

## Terminal Evaluation Management Response

### Review of “Ecosystem-based adaptation to climate change in Seychelles” (EBA Project)

**Project Title:** Ecosystem-based adaptation to climate change in Seychelles

**UNDP PIMS NUMBER:** 4775

**IMPLEMENTING ENTITY:** United Nations Development Programme

**EXECUTING AGENCY:** Ministry of Agriculture, Climate Change & Environment

**FINAL EVALUATION TIME FRAME:** December 2021 – February 2022

**FINAL EVALUATION CONSULTANT:** Mr. Jan Rijpma

**FINAL EVALUATION REPORT DATE:** 28 February 2022

**MANAGEMENT RESPONSE DATE:** 30 March 2022

### **Project Results**

**The “shadow indicators and targets” have been achieved at above 90%.** The original indicators were underachieved, but were also no longer considered due to lack of data or unrealistic targets, though were still reported upon.

**The project created some key, successful and recognized outcomes.** This especially concerned the work in upland and coastal wetlands, and the involvement of communities in these. Some of these activities were also replicated. The forest rehabilitation works were less visible, and critically commented upon by some.

**Some of the activities and outputs were not finalized** (e.g., watershed management plans, shoreline implementation plans and water bill), or implementation not started (e.g., wetland clearance in Mare aux Cochons).

**Good Knowledge Products were produced**, that contributed to increased awareness on project activities and EbA.

**Consultants and contractors work varied in quality.**

**Project Relevance:** Highly relevant project, responding to the country’s, implementing agency and donor’s priorities

**Project Effectiveness:** Rated as “Satisfactory”, mainly based on “shadow indicators”, and with outstanding wetland management activities.

**Project Efficiency:** Rated as “Satisfactory”, with very high financial delivery, pro-active and adaptive project management, but some weaknesses in project oversight, M&E and partners’ commitment.

**Overall Project Outcome:** Based on the above rated as “Satisfactory” to “Highly Satisfactory”. Almost all stakeholders rated the project as “successful” to “excellent”, mainly based on the highly visible and well-appreciated work on water management.

## Conclusions

Based on the above findings, the main conclusion from the Final Evaluation is:

The project Document was well conceived in order to address a highly relevant challenge in Seychelles through an appropriate EbA approach. However, the logical Framework was not fit for purpose and gave challenges in implementation. The project started only 2 years after approval, and the Inception Workshop didn't address the indicators and targets. Implementation also started slowly, and the first recruited Project Manager left after only 8 months. The new Project Implementation Team that was put in place functioned picked up reasonably well, but also faced challenges in making progress.

The MTR recognized these challenges and was instrumental in getting project back on track. The numerous MTR recommendations were taken on board, leading to adaptive and pro-active project management. This led to good achievements, with almost all "shadow indicators" achieved, even when facing implementation challenges, e.g., the consequences and restrictions in the wake of the COVID-19 pandemic and changing of offices. Especially the watershed management outcomes were lauded, with outstanding results in wetlands clearing and provision of ecosystem services and water through community involvement. Some of these are already replicated outside the project. Nevertheless, some activities could not be implemented or were cancelled, and some are not completed yet. Quality of consultants and contractors work also varied, which may affect future implementation and sustainability.

Project oversight through the Steering Committee, PCU and UNDP, was rated as moderately satisfactory, as these partners didn't always provide the requested strategic and technical guidance, were unclear in taking up responsibilities in monitoring and risk assessment, and didn't always follow through on agreed actions. Diverse government partners mostly reacted positively to project activities, but sometimes showed lack of commitment in follow up.

Taking all this and more details in account, the project was rated as "Satisfactory" to "Highly Satisfactory".

There are two points here that UNDP wishes to raise:

Firstly, the rating is based in part on an analysis of percentage implementation by outcomes and outputs.

Secondly, the rating is based on its tangible progress towards adaptation goals. The TE concluded that the overall Outcome based on the ratings for Relevance, Effectiveness, Efficiency is rated as "Satisfactory" to "Highly Satisfactory", see the management response table below.

