



TERMINAL EVALUATION OF THE SUSTAINABLE LAND MANAGEMENT PROJECT IN KIRIBATI



**REPORT to UNDP and to the Government of the Republic of Kiribati
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AN EXISTING AGRO-FORESTRY FARM AT EWENA VILLAGE, ABIANGA ISLAND



ABIANGA ISLAND COMMUNITY WET LAND ROOT CROPS MIXED FARM (Giant Taro/Normal Taro)

Figure 1a Map of Kiribati

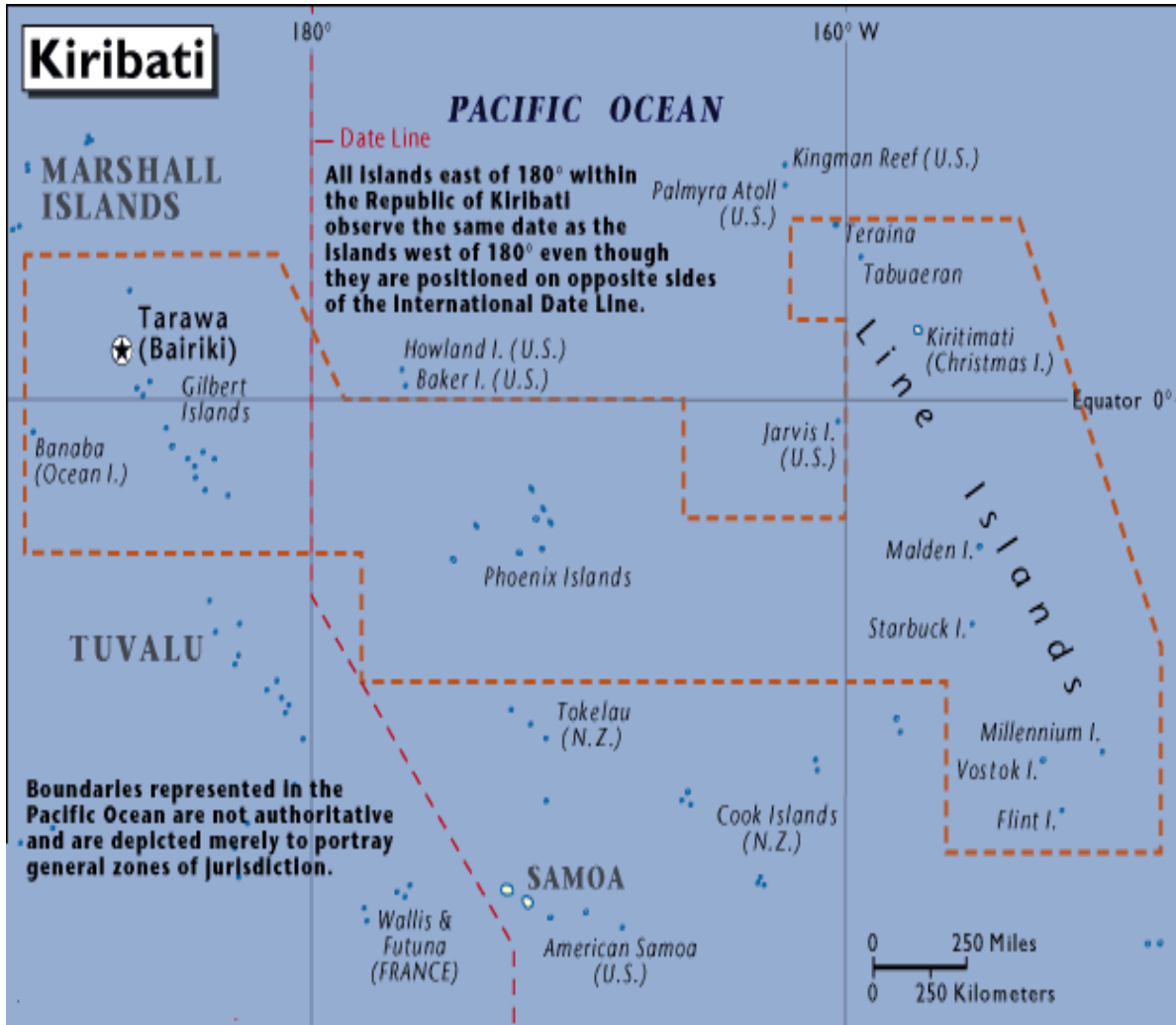


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SLM has had a short and complicated history. Despite the huge challenges I faced on the island during the duration of the consultation period especially at the time when most of the management stakeholders were committed to the final parliament sittings at Tarawa, the overall feedbacks were satisfactory to assist the Terminal Evaluation. The important results that have been produced in the final stages of the project under difficult time and information constraints reflect the high level of commitment by the project team and their advisors. Many of the serious implementation problems occurred due to the timing of the inception workshop, overlapping of the project with other externally funded projects, implementation issues, high staff turnover, limited capacity of national institutions and stakeholders and should not reflect adversely on the exceptional efforts made by project staff and consultants in the late stages to produce meaningful results from the project.

Paula D Raqeukai, International Consultant

1.0 Executive summary

Brief description of project

In 2007, the Government of Kiribati requested funding assistance from the Global Environment Facility (GEF) through UNDP, to develop local capacities for sustainable land management and to help combat land degradation that was threatening globally important terrestrial and surrounding marine ecosystems and contribute to national sustainable development goals. The government recognized that in order to address the rapidly growing problem of land degradation, national capacity needed to be built and strengthened at the institutional, individual and systemic levels.

The Kiribati Medium Size Sustainable Land Management (SLM) project was therefore developed with the view to build and strengthen national capacity to address some of the existing barriers to SLM and to support a coordinated and integrated country-wide approach to combating land degradation in Kiribati. The SLM was a three year (May 2008 – May 2011 and was approved for extension from May 2011 to May 2012) initiative funded by the Global Environment Facility (GEF) through the United Nations Development Programme (UNDP). The project aimed to: *(i) enhance and develop the individual, institutional and systemic capacity for SLM; (ii) mainstream SLM considerations into national development strategies and policies; (iii) improve the quality of project design and implementation in the development arena; (iv) develop a National Action Plan for SLM; and (v) develop a medium term investment plan that reflects the views of all relevant stakeholders. The project has a total budget of USD 1,148,250 of which USD 500,000 (including USD 25,000 GEF PDFA funding) was sought from GEF. It is managed by a Project Management Unit (PMU) overseen by a Project Steering Committee (PSC) and executed by the Environment and Conservation Division (ECD) of the Ministry of Environment, Lands and Agriculture Development (MELAD).*

To achieve its aims, a number of activities were designed to build capacity for atoll land-use planning, monitoring and utilisation in a way that minimises the impact of development and human settlement on the extremely fragile and vulnerable ecosystems so that they continue to support and protect biodiversity, livelihoods and economic growth. Furthermore, the activities were intended to contribute to strengthening individual and institutional capacity to assess land degradation, rehabilitate top soil and vegetative cover, and mainstream SLM into sector policies and national development planning.

Context and purpose of the evaluation

The three year term of the SLM project ended in May 2011 and the Government of Kiribati (GoK) was approved for a 12 months extension to enable government and project stakeholders to complete all project activities as stipulated in the Project Framework. It is expected that the findings and recommendations of this TE will assist UNDP/GEF in its consideration of any future similar project in Kiribati.

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: *i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and vi) to document, provide feedback on, and disseminate lessons learned.* A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators, or as specific time-bound exercises such as mid-term reviews, audit reports and independent evaluations.

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

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

The overall objective of this terminal evaluation is to review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide lessons learned and recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature.

Summary of terminal evaluation findings

1. As per note by the MTE (Mid Term Evaluation), there is an overwhelming support for the SLM project amongst stakeholders in Kiribati. Most of the stakeholders consulted concur that the SLM is highly relevant to the needs of Kiribati, that it has contributed to resolving the land degradation problem by providing support for land use planning, review appropriate policies and legislation, demonstrate and promote sustainable land management principles and best practices and strengthen the capacity of local staff members within ECD, the Lands Management Division (LMD), Agriculture & Livestock Division (ALD) and farming communities. Many feel that the project has contributed significantly to building and strengthening local capacity for SLM in the country and is therefore moving towards the achievement of its main objective. Some examples of evident capacity building activities sighted during our visits to one of the islands namely Abaiang Island include demonstration of organic farming practices, village community and church groups working together on land farming projects.
2. Likewise, many stakeholders believe the work programme of the SLM was directly addressing the main land degradation core issues in Kiribati, that the activities it supported were addressing government and community needs and that the experience of the project has good potential for being up-scaled and replicated in other parts of the country especially in the outer islands. Moreover, some SLM activities have already been absorbed and integrated into the work programme of key government agencies involved in implementing the SLM project, thus ensuring their sustainability post GEF funding.
3. As note under MTE that significant number of year 1 activities did not get started until well into year 2. Although this affected the timely implementation of many year 2 project activities, it is nevertheless a common and understandable phenomenon in project implementation due to late release of initial funding and the need to go through the process of staff recruitment and equipment procurement. The Terminal Evaluation finds this situation not unique to the SLM project; however, any future SLM project in Kiribati to be funded by UNDP/GEF must have an effective integrated financial system (IFS) process in place within the government to ensure a better monitoring and evaluation of financial resources that would fully achieve the expected outcomes.

