 pm	Vice chairman & community members	Vice Chairman & Community Members	Fa'alau Villlage, Malaita Province
		Vice chairman & community members	Vice Chairman & community members	Radeaekwao Village, Malaita Province
07/01/2014	02:00 pm	Vice chairman & community members	Community Members	Lilisiana Village, Malaita Province
08/01/2014	10:00 am	Edwin Suibaea	Premier	Malaita Province

09/01/2014	10:00 am	Jimmy Saelea	Permanent Secretary (Ag)	Ministry of Agriculture & Lands UNDP Sub-Office, Honiara Solomon Islands National University (SINU) Talise Community Base Organisation Training Center. Avuavu-Weather Coast, Guadalcanal Province
	10:00 am	Lynelle Popot	Environmental Analyst	
10/01/2014	11:50 am	John Tatalo	Lecturer	
	11:00 am	Celestine Aloatu	Coordinator	
11/01/2014	03:34 pm	Edwin Valenga	Extension/Research Officer	

Annex 4 - Summary of field visits by Project Staff (shortened version)

Overall objective of the mission was to gather specific in-field data and information that were crucial for MTE of SWoCK-targeted sites in **Isabel Province**.

Purpose/Objective of Mission:

- For the Mid-Term Review to be more effectively evaluated and monitoring of the Project.
- To get feedbacks from MAL staff in Buala, Isabel Province on SWoCK and community people of project sites, namely Nareabu and Kumaga.
- To witness the MAL Research site (SWoCK Bulking site) and visit community gardens to see how people do their farming related to the project.

Mission Outcomes:

- The visits and meetings contributed to the Mid-Term Review report of the Project with the findings collected during the visits.
- The team had discussions with the MAL CFO and the extension officers about the progress of SWoCK project in Buala, Isabel Province, which will be included in the MTR report.
- Visiting the Research site, target community gardens contributed to what extent the SWoCK project has made headway in its implementation stage since it started.
- Meeting with different groups (Women and Men) in the community has really given good feedback to the team for the evaluation of the project.

Lessons Learned

- The Evaluation should possibly be done at some other time period than Christmas, as most communities were very busy during the holiday season.
- Without PPC on the ground logistical support is very difficult.
- Before the missions are launched, the weather forecasts for the provinces should be checked, as good weather is essential to collect good soil samples.
- Provincial Transport arrangements should be made as early as possible to know what the prices and rates are.

Best Practices Learned

- The communities still find time for the evaluation meetings although they have very tightly scheduled community programs during the Christmas period.
- We should be aware of the daily routines/activities of the communities so that the planned activities of the team do not interrupt or hinder the everyday lives of these communities.

1. Mission Activity:

To do a mid-term review (evaluation) on SWOCK Project activities carried out in the communities in Malaita. Three communities have been selected: one in the North Malaita Region being Fa'alau and two others in the Langalanga Lagoon, namely Radeaekoa and Lilisiana, located just outside Auki town.

2. Purpose:

To evaluate the activities carried out or established in the communities, in strengthening the ability to manage the pressures exerted on food production and practices.

3. Mission Outcome:

We visited the North Malaitan community Fa'alau and established contour terraces to control soil and water erosion for hillside farming. Due to the pressure on the population, farming on the hills is now popular and the problems are dealt with by the terraces built to conserve soil and water. Farming on hills are similar to farming on flat land.

In the Langalanga Lagoon two sites were visited. Radeaekoa has cleared the land to prepare it for soil improvement near the community though crab will remain the main enemy, while Lilisiana has yet to embark on any activity identified.

The Langalanga communities are too vulnerable and interventions must be properly administered to address these communities. Aquaculture is a must for LLL.

4. Lessons Learnt:

Community (people) were present to listen and speak to the evaluators. The people at the sites visited, especially in Lilisiana, raised the concern that the project must get off the ground and should not only be confined to visiting and making promises. Lilisiana overlooks the harbor and has scarce resources so SWOCK must do more to support the community.

Again, aquaculture should be introduced in the community. Resources were in abundance earlier, but with the growth of the population, this has changed and resources are scarce.

5. Best Practices Learnt:

Communities continue their daily struggle for survival. Although SWOCK is slow in its deliberation to provide support to the communities, other donor projects are there to help, but it is still not enough to overcome the current difficulties the LLL communities are facing. Although the population is soaring, people strive for survival day after day and still, they do not seek help from the government or donors. They basically survive on what resources they have worked real hard for.

6. Next Step Action Plan:

SWOCK should realistically commit the objectives and goals of the project to its fullest. Time is running and there is a need to work hard and faster to complete the interventions .

Communities must be partners to the identified interventions and become full owners of the activities derived.

7. Any other Comments:

The evaluators who are there to review the actual work done, should not ask too many incriminating questions. Many things asked intimidate the recipients and people easily give up.