### **Recommendations and Management Response**

<b>Terminal Review recommendation 1.</b> Develop project Exit Strategy that includes relevant and clearly spelled out actions, agreements, responsibilities and financing needed for follow up
<b>Management response:</b> <b>Management agrees with the recommendation.</b>

Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
1.1 Develop an Exit Strategy for EBA project to be submitted to MACCE	By end of March 2022	Project Team	The Strategy is part of the handover of the EBA project.	Draft to be submitted to MACCE.

**Terminal Review recommendation 2.** Organize a final project review meeting that will summarize the project's achievements and discusses the way forward and sustainability of project results, also based on the project exit strategy

**Management response:**  
**Management agrees with this recommendation**

Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
1. Final PSC Meeting organized and minuted.	By end of March 2022	MACCE, Project Team, UNDP	Hold a final Project Steering Committee meeting to report.	Meeting is scheduled
2. Exit Strategy shared and implemented	Dec 2022	MACCE with other stakeholders	Exit strategy to be implemented by MACCE upon project closure.	Exit strategy drafted

**Terminal Review recommendation 3.** Review and restructure the PCU, with a view to widen its role, portfolio and funding under a new leadership / management with a new Programme Coordinator) and staff (accountant + administration + communications) on Government's contracts and payroll. This could also entail a fixed pool of Project PCU project managers, as to increase job security and linkage / succession of project activities. This could be informed by a PCU evaluation.

**Management response:**  
**Management agrees with the recommendation.**

Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
3.1 Review of the Programme Coordination Unit (PCU) structure and implement	By end of 2022	MACCE	Restructuring is being coordinated by the Minister and Principal	Ongoing

recommendations for restructuring			Secretaries of MACCE.	
3.2. Ensure adequate Budget for staffing requirements and organizational structure	Dec 2022	MACCE, MFTNP, DPA	Ongoing	Ongoing

**Terminal Review recommendation 4.** The Watershed Committees established by the EbA project should be supported to sustain the watershed management results, as well as to inform possible setting up of new watershed committees or other community groups. This could be through different projects (e.g., Ridge to Reef), Funds (SGP, SeyCCAT), government agencies (CAMS, Wetland Unit, Biodiversity Conservation Management Division, new Infrastructure agency, LWMA), private sector involvement, etc.

**Management response:**

**Management agrees with the recommendation.** In the immediate short term, the watershed committees established will be sustained through the Ridge to Reef and SGP projects with longer discussions on long term financing. The management recommends investing in continuous capacity building such as training the watershed committees to conduct business feasibility assessment and exploring potential for securing long term grants through private sector or other agencies.

Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
4.1 Ensure capacity building and training for watershed committees to sustain watershed	Unlimited support / Indefinite	MACCE, District Administration Office, MNA's Office, Local Government, GOS-GEF-UNDP Ridge to Reef Project, SGP, SeyCCAT, Government Agencies, Private Sector	MACCE, Local Government, should work in collaboration with the Watershed committees. The GOS-GEF-UNDP Ridge to Reef project, SGP and SeyCAAT to provide certain support to build their capacity.	Ongoing.
4.2. Ensure political buy in and support for the Watershed Committees set up by the EBA project by the Government and as approved by the Ministry	Unlimited support / Indefinite	MNA's Office in the various watersheds, districts, MACCE	Educating and involving Members of National Assembly to support the watershed committees work.	Ongoing

**Terminal Review recommendation 5.** Discuss with North East Point watershed committee the completion of the wetland clearing and options for monitoring and maintenance.

<b>Management response:</b> <b>The MACCE unit will discuss the way forward post the final Project Steering Committee meeting and identify the relevant Departments and Agencies to be involved in the long-term monitoring and maintenance.</b> The exit strategy will propose the key actors involved for the same.				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
5.1. Conduct meetings for ongoing discussions between the North East Point watershed committee and Climate Change Department, CAMS, MACCE.	Unlimited support / Indefinite	CAMS of CCD, MACCE, North East Point Watershed Committee, BCM Division	The EBA project has organised a first meeting. The Department of Climate Change will ensure the wetland is maintained through ongoing and new contracts.	<b>Immediate</b>
5.2. Identify relevant agency for maintenance and monitoring N.E. point	Immediate	CAMS, CCD, MACCE	CAMS/CCD to assist in ensuring key players are involved.	<b>Ongoing</b>