4. The TE believes that the Project Document had correctly identified high population growth and urban drift as the root causes of land degradation in Kiribati. However, only a minority of activities in the work plan of the SLM directly address these root causes. While organic farming and agro-forestry initiatives are excellent examples of sustainable land use management practices in Tarawa and the outer islands as noted at Abaiang Island, they are, for all intents and purposes, initiatives aimed at addressing the problems that already exist. Thus the TE fully agrees with MTE findings that the development and implementation of a population policy for Kiribati is urgently needed and should represent an important focus for any future SLM projects. TE noted the GoK's effort in addressing this important area with other development partners such as the Office of Te Beretitenti under the KAP III and NZAID project.
5. Reducing population growth rate is a difficult challenge for any government to tackle but one that must be faced, sooner rather than later! Hard decisions need to be made at the national level so that the young generations of Kiribati could hope for a better future in the years ahead. The SLM, by not focusing immediate attention on real population and urban migration issues, is now unlikely to achieve this objective within the project timeframe. However, future SLM project in Kiribati should also focus on how to market the agricultural produces from the outer islands such as Abaiang, which could indirectly contribute to the problem of urban drift to Tarawa. As noted in (4) above the GoK has started working on this important area with other development partners for the remedy to this growing problem.
6. Investment Plans, Resource Mobilisation Strategies and National Action Plans are standard GEF and UNDP requirements to ensure sustainability of GEF-funded initiatives. Similar strategies and plans are required for Climate Change, Biodiversity, NCSA and other similar initiatives. Whilst these plans and strategies all serve useful purposes, there is limited capacity within small countries like Kiribati to coordinate the development and implementation of these plans. In this regard, the TE recommends that in future greater effort should be made to build local capacity of government, NGOs and communities to effectively coordinate and implement such plans and strategies in any future similar projects. TE note the existence of the Kiribati Integrated Environmental Policy (KIEP) which integrates all national environment priorities including climate change, biodiversity, chemicals and waste management, resource management and environment governance and monitoring. The SLM project outputs raised the profile of the importance of sustainable land management in the context of sustainable development and this is included under the priority on resource management of the KIEP. The KIEP serves as the framework document through which activities carried out under the Environment Key Policy Area of the Kiribati Development Plan (KDP). The KIEP is tied into the term of the KDP and seeks to strengthen the environment pillar and in that way effectively contributes towards the sustainable development of Kiribati. In the context of Kiribati, the UN Joint Presence Office is supporting coordination efforts through existing structures such as the National Development Coordinating Committee (DCC) and the GEF Sustainable Financing Report is referenced in the Kiribati TR Report as a way forward in bringing together resource mobilization outputs of each environmental activity.

Main conclusions of the terminal evaluation

1. On the basis of feedback received from all the consultations during the terminal evaluation of SLM, the TE concludes that the SLM project has been favourably viewed by practically all categories of stakeholders with which the project interacted in Kiribati. There is consensus that the SLM is highly relevant to the needs of the country and that MELAD has done a reasonably good job implementing it despite the various challenges especially in terms of financial evaluation and monitoring faced within.

SLM has increased the visibility of land degradation issues in the country and has helped create the awareness that is necessary to ensure a better coordinated approach to dealing with the problem nationwide. This is particularly evident at the island of Abaiang.

2. With respect to the relevance and usefulness of the SLM work programme and activities, the TE concurs with most respondents that the work programmes and activities are contributing to national efforts to address the land degradation problem. Many respondents believe that the work programmes are clear and realistic and that project management at ECD and MELAD has been effective despite high staff turnover. Project outputs are rated highly and are considered extremely useful as they closely reflect national objectives and strategies for the environment, agriculture and land management sectors.
3. The TE also concludes that the relationship between the MELAD and partner agencies is working well although communications between MELAD and groups not yet directly involved in the SLM need to increase. Regardless, the TE is satisfied that relations between the key stakeholders are effective, that SLM has contributed significantly to improving the technical capacity of these stakeholders and, while there is still room for more work in this area, the SLM has made a useful contribution to the development of overall capacity for SLM in the country.
4. Notwithstanding the positive assessment summarized above, the TE believes there are a number of areas where the government of Kiribati and UNDP need to provide further guidance to MELAD and ECD in future SLM project. Key among them is the need to focus more attention on addressing the root causes of land degradation such as facilitating the development of a Population Policy Document and the need to decentralization to outer islands to reduce population pressures in the urban areas of Kiribati, as stipulated under Outcome 1 of the SLM MSP document. The development and implementation of such a population policy for Kiribati must be considered a high priority for the government in future despite the current terminal phase ending of the SLM project.
5. Likewise, the effectiveness or otherwise of partnerships created under the SLM at the government and outer islands levels need to be documented. These partnerships are critical for effective project coordination not only in the SLM project but other future initiatives in Kiribati. Further, the TE noted that the limited participation of second tier staff in the decision making process of the SLM could potentially affect the long term sustainability of project activities and results. Finally but not the least TE supports MTE recommendation that one of the key element in this SLM concept is the development and implementation of a robust population policy and the need to decentralization to outer islands to reduce population pressures in the urban areas of Kiribati.

Summary of issues, recommendations and lessons learned

Based on the TE findings and conclusions summarised above, the following major issues, recommendations and lessons learned are offered for UNDP and the government of Kiribati to consider.

- i) *The TE noted the low rate of project delivery during the early stages of SLM implementation. It however considers this not unusual for multi-stakeholder and multi-focused projects of this nature. Project delivery picked up towards the end of year 2 and has been steady ever since despite the high staff turnover. On the basis of current progress, the TE recommends that an extension of 12 months (to June 2012) be considered for the Kiribati SLM project to enable the stakeholders to successfully complete activities now underway and to ensure the sustainability of project results and outcomes.*
- ii) *It is recommended that UNDP consider a more direct and involved role for its UNDP Field Officer in Kiribati in the monitoring and evaluation of UNDP-funded initiatives in Kiribati especially given the high cost of travel between Suva and Tarawa. In this regard, the TE was pleased to note that the UNDP Fiji had communicated officially to the Kiribati government the expansion of its UNJPO to include a UNDP Field Officer further to the request of the Kiribati government during the Joint Strategy Meeting in 2010.*
- iii) *It is recommended that the Government of Kiribati give careful consideration to the development of a Full Size Project to effectively address the ROOT causes of land degradation in the country. Such a project should, amongst other things, reflect the need to implement the Kiribati Population Policy Document produced through this MSP initiative. It is further recommended that the majority of project activities should by necessity be based at the outer islands of the group.*
- iv) *Likewise, it is recommended that the SLM project through MELAD should continue to build and strengthen their working relationships with other interested partners in the Pacific especially during this time of “donor fatigue” and tight access to project funding. It should develop and support joint SLM related initiatives with regional organizations such as Secretariat for the Pacific Regional Environment Programme (SPREP), Secretariat to the Pacific Community (SPC) and the Pacific Islands Forum Secretariat (PIFS) to share resources and knowledge and to avoid duplication of efforts.*
- v) *High Staff turnover and orientation of new staff is an issue that would need to be sorted out well in future projects especially on the issue of salary package for PMU staff. The involvement of government permanent staff in the overall project’s implementation for sustainability purpose of the project is vitally important in future projects – high staff turnover took away knowledge and capacity already built when they left the division concerned*
- vi) *Limited coordination of activities implemented by three different departments (ECD, ALD & LMD) is another issue that came out strongly during the TE consultations with stakeholders. It was noted that the responsibility of ECD and PC (Project Coordinator) in regards to the overall operation of the SLM Project was not well defined and most of the time it was depending on the leadership and personality and experience of the PC. Thus TE’s recommendation is that future project should include a full-time PM (Project Manager) and PC to assist in the implementation of AWP from all government departments. This would monitor and control any over implementation and payment of activities. Thus future SLM project need to be clear over its implementation process. The existing arrangement is for each division to keep record of their own expenditures and reports (narrative and financial reports) and report back to the PM at ECD which was not fully complied with result of lack of financial monitoring process.*