Purpose/Objective of Mission:

The objectives of the mission are:

- to visit the three Community Project Sites on the Weather Coast of Guadalcanal, namely: AvuAvu Bulking Site; Haisere Bulking Site and Talise Bulking site
- to ask for people's opinions on the SWoCK Project and the kind of impact the Project is making
- the views and opinions of the community/communities then are documented and reflected in the Mid-Term Review Reports of the SWoCK Project (as it has been practised since 2011)

Linkages to AWP Activity 4 on proposed mission:

Aims/ Objectives:

1. To see the kind of bulking site(s) established
2. To see the kind of local crops promoted on the bulking site/s;
3. To interview the community people regarding the status of the project

Specific Roles/Activities of the team during the Mission.

1. To visit the Demonstration Sites at AvuAvu to Talise
2. To speak to the community people and individuals on the impact the project is making

4.5 Annex 5 - List of documents reviewed

With considerable effort, the following documentation was collected from the various people of the SwoCK project Team:

- 1) Key Findings (based on HHS data) Agriculture and Food Security Assessment Maringe, Isabel Province 2013
- 2) Project Document - AF –SWOCK_ProDoc_2011
- 3) SEA LEVEL RISE SURVEY MARINGE DISTRICT, ISABEL PROVINCE 2013
- 4) V&A Summary Reports (Makira, Isabel, Choiseul)
- 5) Report on Work Carried out on Enhancing Resilience of Communities in Northern Malaita for Food Security 2013
- 6) AF SWOCK quarterly narrative report for year 2013
- 7) GRANT AGREEMENT – Kastom Garden Association
- 8) GRANT AGREEMENT - NGASI
- 9) Soil Reports (Malaita, Choiseul)
- 10) Climate Change and Food Security Vulnerability Assessment for Sepa and Loimuni, Choiseul, Solomon Islands - Secretariat of the Pacific Community Land Resources Division Suva, Fiji 2013
- 11) Revised ProjectPerformanceTemplate–SwoCK–9Oct2012.xlsb

Four weeks after the start of the MTE, the consultants finally received access to the Dropbox of the project, which contains information on the history of the project. Although in the Solomon Islands we were hardly able to access the documents stored as there is limited internet capacity, the documents available in Dropbox are accessible even in offline mode. Still, after countless requests made, no-one from the PMU was initially able to present these documents. The documents might as well be there, if the PMU does not know how to access them, it is as if the documents were not available at all. Moreover, after the MTE consultants gained access to the Dropbox, the international expert was still not able to access it from the UNDP HQ or via mobile Internet in the SI, while at home it was accessible without any problems. The bandwidth in the SI is probably not enough for a new user to be able to download all the documents stored in the Dropbox .

Generally speaking, as there is no Document and File management system and there are no common shelves and folders where the soft and hard copies are kept and categorized, it is extremely challenging to find any documents, which were previously saved there.

As there is no server and there are no back-ups, there is an extremely high potential in using data and documents.

It was challenging to gain access to Dropbox and it took for weeks, but eventually it turned out that no-one from the PMU knew how to invite a new person to Dropbox. As the internet connection is slow and unreliable, the International Consultant did not manage to have access to or synchronize the content of the Dropbox within the SI. This issue should be looked into and checked once again. Should it regularly happen, some other document-sharing service should be chosen.

There should be a number coding introduced for the communities and for the activities as well.

4.6 Annex 6 - Evaluation Question Matrix

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry	6	Quality of UNDP Implementation	2
M&E Plan Implementation	5	Quality of Execution - Executing Agency	2
Overall quality of M&E	5	Overall quality of Implementation / Execution	2
3. Assessment of Outcomes		4. Sustainability	
Relevance	2	Financial resources:	3
Effectiveness	1	Socio-political:	4
Efficiency	1	Institutional framework and governance:	4
Overall Project Outcome Rating	2	Environmental:	4
Overall likelihood of sustainability: 3			

<i>for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
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	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): 2. Moderate risks Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR)
Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)		

Annex 7 – CVs of the Evaluators

CURRICULUM VITÆ

Bence Fülöp

Born: 02/03/76, Budapest, Hungary

Education:

1994-2004 Budapest University of Technology and
Economics,
Faculty of Civil Engineering –Master of Science in Civil Eng.
Majors:

- Environmental engineering
- Water-quality management

Language skills:

- Hungarian: native;
- English: fluent;
- German: intermediate;

Professional Background and Experience:

- Project management;
- Awareness raising;
- Draught measures;
- Flood protection measures;
- Water quality improvements;
- Climate Change adaptation and mitigation measures, land-use and food security;
- Nature Protection;
- Environmental Impact Assessments, , Cost Benefit Analysis, Risk Assessments, Feasibility Studies, IFI Applications and Evaluations – project development;
- Sustainable development (economical, environmental, sociological aspects);
- Engineering methods – Remote sensing, GIS, modeling, *etc.*



Employment Record:

Trinity Enviro Kft, Managing director,— 2005 – at present

Project management and consulting services in environment-related projects

Trinity Consulting L.P, Leading partner, — 2003 - at present

Feasibility Studies, Accounting, Financial Advisory.