<b>Terminal Review recommendation 6.</b> Finalize and publish the EIA for Glacis Noire for the proposed wetland reprofiling and clearing to serve as water resource for firefighting on Praslin. After approval of EIA a decision should be taken and budget granted to go ahead or not.				
<b>Management response:</b> <b>The management agrees with this recommendation. However, the EIA is expected to be completed by 31<sup>st</sup> March 2022.</b> <b>Furthermore, budgetary allocations should be identified in the 2023 budget should there be political willingness to do so notwithstanding other emerging priorities in other sectors.</b>				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
3.1. EIA report and all studies to be completed and submitted to MACCE	By 31 <sup>st</sup> March 2022	EBA project, MACCE, EAPS, EIA consultants	The ESIA study report will be submitted to the EAPS department of MACCE on 31	Ongoing

			March 2022. MACCE to follow up after EBA with EIA process.	
3.2. MACCE to conduct public consultations and endorse the EIA report	April-June 2022	EAPS, MACCE, EIA consultants	CCD, EAPS,	EIA report submitted to the MACCE on 31 <sup>st</sup> march 2022, for their review.
3.3. Identify sources of future funding/ budgetary allocations as necessary.	April-June 2022	MACCE, Adaptation Fund, GCF, SeyCAAT	MACCE working on project concepts with various Climate Finance Agencies	Ongoing

**Terminal Review recommendation 7.** Ensure that the newly envisaged Infrastructure Agency will have sufficient resources and capacities, and that climate change and environmental concerns are adequately mainstreamed in its operations, to ensure climate proofed and environmentally friendly work and maintenance can be undertaken.

**Management response:**

The Management partially agrees with this recommendation. While this recommendation will be carried forward through the Minister's office (MACCE), it would depend on the government budget and allocations to ensure such actions can be mainstreamed. CAMS and other relevant agencies must be consulted during the transition to ensure environmental concerns are taken on board within the Agency's mandate. However, it is neither within the scope of the EBA project, project team or UNDP to support the transition for the Infrastructural Agency.

Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
7.1. CAMS will liaise with the Infrastructure Agency to identify relevant resources and capacities to address environmental concerns such as clearing of drains by the wetlands.	Ongoing	MACCE	The restructuring of the Agency will enable resource mobilisation and management between the agencies.	Ongoing

**Terminal Review recommendation 8.** Ensure that the reform of water resources management between the SEC and PUC is followed up as intended, with resource management being overseen by the SEC as resource regulator and with PUC as supplier of water to consumers

**Management response:**

**The management partially agrees with this recommendation.**

The relevant reforms proposed are not within the scope of project, however with the SEC and the PUC being key departments falling within the purview of the MACCE, the MACCE can facilitate the process.

However, the intended actions may take longer given the legal implication and creating the necessary legal instruments for the management of water resources

Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
8.1. Finalisation of the Integrated Water Resources Management Bill, for review and update of the regulatory structures for SEC and PUC.	April-September	MACCE, PUC, SEC	The Integrated Water Resources Management Bill will be submitted to MACCE by EBA project, for follow up management.	Ongoing
8.2. Identify the roles and responsibilities for each department and create the necessary legal instruments for effective management and segregation of duties. SEC as resource regulator and with PUC as supplier of water to consumers	April-September	MACCE, PUC, SEC	The reform of the water resource management will be led by the MACCE, with main stakeholders, such as SEC as the identified water regulator, PUC, Agriculture Department and Health authority, to ensure clarity in the roles and responsibilities of these stakeholders in the appropriate management of water resources in Seychelles.	Ongoing