- vii) *Furthermore, communication links between executing agency and UNDP office posed difficulties at time with the cooperation of the implementing partners. TE recommends that any future issue regarding similar project should be dealt first by the UNJPO in Kiribati while the UNDP Fiji Multi-Country Office in Suva could deal only with matters that are beyond the UNJPO's capability to address.*
- viii) *TE recommends that in future SLM project that would involve MELAD as the focal point of management there should be a clear channel of communication between the project and the implementing partners which MUST involve regular meetings to take place to avoid confusion/miscommunication and misunderstanding of project implementation.*
- ix) *It was brought to TE attention that the timing of Inception Workshop just few days before Christmas in 2008 was unfavorable which basically led to the slow implementation of the project. The general feedback was that due to the commitment of the senior staff to the parliament during the period of the inception workshop, only middle staff were available to attend the workshop, where its delivery mode was of very high standard and thus most stakeholders in attendance were unable to fully understand its purpose and objectives for the SLM project. Hence, a consequent result of delay deliverance during its initial period of implementation process. Thus TE recommends that in future project that may involve UNDP or GEF must identify the best timing for the inception workshop to take place and try to avoid months that heavily involves government commitment especially towards the end of the year.*
- x) *TE note that limited capacity at human and institutional including the outer islands levels to address the sustainability issues due to limited financial resources. TE gathered from the management stakeholders that once the project ends, funding ends while GoK and stakeholders involved are expected to do what they were supposed to do under the SLM project. Thus TE recommends that in future project capacity building at ground and institutional levels should be thoroughly carried out to ensure that the concept is well understood by all stakeholders and not only the top management level positions.*
- xi) *TE gathered from the consultation that the quality of implementation in demonstration sites was not there especially in the Agro-forestry part of the SLM where this was not workable, it is a long term work, not something that the department can do and achieve within 2-3 years. It was also noted that the SLM project was to be implemented in the outer islands for the first time which would require more awareness and education/communication. Hence, TE recommends that more workshops are required in the future in order to enhance existing understanding and capacity gained in past implementation of the SLM in selected islands. However, it was noted by TE the ownership drivenness, consistent participation and involvement of local communities in some of the selected islands especially at Abaiang Island (Ewena Village), where the community leaders (Mayor, village councils and the Agricultural Society Association Committee) and the agriculture & livestock officer of the island work closely together to achieve the expected outcomes of SLM – agro-forestry model already in place. The general feedback from this island community (farmers of Abaiang Island) is that they're committed to the SLM concept through agricultural activity like agro-forestry but lacks new farming technology (example small ploughing tractors) to boost their productivity especially in the areas of land preparation, crop seedlings, fertilizers and the expected yields. Likewise, the basic micro-finance programme to assist them in their financial management aspect of farming is general lacking and would need urgent inputs from the relevant government ministry.*

- xii) *TE note that several one-off activities conducted by stakeholders which was clouded with uncertainty of its overall coordination and linkage to project objectives. For example, was EIA trainings offered under the SLM project? It was noted on record that this was reflected as part of activities undertaken under the SLM project, yet these are taken as part of the ECD overall media and awareness programs that are ongoing at the Division level. TE recommends that UNDP to further clarify on this issue in future project.*
- xiii) *TE notes that some project activities (1 – 2 activities) were not implemented at all due to staff member that was initially involved in the development of the project proposal had left ECD and the person involved to provide technical support from SPREP, had also moved on. TE recommends that in future project AWP by all implementing departments is to be provided well in advance to the Project Management Team before it carries out its activity implementation and TE also recommends that in future project a sole financial controller of budget within the executing agency should be maintained with full government endorsement to circumvent any unethical practices.*
- xiv) *TE note that while the SLM Project 2006 was designed and funds secured in 2008, there were some new additional and related programmes that were also approved in Kiribati at the same time, for example, the Sustainable Town Planning (STP), which causes the duplication and overlap in both the SLM and STP projects, especially where LMD components are concerned under the SLM Project. TE recommends that in future this matter needs administrative and technical integration by the relevant department to enhance its implementation and overall development sustainability that would meet both objectives of the two land related programmes. Opportunities to review and validate activities during the inception phase (especially during the Inception Workshop), and during annual reviews of the project (example during tri-partite reviews and/or Joint Technical Consultations need to be fully utilized.*
- xv) *TE note the various delays in submission of financial reports (quarterly and annual 2011-2012), and the project funds reconciliation with MFED, which was supposed to be carried out in a timely manner. The issue of new UNDP finance template report to use, which was introduced recently – difficult to understand and takes time to be familiar with its usage by the implementing agencies staffs. Likewise, the monthly reconciliation between MELAD, (NEA) and MFED was a major concern to the project delivery. TE recommends that in future project the government or the project should identify a qualified staff within MELAD Account and MFED that has the capacity to focus on all specific reconciliation of all externally funded projects such as SLM on monthly basis and report it directly to the PC and Project Manager.*
- xvi) *TE note the delay in release of funds from MFED to the executing agency MELAD – the necessity to satisfy the bureaucratic government process, financial regulations compliance and presence/availability of key people who have the authority to release the warrants was considered as one of the major causes of delay in the implementation phase. TE recommends that in future project the PMU to inform NEPO staff in advance regarding the Project funds that need to be released and communication network between NEAs and IA to copy NEPO staff members (Director and appropriate staff member) should be accessible and kept open at all the time during the project implementation period.*

- xvii) *All implementing stakeholders in Kiribati were surprised of the misleading advice from the Fiji MCO on the remaining SLM funds at UNDP Suva Office at the end of the project extension period in October 2011. This wrong advice given on remaining funds vastly contributed to the overspent budget and misunderstanding on things that GoK need to be completed before the project ends. Thus in future project, TE recommends as above (vii), communication line on such issue need to be sorted first with UNJPO before UNDP Suva Office is invited to intervene. Furthermore, the UNDP 80% acquittal rule - spot check is now in place, to check on the project's expenditures accumulated from inception to date (that payments are proper, etc) need, which is a regarded as Project's Funds Reconciliation issues. On this issue TE recommendation is referred to (xv) above.*
- xviii) *TE proposes that a Disaster Risk Management and Land Administration (DRM) model (**Appendix 8**) that was fully discussed during the terminal evaluation workshop, and was adopted as a relevant idea from other SLM project countries should be adopted by the GoK as part of its long term sustainability in terms of good governance, knowledge and capacity in the management of land resources. TE recommends that in future a national land steering committee should be formed by all the SLM stakeholders in Kiribati to oversee the implementation of similar projects and offer vision and directive for the sustainability of the SLM concept.*
- xix) *Overlap of the SLM project activities with other externally funded projects in particular the Urban Development Programme (formerly known as the Sustainable Town Programme (STP)). There were activities supposedly to be covered under the SLM which were also included in the initial scope of the UDP project. This contributes to the lack of clarity by the implementing partners of the project on the project activities to be implemented.*
- xx) *Storage and achieving of project outputs including data, reports and publications. Despite the SLM having a relevant activity on improving and strengthening of the above (data, reports and publications), it is still a challenge to seek specific reports on specific outputs from the UNDP due to missing copies.*

2.0 List of Acronyms

AFP	Agro-Forestry Program
ALD	Agriculture and Livestock Division
AWP	Annual Work Plan
BTC	Betio Town Council
CBD	Convention on Biodiversity
ECD	Environment and Conservation Division
EIA	Environment Impact Assessment
GEF	Global Environment Facility
GIS	Geographic Information System
GM	Global Mechanism
GPS	Global Positioning System
GoK	Government of Kiribati
IFS	Integrated Financial Strategy
KANGO	Kiribati Alliance of Non-Governmental Organisations
KDP	Kiribati Development Plan
KIEP	Kiribati Integrated Environment Policy
KOFA	Kiribati Organic Farmers Association
LMD	Lands Management Division
MELAD	Ministry of Environment, Lands and Agriculture Development
M&E	Monitoring & Evaluation
MDG	Millennium Development Goals
MSP	Medium Size Project
MTE	Mid-Term Evaluation
NAP	National Action Plan (for SLM)
NAPA	National Adaptation Plan of Action
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organisation
PIPA	Phoenix Islands Protected Area
PIFS	Pacific Islands Forum Secretariat
SLM	Sustainable Land Management
SLMP	Sustainable Land Management Project
SOER	State of Environment Report
SOPAC	South Pacific Geo-science Commission
SPC	Secretariat of the Pacific Community
SPREP	Secretariat for the Pacific Regional Environment Programme
STP	Sustainable Towns Programme
TE	Terminal Evaluation
TUC	Teinainano Urban Council
UDP	Urban Development Programme
UNDP	United Nations Development Programme
UNCDD	UN Convention on Combating Drought and Desertification
UNJPO	UN Junior Professional Officer

3.0 Introduction to the report

3.1 Purpose of Evaluation

The “Building Capacity and Mainstreaming Sustainable Land Management in Kiribati Project” (SLMP) is a GEF/UNDP project that commenced in May 2008 and was scheduled for closure in May 2011. However, it was extended from May 2011 to May 2012 after a formal request from GoK was granted by UNDP/GEF. The objective of the project was “to strengthen the enabling environment for sustainable land management while ensuring broad-based political and participatory support for the process.”