ForEnviron Kft. – presently MottMacDonald Hungary, Project manager — 2002-2004

Project management and consulting services in environment-related projects

UTB Enviro Kft., Process engineer,— 1999-2002

Drinking water, wastewater and sludge treatment processes for communal and industrial projects.

Date	Location	Client	Position	Description
2013	Iraq	Ministry of Water Resources	Lecturer	<p>Lecturer on Young Leaders Program of the Ministry. Subjects:</p> <ul style="list-style-type: none"> - Integrated Water-basin Management; - Trans-boundary Rivers (International Waters); - Climate Change.
2012-	Nigeria	Government of Imo State	Project leader	<p>Creation, implementation and operation of Waste Management in Imo State, Nigeria. Presently there is hardly any organized and environmentally friendly management of waste in Imo State Nigeria. The project aims to establish an economically, socially and environmentally sustainable waste management system all over Imo State.</p> <p>Waste flux calculations are based on population estimations, while waste logistics are based on GIS-based fractal modeling.</p>
2011-12	Lebanon	UNDP Lebanon	International Consultant	<p>Evaluation of Flood Project I in the Baalbacek-Hermal region. The occasional rain events in the draught prone region cause severe flush flooding events, while desertification, loss of top soil, overgrazing are threatening the livelihood of the locals. Measures have been implemented for water retention capacity for the region, moreover, a water harvesting pond and efficient drip irrigations have been created in order to protect the environment while stepping towards a sustainable development.</p> <p>The assignment was to evaluate the project as per the World Bank requirements and provide lesson-learnt advice for the participants.</p>

2011	Hungary	Regional Environmental Center for Central Eastern Europe	Project leader	<p>I was appointed to evaluate the present programs and prepare a set of advice on the "Preparation of an Analysis of the Carbon emission-related Aspects of the Economy of Hungary" for the Regional Environmental Center for Central and Eastern Europe (REC). The assignment included awareness of the rising events on climate change for the Hungarian Regions with the aim to include climate-related planning for the upcoming 7-year financing period. The overall aim of the assignment was to find the linkages with regards the efforts on climate change via boosting the sustainable development by created jobs, revenues and savings on energy.</p> <p>Task: Risk Study, Economic Analysis, Baseline Report, Awareness Raising</p>
2011-12	Africa-Asia	The World Bank – Arab League	Advisor	<p>Advisor on water, food security, urban development and gender for the First Flagship Report on Adapting to a Changing Climate in the Arab Countries.</p> <p>Joint strategic effort of The World Bank and the Arab League to create a strategic document of the adaptation and mitigation needs and possibilities of the Arab countries. Governments of all members of the Arab League States and local stakeholders were included in the finalization of this strategic document. Themes included: draught, heat waves, urbanization, migration, gender, economics, biodiversity, <i>etc.</i></p>

2010	Albania	UNDP Albania	Project leader	„Evaluation of the soil erosion measures in Albania“ financed by UNDP via GEF Climate Change projects. Our task was to evaluate the soil erosion measures, which was founded by UNDP . As no baseline date was available, natural erosion, baseline erosion and present erosion rates have to be determined. The project was a community-based action on erosion via improvements on their crop diversity, productivity and agricultural methods, via cheek dams, small scale reservoirs, efficient irrigations, etc. Also the cost efficiency of the measures has to be determined, while our finding was presented in lesson-learnt awareness raising event for the participants of the project.
2010	Hungary	SwissAid	Consultant	Evaluation of water-related project ideas for SwissAid. Our job was to identify feasible projects, which could receive SwissAid fundings.
2009-12	Libya	OiLibya	Project and Team Leader	„Due Diligence Study Phase 1 and 2 for the OiLibya“ filling stations in Libya. 1st time ever Due Diligence Study for the oil company, which serves 151 filling stations nation-wide all over Libya. Our job was to identify the environmental liabilities of the company and promote environmental awareness.
2009	Hungary	Hungarian Academy of Sciences	Project and Team Leader	As part of the WaterRisk Project , we conducted a research on available Climate Change Scenarios for the Carpathian Basin. A comprehensive analysis was made to evaluate their methods and findings.