<b>Terminal Review recommendation 9.</b> Finalize the Water Bill, as this will provide the legal foundation for improved integrated and community engaged water resources management, with attention to nature-based solutions, as well as increased financing through sustainable financing mechanisms.				
<b>Management response: Management agrees with this recommendation. The Water Bill will be critical to address the long-term sustainability of the project's results and effective management of water resources.</b>				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
9.1. Finalize the Water Bill, and submit to MACCE, SEC, PUC	By 31 <sup>st</sup> March 2022	EBA project, MACCE, Consultants, AG office, SEC, PUC	Integrated Water Resources Management Bill is being submitted to the MACCE on 31 <sup>st</sup> march 2022 for follow up management.	Ongoing
8.2. Water Bill is endorsed by Cabinet of Ministers	April-September 2022	MACCE, legal consultants, SEC,	Principal Secretaries and legal consultants to submit the final Bill to Cabinet for approval	Ongoing

<b>Terminal Review recommendation 10. Develop</b> a National Adaptation Plan (NAP), possibly with available readiness support from the Green Climate Fund (GCF). In such a NAP, EbA as part of Nature based Solutions (NBS) should feature prominently, based on experience of the EbA project and others				
<b>Management response: Management agrees with this recommendation. A National Adaptation plan is expected to be submitted by April 2022</b>				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
10.1. Develop a National Adaptation Plan (NAP), possibly with available	April 2022	MACCE, CCD, GCF,	The NAP has been finalised by the	Submitted to GCF



readiness support from the Green Climate Fund (GCF).		UNDP, UNEP	Department of Climate Change, Technical Advisor has submitted a draft.	
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<b>Terminal Review recommendation 11.</b> Explore national and international climate finance opportunities in order to secure sustainable finance for climate change adaptation and Nature Based Solutions				
<b>Management response: Management agrees with this recommendation and through the support of national and international partners explore sustainable financing mechanisms to support climate change adaptation and implementation of nature-based solutions/</b>				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
11.1 Explore national and international climate finance opportunities in order to secure sustainable finance for climate change adaptation and Nature Based Solutions	December 2023	MACCE, UN, PCU, Consultants / Technical Adviser	The MACCE is working in collaboration with GCF, AF,	Ongoing
11.2. Seek innovative financing solutions through BFU and other national and international partners	December 2023	MACCE, UN, PCU, Consultants / Technical Adviser	MACCE, SeyCAAT, UNDP,	Ongoing

<b>Terminal Review recommendation 12.</b> Seek accreditation for Adaptation Fund (AF) National Implementing Entity (NIE)				
<b>Management response: Management agrees with this recommendation and is currently ongoing.</b>				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
12.1. Commence with the accreditation process for Adaptation Fund (AF) National Implementing Entity (NIE)	2023	GOS, Min. Finance, DBS, MACCE	MACCE is leading this process	Ongoing
12.2. Submission of relevant documents and updates for receipt of accreditation.	2023	GOS, Min. Finance, DBS, MACCE	MACCE leading the process	Ongoing

<b>Terminal Review recommendation 13.</b> Develop a national PPP framework, so that funding for local environment activities through this mechanism will be possible				
<b>Management response:</b> Management partially agrees with this recommendation as this mechanism cannot be developed within the scope of the project. However, the MACCE will need to explore the framework and mechanisms to enable the feasibility of these activities.				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
13.1 Develop a national PPP framework	2022	MACCE, Min. Trade, Min. Finance	This involves MOUs between Government and the Public and Private partners.	Ongoing

<b>Terminal Review recommendation 14.</b> Investigate and possibly reverse the abolishment of tax breaks for companies for Corporate Social Responsibility (CSR) activities, in order to provide funding and interest from companies in local community work around climate change and environment.				
<b>Management response:</b> Management does not wholly agree with this recommendation as this is led by the Ministry of Finance. While the PSC may be able to take this recommendation forward it is unrealistic to expect that the project may be able to influence the outcome of such financial instruments. However, within the MACCE's Biodiversity Financing Unit, there may be scope to explore innovative, sustainable financing mechanisms to support funding and interest from local companies working around climate change and environment.				
Key action(s) identified during the TE	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
14.1. Investigate the feasibility/impact of tax breaks for companies for Corporate Social Responsibility (CSR) activities.	2022	Ministry of Finance	The Ministry of Finance is coordinating	Ongoing
14.2 Conduct assessment of financial instruments that can assist in alternative financing mechanisms for climate change, nature based solutions and environment	2022	Ministry of Finance	Follow up management and discussions to be led by MACCE, Ministry of Finance	Ongoing