This Terminal Evaluation is an independent review, as required by GEF and the Project Document that aims to determine progress made towards the achievement of outcomes; to identify the relevance, effectiveness, efficiency and timeliness of project implementation; to highlight issues requiring decisions and actions; and to present lessons learned about project design, implementation and management. Terminal evaluations are intended to review overall project design, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and review the extent to which the project addressed the recommendations in the Mid-Term Evaluation. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from project monitoring. The Terminal evaluation provides the opportunity to evaluate overall project success or failure and to make recommendations for consideration in future projects.

This report presents the findings of the Terminal Evaluation Team charged with the undertaking of the Final Evaluation of the Kiribati Sustainable Land Management (SLM) project from December 10 to December 20, 2012. The report represents the wide range of views and opinions expressed by numerous stakeholders during extensive consultations with government officials, Terminal Tripartite Meeting Report for the Kiribati SLM Project, the Final Terminal Evaluation Workshop, representatives of local and regional non-governmental organisations (NGOs), community groups and individuals, donor governments and agencies.

3.2 Key Issues Addressed

The following key issues were identified in the initial review of project documents:

- Divergence from original project document and expectations
- Extent of changes in NSDP and sub-national development plans to promote SLM
- Integration of SLM technical guidelines into government operations
- Capacity development/awareness building of SLM trainees to utilize the training
- Quality, dissemination and usefulness of the SLM Best Practices
- Degree of government support and commitment for a draft NAP and implementation measures and incentive constraints
- Number and quality of SLM project proposals prepared and prospects of funding
- Effectiveness of project coordination mechanisms within MELAD and related institutional factors affecting project performance
- Effects of project delays and staff turnover on project results
- Contributions of the project to government policies and initiatives on SLM

3.3 Methodology of the Evaluation

The *GEF Terminal Evaluation Guidelines* specify three criteria to be used in assessing level of achievement of project outcomes and objectives:

- **Relevance.** Were the project's outcomes consistent with the focal areas/operational program strategies and country priorities?
- **Effectiveness.** Are the actual project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from such projects.
- **Efficiency.** Was the project cost effective? Was the project the least cost option? Was project implementation delayed, and, if it was, did that affect cost effectiveness? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects¹.

GEF terminal evaluations strive to be evidence-based, transparent and participatory. They are to comply with the *GEF Monitoring and Evaluation Policy*, the *UNDP Evaluation Policy*, and the *Guidelines for GEF Agencies in Conducting Terminal Evaluations*. The evaluation was also guided by Terms of Reference (ToRs) that were provided by UNDP Kiribati. The new *Evaluation Policy of UNDP* (2011) also states that project evaluations are to assess the efficiency and effectiveness of a project in achieving its intended results, as well as the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes.

The evaluation commenced on December 10, 2012 and will be completed by the end of January 2013. Data collection and discussions in Kiribati occurred in the evaluation field mission from December 10 – December 20, 2012 (**Appendix 2**). Preliminary observations from the mission were presented within a debriefing note during the final day of the mission at a full day workshop.

The four components of the evaluation – 1) *Project Design*, 2) *Project Implementation*, 3) *Project Results (including sustainability and capacity building)* and 4) *Lessons Learned* addresses the list of subcomponents indicated in the ToRs (**Appendix 1**). “Evaluation Criteria” were proposed to further define the basis for the data collection and the general indicators for evaluating the sub-components (**Appendix 6**).

The approach to the evaluation was based on (a) review of documents and reports that describe progress on project outputs, outcomes and objectives as per indicators in the project designs, (b) interviews with project participants and stakeholders to verify achievements and to identify issues related to project design and implementation, (c) guided stakeholder group workshop discussions that reviewed project results and lessons learned, and (d) selective site visits to compile evidence of local achievements and to consult with beneficiaries and participants.

The interviews were assisted by an Interview Guide (**Appendix 4**) which provided lead questions that facilitate consistency and triangulation of responses from those interviewed (**Appendix 3**). The evaluation involved an objective and independent review of the *weight of evidence* compiled from reports, interviews/group discussions and site visits.

¹ GEF, Guidelines for GEF Agencies in Conducting Terminal Evaluation, n.d.

The documents reviewed are listed in **Appendix 4**. The evaluation methodology sought to compare the pre-project baseline conditions to current conditions. A summary of the status of project outcomes and outputs was prepared for this comparison (**Appendix 7**). The SLMP results framework was revised in 2009. The terminal evaluation is based on both the original as well as the revised framework.

In accordance with UNDP/GEF evaluation requirements, the project results, implementation, sustainability and M&E systems are to be rated according to the following criteria: *Highly satisfactory* - no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency; *Satisfactory* - minor shortcomings; *Moderately satisfactory* – moderate shortcomings; *Moderately unsatisfactory* - significant shortcomings; *Unsatisfactory* – major shortcomings; and *Highly unsatisfactory* - severe shortcomings.

3.4 Structure of the Evaluation

In addition to the one day official workshop (Wednesday 19 December 2012 at Otintaai hotel, Tarawa), structured and semi-structured face-to-face interviews were also held with project stakeholders including staff of relevant government Ministries, NGOs, and local communities prior to this workshop. An island visit of three (3) days to the Abaiang community (an island north of Tarawa, 15 minutes by plane), a site visit to the Agriculture station and agro-forestry plot on Tarawa provided an ideal opportunity to observe progresses on the ground as well as identifying successful completion of SLM projects and consulting with staff that are directly involved in the implementation of agricultural related activities of the SLM. A site visit to the new Temaiku settlement area was also undertaken which included rapid assessment of some key water catchment areas. An observatory tour of the Betio Township (the centre of the population growth problem) was also organised. Likewise, a briefing of the project was done at the UNDP main country office in Suva and the UNDP officer in Kiribati.

Although the TOR provided a clear mandate for the TE, the Team adopted a broader approach to the consideration of issues intruding on the project (e.g. impact of climate change). This is because the key issues (population growth and urban drift) affecting the project is beyond the ability of the project to resolve by itself. In fact, land issues in Kiribati are so complex that a highly consultative approach was considered critical. Engaging communities outside the project area, for example, was considered crucial in this context.

4.0 The project’s development context

4.1 Project start and duration

The Kiribati SLM is a three year project starting in June 2008 to June 2011 and was grant extension by UNDP/GEF from May 2011 to May 2012. The project has a total budget of USD1, 148,250 of which USD500, 000 was provided by the GEF.

4.2 Project Objectives

The project is expected to contribute to the sustainable management of Kiribati’s land and marine environment, strengthen resilience of land resources and maintain and improve ecosystem health, stability and functions.

The project’s goal is the “achievement of the MDGs and sustainable development goals established by the people and government of the Kiribati through the achievement of national environmental, socio-economic and SLM objectives”.

The project's objective is to "strengthen capacities and build an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilisation of scientific and socio-economic data, approaches and strengthened capacity at the systemic, institutional and individual levels to address land degradation issues". Progress towards the achievement of the goal and objectives of the project are discussed in details in the Section 4 of this report.

4.3 Problems the project sought to address

The Kiribati State of the Environment Report (SOER) in 1994 identified the environmental problems of Kiribati and South Tarawa as: unmanaged waste disposal, growth of squatter settlements and insufficient sewage systems leading to ground water contamination, uneven distribution of population and the strain this places upon its environment, coastal erosion and loss of terrestrial and coastal vegetation.

An overall assessment of public discomfort demonstrated that degradation of the land on south Tarawa, where many of the developmental activities are centred, was of greatest public concern. For example, the land on South Tarawa is the most highly contaminated locations in Kiribati due to spillage of petroleum products from many petroleum storage facilities. Secondary to land degradation were complaints relating to problems with the air and land caused by the public sewage system and animal farms.

Land instability is caused by sand mining, sea wall construction, infrastructure development, and inappropriate urban development. These problems have been increasingly exacerbated by natural processes, including more frequent and stronger tidal and wave actions, accompanied by strong storm activity.

The Project Document had identified the main barriers to achieving sustainable land management as:

- a) SLM has not been mainstreamed in to urban and overall land use planning, national development policies, strategies, legislation and regulations;
- b) Low national human and institutional capacity for SLM;
- c) Lack of stakeholder awareness about the seriousness of the land degradation problem and the need for SLM;
- d) Lack of funds to implement effective SLM programmes.