2007-09	Hungary	EU Cohesion Fund The Central Directorate of Water and Environment of Hungary	Project & Team Vice Leader	<p>„Kis-Balaton Project“ is a Ramsaari site and a Nature Reserve Park, also part of the EU Nature 2000 areas. This is the biggest sweet water wetland in Europe. The objective of our project was to ensure its natural beauty and wide biodiversity, and also preserve the water quality of Lake Balaton from eutrophic state. The design cost of the project was more than 2 million EUR. Our job was to create an Environmental Impact Assessment, a Feasibility Study, Cost-Benefit Analysis and the Application Form and Tender Documentation for EU funding. Among other issues, watershed management with erosion control was examined for optimal solution.</p> <p>A series of stakeholder forums were organized in order to find an optimal solution for nature protection, water quality aims, local developments, tourism, flood protection, fishing, etc.</p> <p>Selection of various indicators, which represent the aim as nature conversation was also a part of the project; careful attention was paid to selection of bio-indicators as cost-effectiveness, information values and objectivity were the biggest concerns for the bio-indicators.</p> <p>The area is home to a number of rare birds, mammals, fish, snails and other animals, as well as rare flora.</p>
2007-09	Hungary	EU Cohesion Fund The Central Directorate of Water and Environment of Hungary	Project & Team Vice Leader	<p>„Danube Project“ Improvement of the flood protection of the Danube Valley in Hungary. Due to changes in the upper watershed, the flood curves have been changed in the recent years. 200 km of dike and 21 structures have been renewed or newly constructed. Our job was to create the Environmental Impact Assessment, Feasibility Study, Cost-Benefit Analysis, Tender Documentations and Application for the funds.</p>

2007-09	Hungary	EU Cohesion Fund The Central Directorate of Water and Environment of Hungary	Project & Team Vice Leader	„Szamos-Kraszna Reservoir project”. The project is a part of the Vásárhelyi Plan, where 12 emergency reservoirs are being designed to lower the extraordinary floods of the River Tisza, while keeping water for the dry sunny months of <u>the draught-torn region</u> . Our job was to create an Environmental Impact Assessment, a Feasibility Study, Cost-Benefit Analysis and Application Form.
2008-10	Hungary	EU Cohesion Fund The Northern and Southern Greater Plain Development Authority in Hungary	Consultant	The Northern and Southern Greater Plain Drinking Water Projects. All together in around 500 settlements drinking water development projects were carried out from project identification to Application Form via Feasibility Study, Cost-Benefit Analysis and EIA if it was required. EU funding.
2007	Hungary	EU Structural Funded project Central Danubian Water Authority	Project & Team Leader	Feasibility Study, Cost-Benefit Analysis and the Application Form for the Bába-Szekszárd Canal – irrigation - water management project with EU funding.
2006	Hungary	EU Structural Fund Western Hungarian Water Authority	Project & Team Leader	Feasibility Study, Cost-Benefit Analysis and the Application Form for the Lukásháza emergency reservoir - small river flood protection project with EU funding.
2006-7	Hungary	Holcim Inc.	Project & Team Leader	Our company prepared the surface water modeling and analysis for a cross-border EIA for the 63 billion HUF Holcim’s new Cement factory plant at Lábatlan with state-of-the-art dynamic modeling methods using GIS data sets . Our model is an air to rain water-to soil- to erosion-to surface water model for heavy metals compiled with soil particles developed by us according to the SWAT model.

2004 - 2007	Hungary	National Development Office of Hungary	Project & Team Leader	<i>Project Manager and Team Leader of a team of 13 experts. The task of our team was to evaluate and improve the project ideas received by National Development Office of Hungary EU Cohesion and Structural Funds Managing Authority from the Ministries and Regional Development Offices in the area of environmental development</i> (drinking water, wastewater, sewer, waste, renewable energy, nature protection and natural resources, climate change/draught) and erosion. <u>Project cost varied between from 25 million up to 440 million EUR, all together 81 pieces.</u> Our evaluation included a matrix, among others consisting of cost estimations, comprehension with legislation, scientific evaluation, management evaluation, procurement plan and time schedule for project preparation and construction. My second task was to participate in contractual negotiations as a consultant to ensure the high quality of the projects to be prepared to receive future CFS grants during the period 2007-13 prepare ToR for public procurements of the projects.
2002-2003	Hungary	UNDP - GEF Municipality of Budapest	Project Manager	North-Budapest Wastewater Treatment Plant Nutrient Removal The Municipality of Budapest received a grant from the World Bank GEF program to protect the Black Sea from eutrophication, the preparation of the NBWWTP nutrient removal project, consultancy works and the other component of the project, the Gemenc floodplain project. http://www.iwmi.cgiar.org/PDF/12.pdf ,
2002-2003	Hungary	The World Bank IDA Municipality of Budapest	Project Manager	I was assigned to lead the development of the Tender Documentation of the Csomad Sludge Depositing Plant Stage IV for our Client, the Municipality of Budapest. The documentation was created according to the World Bank Smaller Works Contracts. The development was financed through the World Bank IDA Loan Agreement.

2003	Hungary	The World Bank IDA Municipality of Budapest	Consultant	Interpretation of the Relevant Hungarian and EU Legislation for the initiation of the PPP tariffs in Budapest (the World Bank). Our company, as a part of a consortium, was assigned to prepare a study about a new wastewater tariff system in Budapest. The new system was in line with PPP (Polluter Pays Principle). The study gives a comprehensive outlook at the possibilities of the new system in legal, technological and financial aspects. It was my responsibility to write a comprehensive study about the relevant Hungarian and EU Legislation related to this project. The development was a World Bank IDA Loan Agreement.
2002	Hungary	EU ISPA Fund Ministry of Environment and Water	Consultant	Zagyva-Tarna Riverbasin Management Plan, WFD – Water Framework Directive (ISPA). Our company was assigned to the Hungarian Ministry of Environment and Water to complete the ToR of the Zagyva-Tarna Riverbasin Management Plan, which is not only in Hungary but was also a novel project. in the EU. My job was to compile the already existing materials, open all the contradictions, create the final content and form, and to work with international consultants from EIB (European Investment Bank).
2000-2002	Hungary	UTB Envirotec Ltd.	Process Engineer	UTB is one of the leading wastewater, sludge and bio-solids tech. company in Hungary, owned by Indians. I have participated in several WWTP-s designs from the pre-studies to the commissioning, ranging from 10 m³/d up to 60,000 m³/day , both in communal and industrial applications. Our clients include Samsung and Bonduelle, among others. The work included recipient flow analysis (hydrology) for influential limit calculations.

Publications:

Experience on Public Utilities Development -WORKSHOP ON PROJECT PIPELINE, Budapest, Hungary 2005;

Lecturer on Environment - public utilities development: waste water, drinking water, communal waste. Participants of the workshop among others were the Hungarian Development Office, the Commission of the EU, EIB (European Investment Bank), EBRD (European Bank for Reconstruction and Development), Ministry of Environment and Water etc.

8th Conference and Experts' Forum on Environmental Management and Protection – Hungary, 2005

The Environmental Assessment of the North-Budapest Wastewater Treatment Plant Nutrient Removal Project (The World Bank UNDP-GEF)

Climate Change and the Water Industry – Practical Responses and Action – IWA 2008 5th World Water Forum

A perspective paper by the IWA Specialist Group on Climate Change

Key Author of Chapter on “Adaption and Mitigation of Low Laying Countries”

TerraGreen12 International Conference - Clean Energy Solutions for Sustainable Environment (CESSE) – Beirut Lebanon -2012

Invited Speaker and Chair - "Detection of hot spots of soil erosion and reservoir siltation in un-gauged Mediterranean catchments"

Adaptation to a Changing Climate in the Arab Countries – various events by the World Bank and the Arab League 2011-12

Advisor on Climate Change, Water Security, Flood and Draught, Gender issues.

CURRICULUM VITAE

Name: Jennifer Tugunau

Address: P O Box 788
Honiara
Solomon Islands

Nationality: Solomon Islander

Qualifications:

Institution	Diploma/Certificate
1999 Solomon Islands College of Higher Education, (SI)	Certificate in Adult Learner's Training Program (ALTP)
1994 – 1995 University of Queensland – Gatton Campus, Australia	Diploma in Applied Science (Plant Protection)
2010 – 2012 University of Queensland – Gatton Campus, Australia	Masters in Food and Agriculture Science (Rural Systems Management)

Other Trainings:

Trainings	Certificate
1995 (1 year) Gatton Campus, University of Queensland, Australia	Certificate of attainment, AGSAFE
2002 (2 weeks) Honiara & conducted by Micro Project	Certificate of attendance in Project Cycle Management
2002 (5 days) Honiara & conducted by EU Brussels	Certificate of attendance in Economical and Financial Analysis
2004 (5 days) Honiara & conducted by Mereseini Seniloli (Third Day Consultancy)	Certificate of participation in Participatory Rural Appraisal Training
2005 (5 days) Chiang Mai, Thailand & conducted by Ausaid	Certificate of attendance, International Women's Development Agency Partner's Workshop
2006 (5 days) PNG & conducted by EU AIDCO Brussels	Certificate of attendance, Environmental Integration in EC Development Cooperation
2007 (2 days) PNG & conducted by EU AIDCO, Brussels	Certificate of attendance in AIDCO Audit Training
2007 (3 days) PNG & conducted by EU AIDCO, Brussels	On the job training in CRIS and OLAS Financial Circuit
2007 (5 days) Suva & conducted by AIDCO, Brussels	Certificate of attendance in CRIS Training

2009 (5 days) Suva & conducted by AIDCO, Brussels	Certificate of attendance in CRIS UPDATE Training
2011 (5 days) UQBS Corporate Education, University of Queensland, Australia	Certificate of Attendance in Beyond Managing Projects

Language & Degree of Proficiency (1 Excellent, 5 Basic)

Language	Reading	Speaking	Writing
English	1	1	1
Solomon Pidgin	1	1	1
Marine (mother tongue)	1	1	1
Gao (mother tongue)	1	1	1

Other skills

- Computer literacy in excel, micro soft word and power point presentation
- EU Stabex 98 & 99 and EDF 8, EDF 9 & EDF 10 Operational and Financial
Circuit programs
- Full Driving License
- Common Relax Information Systems (CRIS)
- Financial Pre-audit Verification on Projects Retirement
- Impact assessment on donor funded projects (AusAid, EDF & Solomon
Islands Government funded)