In an effort to address and remove the above barriers, the SLM project was focused on:

- i) Develop capacity for atoll land use planning, monitoring and utilization in order to minimize the impact of development on human settlement on the fragile and vulnerable environment;
- ii) Strengthen individual and institutional capacity to assess land degradation, rehabilitate top soil and vegetative cover and protect catchment areas;
- iii) Mainstream drought preparedness into national disaster management strategies, sector policies and national development planning.

4.4 Main stakeholders and beneficiaries

The main project stakeholders and beneficiaries are the government agencies (MELAD, ECD, Agriculture, and Land Management Planning), NGOs and some farming communities. Other beneficiaries of the project included communities on other outer islands who benefitted from lessons learned from the project experience. Other Pacific island countries that face the same land degradation problems as Kiribati are also likely to benefit from the sharing of information and experience with the Kiribati project.

4.5 Results expected

The project was expected to deliver benefits at the global and national levels as follows:

Global benefits:

- Strengthening and protecting unique atoll terrestrial and surrounding marine ecosystems and services that are globally unique;
- Development and sharing of information on SLM and documentation of traditional knowledge for purposes of improving the global knowledge base and promoting best practice;
- Contribution to conservation of globally important biological diversity;
- Contribution to the achievement of internationally agreed MDGs.

National benefits:

- Strengthened capacity of national institutions and stakeholders to design, implement and monitor land use practices in an integrated, holistic and participatory manner;
- Enhanced capacity to generate and manage information on land resources and land use and use them to achieve SLM goals;
- Rate of land degradation in urban areas minimized and ecosystem services and functions maintained.

Likewise, the expected results are summarised in **Appendix 7** based on the original and amended (2009) logical framework. The three (3) project outcomes and 11 outputs include:

Outcome 1 & 4: Proposed Draft National Action Program (NAP) to be completed.

Output 4.1: NAP validated through local, provincial and national workshops.

Output 4.2: NAP to be finalized adopted by the GoK

Output 4.3: Nation-wide dissemination of the contents of NAP, among all levels of the Kiribati people.

Outcome 2: Institutional and human resources capacity to plan and implement SLM is enhanced.

Output 2.1: Capacity development and enhancement of human resources and institutional capacity for SLM at local, provincial and national levels, including but not limited to training on landscape-based land use planning, GIS, resource economics, Payment for Environmental Services and data collection and analysis.

Output 2.2: Decentralized Community Learning Networks (CLN) for SLM and NRM

Output 2.3: Regional landscape-based land use framework developed for the outer islands in Kiribati and its coastal areas (covering protected and non-protected areas within all the outer islands especially within Gilbert and Line islands).

Output 2.4: Demonstrations of SLM best practices and ecosystem-based and diversified rural livelihoods in Tarawa, Bairiki and Betio districts.

Output 2.5: Study and policy analysis to provide insights to relevant institutions to enhance gender participation in SLM.

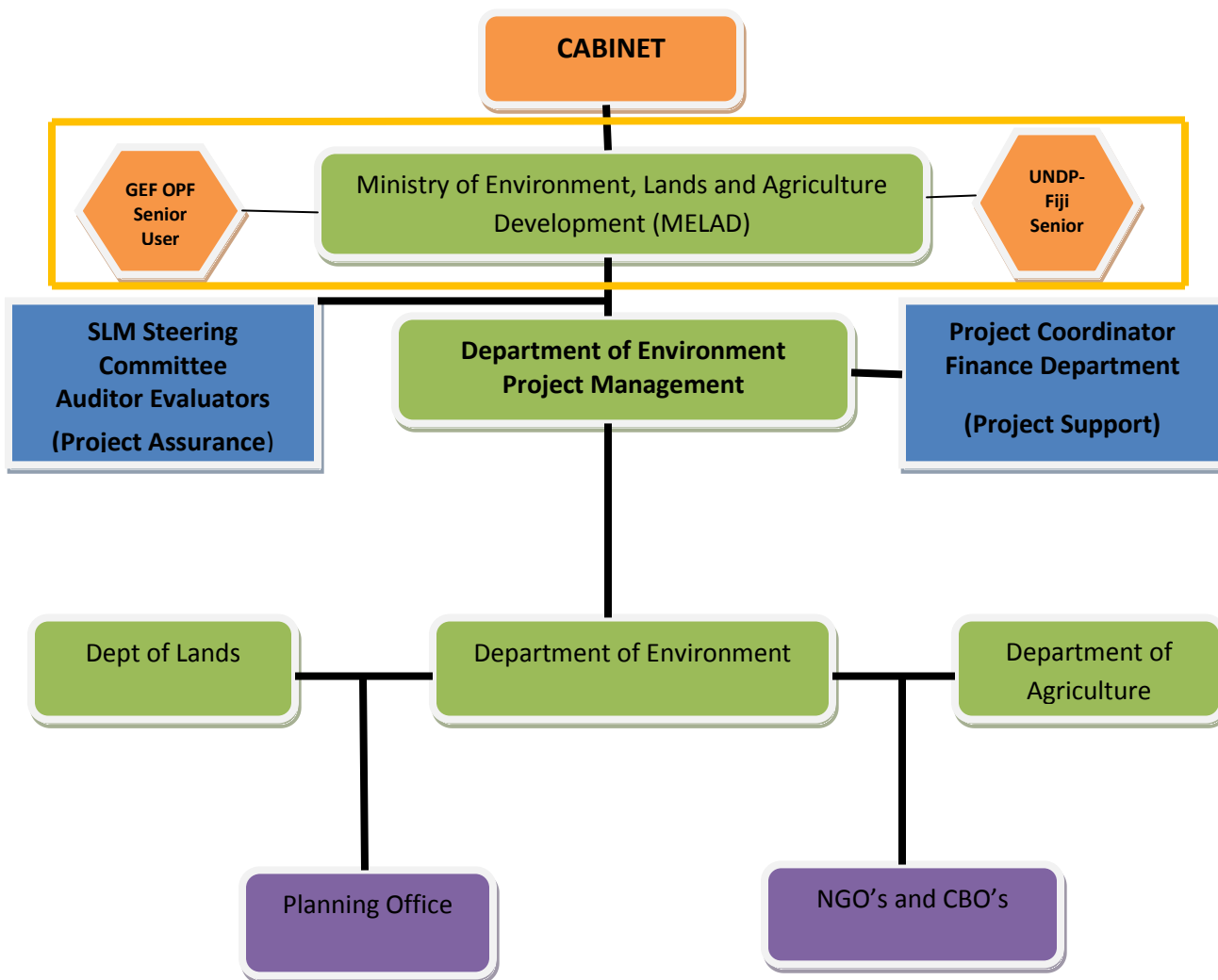
Outcome 3: SLM is integrated into national and sectoral policies and regional planning.

Output 3.1: SLM is incorporated into the National Strategic Development Plan (NSDP) and national sectoral policies and regional planning. This will include policy analysis to provide insights to MELAD to promote and coordinate environmental sustainable forestry and agricultural land management for rural livelihood improvement.

Output 3.2: Sustainable land management integrated into provincial development planning.

Output 3.3: Resource mobilization for SLM through the development of project concepts and a medium term investment plan.

Figure 1: Project Management Structure for Kiribati SLM



5.0 Findings of the Terminal Evaluation

This section provides the findings of the TE presented in accordance with the Evaluation Report Outline in **Appendix 1** of the TOR.

5.1.1 Relevance of project design

The Project Document correctly identified high population growth and urban drift as the root causes of land degradation in Kiribati. However, output indicators are sketchy on this and there are no specific activities in the work plan of the SLM that directly address these root causes except the development of a population policy. While urban planning, organic farming and agro-forestry initiatives are excellent examples of sustainable land use management practices in Tarawa and the outer islands such as Abaing Island, these will not be adequate to arrest or reduce the high population growth rate or stop urban migration - the underlying causes of the land degradation problem in the country. The general response from stakeholders in regards to the project design was that there were too many expected outputs in the project proposal which also contributes to the slow delivery as most of the staff on the ground were not fully aware of the project outcomes.

Reducing population growth rate is a difficult challenge for any government to tackle but one that must be faced, sooner rather than later! Hard decisions need to be made at the national level NOW so that the young generations of Kiribati could hope for a better future in the years ahead. The SLM, through support for the development of a population policy for Kiribati intended to do just that. Unfortunately, the delay in the development of this policy means there is now little time remaining to achieve this critical activity of the project.

5.1.2 Country ownership of the project

The project has had a very high degree of country ownership in that implementation was managed directly by MELAD and the draft NAP preparation has been guided by a well defined set of national SLM issues and priorities. While SLMP has had significant implementation delays, the current products strongly reflect the particular SLM risks and opportunities in Kiribati and will provide specific and useful guidance for future programming.