Professional Skills

- Systems Thinking for Sustainability
- Evaluations of Programs and Projects
- Leading and Facilitating Groups
- Models and Strategies for Change
- Research, Development & Extension Methodologies
- Rural Community Development
- Negotiation & Conflict Management in Resource Management
- Project management Principles
- Beyond Managing Projects

PROFESIONAL EXPERIENCE

Date from – Date to Location	Company/ Organisation Position	Job Description
2012 to Isabel Province (Kaloka ward)date	Provincial ward grants Volunteer in providing Technical support in Rural Development & food security projects	<ul style="list-style-type: none"> • Provide assistance in community based project identification through Rural Participatory Approach (RPA). • Appraise community project proposals, monitor & evaluate • Provide technical support in agriculture & food security related issues. • Assist with narrative & financial reporting • Assist with pre-audit verification on retirement on ward grants • Procurement & logistics support on project materials
22.10.2012 to 09.11 Honiara & all provinces.2012	AusAid – Rural & Economic Livelihood Private Consultant (Agriculturist)	<ul style="list-style-type: none"> • Perform the primary responsibility of providing core technical expertise in food security and rural livelihoods to the review team and under the guidance of the Monitoring and Evaluation (M&E) Team Leader. • Ensuring that the advice provided in food security and rural livelihoods is in line with international best practice. • Assist the M&E Team Leader in the review of the implementation progress of the “Strengthening Food Security for Rural Livelihoods in Solomon Islands” Program against the program objectives after the first year. • Identify lessons learned in program implementation and outline any necessary adjustments in program implementation. • Assist the Team Leader to assess whether the M&E Framework is being used effectively to measure progress towards program outcomes. • Assess whether gender and disability are being appropriately addressed within the program. • Assess the effectiveness of KGA’s implementation arrangements and relationships with its partner organization (CBOs). • Assess whether the support provided by TerraCircle is meeting the needs of KGA and identify areas whether further support might be required. • Assess the robustness of the financial management system and processes for ensuring financial accountability. • Assess the effectiveness of the HR system for recruitment and performance management of staff. • Assess whether current staffing levels are adequate to manage the program, with particular reference to the workload of the program manager. • Assess whether training and capacity building of staff over the last year has been effective in addressing priority needs within the organization and identify

		<p>any additional training and capacity building requirements.</p> <ul style="list-style-type: none"> Assess progress of KGA in diversifying its funding sources.
<p>22.10.2012 to 09.11.2012 Honiara & all Provinces</p>	<p>AusAid Livelihood Project (AUD\$2.53 million Project) MTR of the Kastom Garden Association (KGA) “Strengthening Food Security for Rural Livelihoods in Solomon Islands Program” Individual Consultant</p>	<p>Implementation</p> <ul style="list-style-type: none"> *Review implementation progress against the program objectives after the first year. * Identify lessons learnt in program implementation and outline any necessary adjustment in program implementation. * Assess whether the M&E Framework is being used effectively to measure progress towards program outcomes. * Assess whether gender and disability are being appropriately addressed within the program. <p>Relationship with Partners</p> <ul style="list-style-type: none"> Assess the effectiveness of KGA’s implementation arrangements with its partner Community Based Organization (CBO) Assess whether the support provided by TerraCircle is meeting the needs of KGA and identify areas where further support might be required. <p>Financial and Human Resource Management</p> <ul style="list-style-type: none"> Assess the robustness of the financial management system and processes for ensuring financial accountability. Assess the effectiveness of the HR system for recruitment and performance management of staff. Assess whether current staffing levels are adequate to manage the program, with particular reference to the workload of the program manager. Assess whether training and capacity building of staff over the last year has been effective in addressing priority needs within the organization and identify any additional training and capacity building requirements.
<p>7th May to 22nd June 2012 Honiara and all Provinces</p>	<p>EU-Non State Actors Programme Strengthening of Network Support Programme Short Term Expert to Non State Actors Support Programme (EU Funded)</p>	<ul style="list-style-type: none"> - Revisit the Non State Actors (NSA) exit strategy and make prompt recommendations as necessary. - Provided assistance and advisory support to NSA Management in implementing the closure work plan of the program. <p>In performing this duty the consultant will:</p> <ul style="list-style-type: none"> * Familiarize with the Program Estimate 2 and advice on any outstanding activities, particularly the reporting requirements of the PE. * Familiarize with the grant contracts and provide support on any outstanding reporting requirements of the grantees and advice on any issues identified. * Assist NSA with the implementation of the grants expenditure verification. * Advise NSA with the preparation and payment of the 20% of the grants total amount. * Assist NSA plans its monitoring and evaluation activities and assist oversee the implementation of the monitoring and evaluation activities.

		<ul style="list-style-type: none"> * Assist NSA with the preparation recommendations for the NSA program asset transfer, including the grants. * Assist NSA prepare and submit the final closure file, namely the closure Record of Expenditures. * Assist NSAs with their narrative reports to be in line with the EU recommended format. * Assist NSA prepare and finalize its cumulative Fixed Asset Register (FAR) and the corresponding asset transfer recommendations to the National Authorizing Office (NAO) and European Union Delegation (EUD). * In close cooperation with NSA, provide maximum assistance to the NSA End Term Review mission. * Any other tasks requested by NAO and NSA management.
01.11.05 to 30.11.09 Honiara	EU Delegation (EDF8, EDF9, EDF10, Stabex 98 & Stabex 99 Projects) Project Administration Officer (Rural Development and Education Sector)	<ul style="list-style-type: none"> - To assist in the programing and overseeing of the implementation of development cooperation, particularly in the areas of rural development and infrastructure, agriculture and micro projects. - Work closely with the project management units and with other technical staff in the delegation and government ministries, relevant NGOs concerning the programing and implementation of cooperation programs. - To check annual work programs, service contracts, supply and works contract to ensure that they comply with EDF regulations and requirements prior to their endorsement. - Process commitments of program estimates, framework contracts, EDF payments, service, works and supply contracts using "Common Relex Information Systems". - Preparation and checking of documents in the retirement files and invoice submitted for payment. - Assist in the preparation of the annual project expenditure forecasts. - Follow up the closure of projects whenever necessary and to compile the documents required for the closure of the commitment. - Monitor the evaluation and auditing of project and project accounts, and to examine the reports and give an assessment where necessary. - Attend meetings and provide assistance in other fields as required and backstopping in the absence of other technical staff. - Undertake missions as requested in any rural development and education projects both in SI and regionally and write mission reports. - Act as an observer during tender (service, supply and works contracts) opening and evaluation. - Observe during appraisal and evaluation of grant contracts proposal for micro projects program and sustainable forestry and conservation.

		<ul style="list-style-type: none"> - Liaise with regional project implementers and NGOs that are funded by the EU - Attend to joint meetings/missions regarding contribution agreement funded projects - Provide back up support on reporting & retirement from projects & the government support unit. - Provide advice on EU procedures & guidelines to all stakeholder including other donors, relevant government ministries, NSAs & beneficiaries. <p>Others</p> <p>1. Budget Lines (EIDHR/NSAs)</p> <ul style="list-style-type: none"> - Identify potential key Non State Actors that can benefit from Budget Line Projects EIDHR/NSA - Train NSAs on proposal writing & requirements to meet EU standards to qualify for funding - Proposal Appraisals for Budget Line Funding <p>2. Agreement Projects (ADB, WB, EU & AusAid) – Rural Development Project & Rural Livelihoods</p> <ul style="list-style-type: none"> - Provide support to agreement funded projects including AusAid, World Bank & ADB. - Carry out feasibility visits to provinces to identify needs in program planning. - Attend to monthly Donors (ABD, JICA, Republic of China, World Bank, AusAid & EU) meetings/consultations on behalf of the Charge' d affaires <p>3. Regional Projects</p> <ul style="list-style-type: none"> - Appraise budget line regional project proposals for Climate change & environment by Live & Learn. - Appraise Emergency Disaster relief proposals for French Red Cross - Responsible for Devfish project from the delegation office in Honiara. - Involve in service contract tenders & recruitment for Devfish
01.09.04 to 31.10.05 (1 year) Honiara	International Women's Development Agency (IWDA) – Ausaid funded Project Coordinator	<ul style="list-style-type: none"> - Developing and managing the Women's Leadership and Well-being project component, including project planning, implementation, monitoring and evaluation using participatory methodology. - Liaising and coordinating project activities with the project coordinators of "Community Dialogue Building and Peace Education" (managed by Live & Learn) and "Vocational and Livelihood Skills Development" (managed by Apheda – Union Aid Abroad). - Missions to the communities to carry out need analysis with facilitators. - Recruiting, managing and supporting a team of eight (8) part time community facilitators to help set up activities with women group in four provinces. - Liaising with national and provincial women's