The country ownership of the project was tempered by the fact that the emphasis on the draft NAP and the cooperative support given of the three (3) implementers (ECD, AD and LMD) preparation has been largely driven by the requirements and support provided under UNCCD which emphasize national policy and investment planning documents. However, interesting to note the lack of understanding of IFS in particular to provide a format and consultant-driven approach that some of the stakeholders view as interesting but not necessarily realistic for Kiribati with regard to the national budgeting system. TE views this as a challenging issue that all stakeholders would need to carefully consider in future to enhance better SLM investment framework.

The MELAD specifically through the ECD has been the driving force behind the SLM project. ECD, Agriculture and Land Management Divisions of MELAD are collaborating well in project implementation and there is overwhelming support from other stakeholders especially at community level that the project and its activities are highly relevant to the needs of Kiribati. Some project activities such as production of gender tools and composting were outsourced to NGOs such as KANGO and KOFA respectively. The ease with which some project activities have been integrated into the work of other programmes and agencies is a clear signal of the high support for the SLM project and the importance of land degradation issues to the government of Kiribati.

5.1.3 Stakeholder participation

The TE believes the main stakeholders had participated well in the project implementation under the leadership of the ECD during the duration of the project. However, the TE was concerned that the level of understanding and awareness about the SLM below the Head of Division level was rather low and needs to be further developed in future projects. TE noted that some of the stakeholders staffs consulted were been recently appointed to their positions and have very little experience or understanding of SLM activities. Others suggested that community group's participation has been increased during the last twelve (12) months of the project especially in the outer islands such as Abaiang where agro-forestry farms were carried out by the rural farmers. The sustainability of SLM activities is dependent on providing more opportunities for second level staff, NGO and communities (district / traditional councils) to participate more actively in project implementation.

5.1.4 Replication approach

The TE was impressed with the speed with which agricultural activities have been replicated at Abaiang Island, which was one of the outer islands of Kiribati that had the support of the SLM project. From its humble beginnings on three islands, the SLM has supported the replication of organic farming and composting activities in another twelve islands (Nonouti, Onotoa, Nikunau, Tamana, Arorae, Tabiteuea North, Tabiteuea South, Abemama, Bemu, Abaiang and Butaritari) of the group and work is continuing with the help of the government. Further, the SLM has supported the development of the Temaiku Bight resettlement plan² and there is potential for this plan to be used as a model for similar plans in other parts of Kiribati (e.g. Line Islands and Christmas Islands) where the resettlement programme is likely to expand. Other stakeholders, especially those living close to water catchment areas will need to be provided information on the activities of the SLM to prepare them for future integration into land management activities in the country.

5.1.5 Cost-effectiveness

TE believes that one aspect that limited the effectiveness of project implementation was the lack of a coherent and well-understood strategy such as IFS to guide the project team and participants. The Inception Phase proposed an approach based on inter-sectoral planning and a landscape level and ecosystem approach for landscape connectivity across legal land classifications with links to the comprehensive landscape study of the Kiribati waste/water/coastal erosion/biodiversity/sustainable development management, conservation protection and control management to be undertaken by ECD³. The strategy was to link capacity development with learning-by-doing besides adding formal training activities for developing specialized skills such as GIS, remote sensing and EIA for planning and piloting and monitoring of best SLM practices as part of inter-sectoral landscape level planning exercises and formal presentations of results at policy level.

To a large extent, there has been a conscientious effort to keep project costs within budget. Under spending by the project is mainly the result of activities not being implemented due to the long process involved in recruiting or replacing staff and expertise from within or outside the country to implement certain technical activities. Financial reports are closely monitored by UNDP who approves any variation in costs.

² The Temaiku Bight project is a government reclaimed lease land planned for resettlement to assist alleviates the pressures due to urban overcrowding on South Tarawa especially in Betio.

³ MSP, GEF, UNDP, Inception Report, Building Capacity and Mainstreaming Sustainable Land Management, February 2009

However, interesting to note from stakeholders that there were limited coordination of activities implemented by the three different government departments (ECD/AD/LMD) that had contributed significantly to the over implementation and sometimes over-cost SLM activities. As noted under TE's recommendations and lessons learned that in future project, all implementing departments should provide Annual Work Plan (AWP) well in advance to the project manager to avoid duplication of activities that would lead to over-cost SLM activities. Likewise, regular meetings of implementing departments must be consistent to address AWP and resource implementation.

Overall, organic farming practices are helping people and communities produce their own food thus saving on costly imported food. Farming is also providing a source of self employment for many previously unproductive individuals especially in the outer islands such as Abaiang, where an Agricultural Farmers Society was recently formed by most of the rural farmers to spearhead the selling of their produces such as pumpkins to the main islands of Tarawa. Furthermore, community and political buy-in for the Temaiku resettlement project has increased the profile of the SLM project and will augur well for latter efforts to replicate its activities in neighbouring communities.

The high staff turnover in project management and the recruitment of new staff and consultants and the delay of PM led to the time losses in project strategy implementation which subsequently led to the delays in NAP preparation. The slow start-up of the project, weak direction and the general lack of clarity about the SLM concept and the appropriate means of cross-sectoral promotion imposed major barriers to its overall progress. The project strategy in the last year of the project was to finalize a NAP in accordance with UNCCD protocols, which to date is yet to be endorsed by the cabinet of the Kiribati government.

5.1.6 UNDP comparative advantage

The TE team is unable to present a fair analysis of UNDP's comparative advantage as there was no other Organisation of similar status involved in the project to compare it to. Thus the TE team fully supports the statement made by the MTE team which states that the UNDP has the experience in project management, its physical presence of its office in Kiribati in addition to its network of technical expertise around the region and the world together with its ability to easily access information world-wide for project management purposes, the organisation is well placed and equipped to be the implementing agency of the SLM project.

5.1.7 Linkages between the project & other interventions within the sector

A particular strength of the SLM is that many of its activities are directly linked to on-going activities of the SLM stakeholders. As a result, the preparation of the urban planning policy has now been integrated into the activities of the Tarawa Town Council (TTC) and the agriculture policy is being reviewed with the integration of SLM principles into existing policies and legislation being carried during the last phase of the project. Organic farming, composting and agro-forestry initiatives are consistent with community activities of the Agriculture Division, Taiwanese, SPC and FAO. SPREP, SPC and SOPAC have also provided specific technical training as part of their own overall support to Kiribati. Stronger linkages to other relevant ongoing projects such as NAPA, POPs, NCSA, and NBSAP still need to be built through government coherence effort to ensure sustainability of development and resources.

During the course of public consultations, the TE was surprised by the lack of any direct reference or concern by the stakeholders to the potential impact of climate change on land management in Kiribati especially at the community level. Kiribati has been at the forefront of Pacific calls for assistance to combat the effects of climate change and it was surprising that this was not raised as a major local concern despite the apparent evidence of soil erosion on most of the coastal of the outer islands. There are on-going projects on climate change in Kiribati and links between these and the SLM needs to be emphasised, integrated and established.

Follow up discussions on this matter suggest that there was significant work still to be done to make this connection more visible and appreciated by the wider public.

5.1.8 Indicators

Appendix 9 (Strategic Results Framework) to the Project Document provides a list of key performance impact indicators for the SLM project with which project success is measured. The ECD and the Project Assistant were largely responsible for implementing the project work plan in the absence of the Project Coordinator and were generally effective in following up on work plan implementation although they were not well aware of the existence of the Logical Framework (**Appendix 7**) as a monitoring tool for the project. The matrix in **Appendix 7** of the TE report provides an analysis of project performance based on the indicators provided in **Appendix 9**. Activities highlighted in light blue are either completed during the extension phase of the project or are deemed to be taken over by the respective government departments at the end of the project.

5.1.9 Management arrangements

The Project Document and Figure 1 (page 20) provides clear management arrangements for the Kiribati SLM project. The Minister for Environment, Lands and Agriculture Development has overall responsibility for the project and reports to Cabinet for the achievement of outcomes and outputs. MELAD on the other hand is the executing agency and was to collaborate closely with the Departments of Lands and Agriculture. The Environment and Conservation Division (ECD) within MELAD is the main agency of government responsible for implementing the work plan of the project. The Head of the ECD, the Coordinator and Assistant Coordinator are the main staff behind the project implementation and coordination.

A Project Steering Committee (PSC) comprising members of the previously formed UNCCD Thematic Working Group was to provide guidance to the Project Management Unit (PMU) on project implementation and monitor progress through reports of the Project Manager and Coordinator. However, the inconsistency of PSC meetings was also seen as a contributing factor to the slow delivery and unplanned implementation of some project activities that causes some financial unethical practices.