		<p>organizations, groups and network to ensure a well - coordinated and integrated project aimed at enhancing women's leadership and participation in the SI.</p> <ul style="list-style-type: none"> - Representing the community capacity and sustainable development program to Ausaid, other donors and UN agencies in Honiara. - Assist in the set-up of the Honiara office, helping to develop financial and other office management systems in collaboration with the other two project coordinators and the finance office, and ensuring that these systems are followed effectively. - Assist in the drawing up of the yearly budget for the program - Prepare quarterly reports on both narrative and financial status of the program. - Representing the country in international meetings for IWDA supported programs.
2003 (June, 3 weeks) & 2005 (June, 4 weeks) Honiara	EU Delegation – Stabex 98, Stabex 99 & EDF8 & EDF9 Part time (Project Administration Officer)	<ul style="list-style-type: none"> - Having become familiar with the European Development Fund (EDF) procedures for management of projects and programs. - Preparation of payment order and checking vouchers, certificates, receipts and other documents. - The checking of Annual Work Programs and the direction of project management in preparation of AWP's particularly in the costing and implementation of activities. - The examination of audit reports and other financial reports as required. - Follow up on the de-commitment of outstanding projects. - Process payment orders for EDF and Stabex projects.
01.09.01 to 30.08.04 (2 years 8 months) Honiara and all provinces	EDF9 EU Micro Project (Phase 1) Female Technical Officer	<ul style="list-style-type: none"> - Appraise, first site visit, implementation (including procurement and delivery) and monitoring of projects (social, income generating and agriculture projects) - Facilitate trainings for project beneficiaries and women throughout the country depending on needs identified. - Liaise with NGOs, service providers and relevant government ministries depending on needs to be addressed. - Assist in organizing activities for the women's monthly Kraft market at the Art Gallery. - Reporting monthly on project's development and assisting agriculture provincial officers with report updates. - Organize logistic support to both provincial officers and the beneficiaries.
15.01.1996 to 30.08.2001 (5 years 8 months) Honiara, Poitete and Fote Campus	SICHE – School of Natural Resources Lecturer in - Plant Protection - Horticulture	<ul style="list-style-type: none"> - Deliver both theory and practical exercises for subjects mentioned for years 1 and 2 for Certificate in Tropical Agriculture and Forestry. - Supervise, assess and manage student's projects on subjects taught - Assist with secondary school research as well as

	<ul style="list-style-type: none"> - Environmental studies - Vegetable production - Plant Botany 	<p>conduct awareness on courses provided by the school.</p> <ul style="list-style-type: none"> - Assist with the day to day activities and management of the school farm. - Organize and conduct training for in-service agriculture extension workers in the provinces. - Conduct training for women farmers, NGOs and communities. - Facilitate short-term courses for students studying at the other two campuses (Poitete and Fote campus).
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Annex 8 - Questionnaire used

Due to the fact that only a single document was handed over to the Evaluation Team prior to the arrival of the international expert to Honiara, moreover the interviews had to be started as soon as possible due to the start of the festive season, no formal questionnaire was made, although the interviews were done in an organized sequence of the targeted areas.

Methodology

The main aim of the evaluation was to assess the scope of the work done, to check to what extent the management was able to adapt to the nature of the project and whether or not expected outputs had been achieved based on the three (3) objectives of the project and in the overall capacity building of the implementing agencies. In addition to the questions raised in the ToR of this assignment, the Evaluation Team also tried to cover the following areas as well:

- - to ensure that the project strategy was both technically and financially relevant in the local socio-economic contest
- - to ensure that the outcomes-impacts achieved were coherent with the expected results and objectives of the project
- - to ensure that the project management, methods and implementation agreements in place were adequate and effective for the delivery of the project in time and within the budget
- - to examine whether the project and its activities were implemented according to the objectives and outcomes of the Project Document
- - to determine the intermediate state of the project⁶

The interviews were held according to the following sequence:

1. Working title and background of the person interviewed
2. His/her relation to the project
3. His/her role in the project
4. Their actual work based on their job description and what responsibilities she/he had during the project
5. The present state, achievements, tasks, to-do-s of the project
6. Future steps of the project
7. What they think about the weaknesses, opportunities, goals of the project
8. Access to data collected by those involved
9. Connection/communication between partners and other stakeholders
10. How the interviewee thinks the project can be improved, either with regards its results/objectives or whether the project management needs to be more result-based

⁶ The transitional conditions between the outcomes and impacts of the project that must be achieved in order to deliver the intended impacts – The ROTi Handbook- 2009 GEF

Annex 8 Evaluation Consultant Agreement Form

ACCORDING TO THE EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM I AS AN EVALUATOR:

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

Bence Fülöp

Jennifer Tugunau

Annex 9 Holistic approach of the development of the Solomon Islands

My personal experience during the 5 weeks of the MTE mission throughout the Solomon Islands is that the islanders are in transition from their traditional way of living to a mixture of modern and traditional.

In their traditional settings money and wealth were not the most important issue to obtain. Nowadays, when they need money for school fees, Chinese Noodle or to pay mobile phone call charges, their connection to/with money has changed. Also, as all human beings, they would like to simplify their activities and shorten the time allotted to work, but at the same time reach higher productivity in every field of their lives, like in the kitchen, in the garden or at sea, as it is shown by the increase in the consumption of Chinese Noodle Soup, the use of new tools in the garden or an outboard engine in the sea.

In any activity we plan we should consider these simple driving forces. If people opt for eating Chinese Noodle Soup in higher numbers than at present, we have in one way or another solved the problem of food security. On the other hand, this will cause nutrition problems, which will lead to health problems. People will no longer go to their gardens as they will no longer need the harvest, so the local knowledge will be gradually lost. In the short run, ordinary people will be happy as they will have less work and a simpler life, but the efforts and impact of this project will be lost.

Therefore, the project should provide a vision and the framework of a simpler and easier life to the communities, provided we would like to achieve the long-term sustainability of the project and the long-term sustainability of the Solomon Islands. Unfortunately, the further elaboration of this issue is out of the scope of this MTE, but I have a strong feeling that this area requires further attention and action.