TE noted that the UN had adopted a streamlined M&E approach during the life programming cycle (2008-2012) where individual project Tripartite Reviews (TPRs) were replaced by Joint Technical Consultations (JTCs) and Project Steering Committees replaced by Joint Strategy Meetings (JSM). The TE believes these are significant changes which fall under the joint mandate of UNDP and government of Kiribati. In view of the many changes that have occurred at the project management level in Kiribati, the TE gathered that a formal meeting between UNDP and MELAD on behalf of the government of Kiribati had taken place in September 2011 that had clarified and adopted a newly approach M&E during the extension phase .

5.2 Effectiveness and Efficiency of Project Implementation

5.2.1 Project implementation

Based on information provided in the SLM _ LMD report on 10 December 2012 during the terminal tripartite meeting, 55 of the 62 (89%) SLM project activities (including the extension phase new activities) have been completed. Three (3) activities (5%) are ongoing leaving just four (4) or (6%) to be implemented. Thus the completion rate is a high 89% at the end of the extension project period, the rate of project delivery (i.e. number of completed and on-going activities) is a very high satisfactory of 94%. The pending activities will be integrated to form part of MELAD Ministry Operational Plan (MOP) as relevant under each relevant Division (ECD, ALD, and LMD) for annual work program for 2013, as appropriate. Project expenditures to date accounts for 102% of UNDP/GEF funding with more than 53% spent on consultants alone and overall the project overspent by approximately US\$10,000.

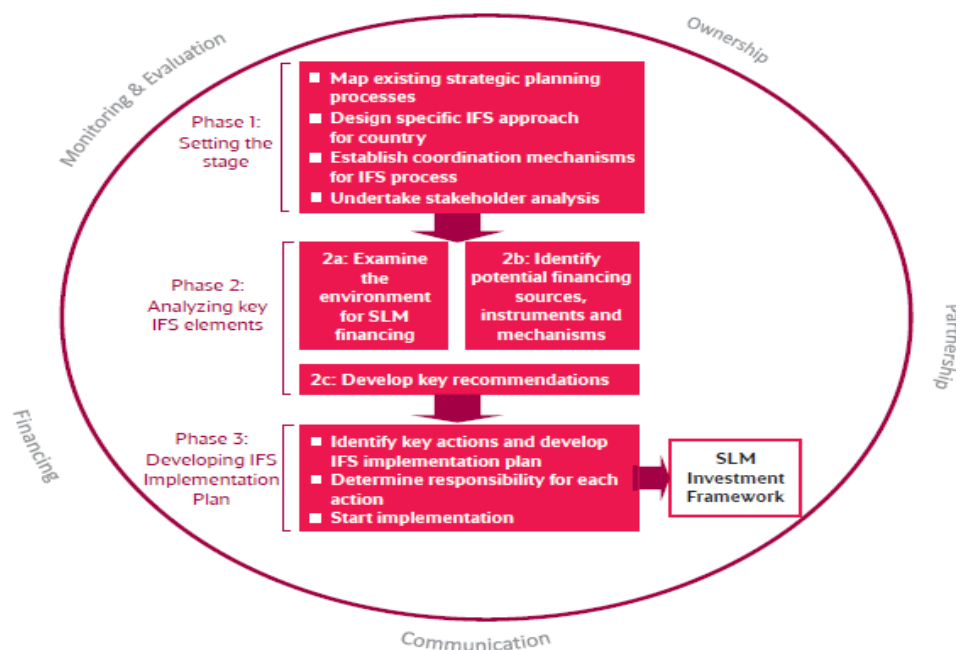
This high demand for consultants underscores the acute lack of in-country capacity to implement technical activities of the project. The majority of stakeholders consulted during the TE agreed that the ECD has been effective and efficient in the disbursement of SLM resources for the implementation of project activities. Although some delays were experienced especially during the early stages of project implementation, by and large, funds have been made available in a timely manner and inter-agency collaboration at senior staff level has been effective especially between ECD, Agriculture and Lands. Despite the above positives, the implementing stakeholders collectively agreed that close coordination of work-plan activities and budgeting was deficient.

The Agriculture and Lands Management Divisions have been particularly active in the implementation of project activities, the former in the promotion of organic farming, composting and agro-forestry and the latter on land use planning and training especially in the outer islands. TE believes that one of the likely long term impacts of these SLM activities on the islands will be the reduction of the rural urban drift to the main island of Tarawa.

5.2.2 Financial planning

As far as the management of project finances is concerned, the TE is satisfied with the way MELAD has been handling this with support from the Ministry of Finance. Except for isolated cases where funds were confused with those of other UNDP-funded activities in Kiribati or acquittals from the implementing agencies being sent directly to the ministry of finance and planning without the knowledge and approval of the project manager. Overall TE is satisfied that SLM funds have been well managed and released on a timely basis. Financial reports follow the UNDP format and are usually submitted on time. An area of concern for the TE is the continued delay in the development of the Integrated Financial Strategy (IFS) for SLM (output 4.2). According to some of the main stakeholders consulted during the evaluation that a major reason for the delay is the fact that no one on island seems to know what this is about or for what purpose it was needed. Even those who claimed to have been involved in the project design cannot recall when this activity “slipped” into the work plan. Whatever the reason, it is clear that MELAD does not consider this a priority activity at this stage and with this in mind the TE recommends that in future UNDP/GEF and MELAD review the need for this activity to be rightly in place and understood by all the implementing stakeholders in future projects.

A Simple Integrated Financial Strategy UNDP Model below is highly recommended for Kiribati:



With regards to co-financing, the partners that committed their support to certain activities of the project have all fulfilled their obligations. However, apart from these initial commitments, no additional external pledges have been negotiated or promised since the launch of the project in 2008. Nevertheless, it was pleasing to see some activities of the SLM project being integrated into the activities of other stakeholders as this would go a long way in reducing the pressure on remaining SLM resources and in sustaining project results after GEF funding.

5.2.3 Monitoring and evaluation

Part V of the SLM Project Document provides clear and concise M&E arrangements including an M&E work plan for the SLM project. The National MSP Annual Project Review (APR) Form was to provide the basis for a comprehensive annual review of project progress and in this sense was considered an extremely important source of information for UNDP and the GSU. The TE was not provided copies of any APRs produced and so is unable to comment on issues raised for UNDP and government consideration. Thus in future, similar project of this nature needs to have a clear and concise M&E guidelines that requires enforcement strategy. Likewise, TE believes that the UNDP Officer in Kiribati should play a panel role in the project monitoring and evaluation especially in the implementation activities and resource allocation of the project and the Officer should be part of the Project Steering Committee (PSC) to oversee the overall implementation of the project.

TE noted from the MTE that a recent discussions between UNDP and government of Kiribati resulted in a streamlined M&E approach adoption where individual project TPRs were replaced by Joint Technical Consultations. For cost-effectiveness reasons, the TE agrees that this was a practical and sensible decision to make. The TE was however concerned those officials in Kiribati appeared to be unaware of these changes being made. The TE recommends that in future a MoU be developed and agreed between UNDP and government of Kiribati to effect the changes as indicated by UNDP.

5.2.4 Execution and implementation modalities

The UNDP Multi Country Office in Suva Fiji was the implementing partner for the project. Implementation was guided by UNDP National Execution (NEX) procedures.

The Director of ECD was designated the Project Manager and was to be responsible to the Minister of MELAD for the implementation of the project. The Project Coordinator is responsible to the Project Manager for the day-to-day implementation of the work plan. A Project Assistant, funded by MELAD provides support to the Project Coordinator. These appointments comprise the SLM Project Team.

Between May 2008 and December 2012, the project experienced a very high rate of staff turnover with two Project Managers, three Project Coordinators and two Project Assistants recruited during this time. At the time of the TE, none of the incumbent members of the Project Team had served more than 12 months in the positions they hold. While the reasons for staff leaving the project are all reasonable and understandable (promotion, overseas studies), the TE is nevertheless concerned that any future projects would face similar problems and thus recommend that UNDP/GEF and the GoK makes an attractive package to the top level management positions of the project team. A recruitment of qualify and experience fulltime project manager is a possible solution in future projects of this nature.

TE noted that Community and NGO participation in project implementation was confined to certain activities (agricultural activities for communities and gender initiatives for NGO) of the project although these groups also participate in meetings and training activities organised by the project.

5.2.5 Management by the UNDP Country Office

UNDP has an office in Tarawa managed by one officer although the main office in Fiji administer project funds, monitor and review progress in project implementation according to its role as Implementing Agency (IA) for the GEF. UNDP's Kiribati office is not directly involved in project implementation or monitoring although it receives information from time to time. TE recommends that in future projects the UNDP Country Office in Kiribati should be kept in the loop of the various project activities carried out by the respective government departments and verify reports/budgets accordingly with the project coordinator for good governance and transparency. Furthermore, any administrative issue that warrants UNDP's intervention should be empowered through its country office first at Tarawa before any intervention by the main UNDP office in Suva.

TE noted that UNDP is directly involved in project monitoring through its participation in the Project Steering Committee meetings and Project Tripartite Review Meetings now respectively replaced by Joint Technical Consultations and Joint Strategy Meetings. The latest joint meetings were only carried out on 18 December 2012 where issues raised were categorised according to their nature (strategies, progress to date, finance and issues experience). TE believes a "supervisory body" role for the UNDP country office in Kiribati would be an invaluable addition to the existing management arrangements not only for the SLM but other UNDP-supported projects in Kiribati.

5.2.6 Coordination and operational issues

TE found that the project coordination within MELAD between ECD, ALD and LMD is working well but in future projects it would need to improve its operational issues (limited coordination of activities, update records of expenditures/activities, coverage of the whole islands and clear line of communication channels with UNDP) for better delivery of outputs and transparency. Other agencies such as Health, Finance, Internal Affairs, island councils, rural communities etc are playing a supportive role and are noted for attending project meetings on a regular basis.

The TE recommends that a specific SLM awareness raising initiative targeting all the main stakeholders especially at management level staff and second tier staff of relevant government and NGO agencies would a useful investment for SLM projects in future.

5.3 Results

5.3.1 Attainment of objectives

Enhancing individual capacity for SLM

A number of individuals have benefited directly from attachment trainings sponsored by the SLM project. They include training attachment for Agriculture and Lands Management staff in organic practices relevant to small islands, EIA attachment training, training in urban planning using SLM principles, data collection, storage and analysis, and land information management training, etc. In addition, the project has done remarkably well in implementing technical training and educational activities with some government agencies. TE noted that a secondary school curriculum has been developed and in-country trainings to support wider stakeholder involvement in the Temaiku model project have been conducted.

Demonstration plots on Nonouti, Onotoa, Nikunau, Tamana, Arorae, Tabiteuea North, Tabiteuea Sotuh, Abemama, Bemu, Abaiang and Butaritari islands are providing valuable opportunities for farmers and communities to learn first-hand from agriculture experts about organic farming and composting and project experience is steadily being replicated in other islands of the group.

Project partners such as LMD, SOPAC, SPREP and SPC have all played their part in building the capacity of staff in specific areas through training workshops and technical assistance. Key stakeholders are appreciative of these initiatives of the project which they believe will go a long way in ensuring sustainability for the SLM.

5.3.2 Sustainability of results

The Project Document does not include a sustainability strategy for the SLM project. It is however envisaged that SLM activities and outputs as relevant to the environment, lands and agriculture portfolio will fall and absorbed under the mandates of the Environment & Conservation Division, Agriculture & Livestock Division and Land Management Division within MELAD. Thereby ensuring sustainability of project results post GEF-funding. EIA and feasibility studies of the Temaiku Bight have been absorbed by the Sustainable Town's Program (STP) while agriculture demonstration plots now form an important part of the Agriculture & Livestock Division's own work program. The uptake of these initiatives by local communities is high and is likely to result in the sustainability of these activities.

This was clearly demonstrated at the community of Ewena village in Abaiang Island where several agro-forestry farms were actively carried out by the local farmers through their own initiatives and resources. Some capacity building activities are also complemented by and replicated through the SPREP (EIA training), Venezuela (restoration and rehabilitation of water cisterns on South Tarawa) and SOPAC (GIS/GPS training) program activities. The activities of these other agencies and programs provide an excellent avenue for replicating and sustaining SLM results and outputs.

5.3.3 Contribution to upgrading skills of the national staff

Although the TE was impressed with the progress that has been achieved in building local capacity about SLM, it notes that there is still a lot of work to be done in this area especially in terms of replicating agro-forestry demo farms in the outer islands, extending opportunities to other staff and communities that have yet to be engaged by the SLM project. This should start by raising community awareness about the project which has so far been heavily focused on staff and communities directly involved in SLM implementation.

The TE believes that the SLM has provided an important opportunity for better coordination of environment and land resource planning activities of various agencies of government. It also opened the door for closer cooperation and collaboration with the local communities, NGOs (e.g. FSPK, AoG, KANGO, KOFA, etc) and the private sector although there is more work to do to strengthen this partnership. This could start with elevating greater awareness among these sectors about the land degradation issues in Kiribati in particular and the SLM project in general. Follow up training courses involving these sectors should help keep their interest alive which in turn should result in more effective collaboration, community unity, SLM concept continuity, and success in project management and implementation.

6.0 Conclusions, Recommendations and Lessons Learned

6.1 Conclusions

6.1.1 Project design clarity and expectations

The SLM project was a three year medium-size GEF project with the aim of strengthening the enabling environment for SLM, completing the NAP for UNCDD, developing capacity for SLM and mainstreaming of SLM into policies and planning. The eleven planned outputs presented major challenges, some of which were beyond the capabilities of the initial project team, including implementation of “decentralized community learning networks for SLM and NRM” (never clearly defined), demonstration of best practices at the various activity sites in the island districts, and capacity building for government. The project undertook an array of mostly small-scale research, training/awareness and promotional activities without a clear sense of the overall end results in terms of level of mainstreaming to be achieved or the extent of capacity development required of the project.

The revised project log frame (2009) and the extra extension phase of twelve months reduced the expected results which helped to provide greater focus. While the project has provided important data collection, analyses, guidelines, plans and proposals, many of the proposed field level demonstration and piloting outputs and systemic effects on SLM practices were not achieved as originally planned due to project capacity, high staff turnover management and time constraints, lack of coordination and some overstated outcomes and assumptions in the project design.

6.1.2 Project Achievements and Performance

The project has made a significant contribution toward initiating the discussion and program activities for SLM in Kiribati. While the SLM project experienced slow implementation progress in initiating the draft NAP, after additional support and guidance from government, UNDP and GM, the project team undertook an intensive, well organized effort to prepare a comprehensive draft document that generally conforms to the UNCCD standards. This is a significant accomplishment and credit to the current project team to recover from the earlier difficulties with the project and to greatly improve the quality of the draft document from the earlier versions. However, the inability to complete all of the planned outputs and the low efficiency and cost effectiveness in delivering the end results diminished the results of the project. The late effort to generate a quality draft NAP was the major achievement that justified a moderately satisfactory rating for project results, recognizing that the scale of the project had to be reduced to produce this key result. However, TE believes that this draft NAP should have been longed endorsed by the government before the extension phase of SLM for the better achievement of expected results and outputs.

6.1.3 Increased understanding of SLM in Kiribati

The project completed many orientation and training sessions that have contributed toward heightened awareness of the key issues and risks of land degradation in the country. These have included various awareness-raising, planning and focused training sessions (although no follow-up surveys of results were available). The main beneficiaries were MELAD staff and personnel involved in decentralized commune-level development planning. The sessions mostly provided a general orientation to SLM concepts for provincial, district and commune staff and officials. The project introduced the SLM issue and approach to a wide range of stakeholders in Kiribati who had not previously been aware of land degradation, and provided exposure to international practices for selected staff.

In addition, various support products were produced – capacity needs assessment for gender study, lessons from coastal management planning, thematic papers, training plans, GIS mapping of South-Tarawa land use, land valuation review studies, integrated investment framework, all of which contribute in some incremental manner to capacity development. TE believes that the overall objectives of SLM in Kiribati have been fully met in terms of the original anticipated inter-sectoral mechanisms, community learning networks, adoption and piloting of SLM by stakeholders, district level vision/institutional framework for sustainability living. However, TE further recommends that GoK should continue to integrate future SLM projects with other community base project training as part of its long term sustainable development.

6.1.4 Best practices documentation, validation and dissemination

The project has produced some admirable set of Best Practice documents organized around four SLM related themes (Agriculture Developments, Environmental Management including EIA, Land Management Projects, Rural Community Sustainable Developments) that should provide an important resource for future programs. Despite the initial project shortfalls and high staff turnover, TE believes that the SLM Project staff and consultants worked diligently to compile the relevant material and rework various early drafts including the draft NAP. While some further validation of technologies may be needed, the primary challenge now is to effectively communicate and disseminate the information through available outreach and extension services across government and within the larger development community. The strategy and processes for reaching the targeted audiences remain to be defined, building upon the initial communication plan work that has been completed.

6.1 5 Project strategy, personnel and management capacity

The project progress was hampered by continual changes in the project strategy, uncertainties about expected results, high turnover in personnel, major periods with key staff positions vacant and some changes in government policy on salary supplements. The inception strategy to focus on capacity building for landscape-based land use planning, best practices in farmers' fields and gender mainstreaming in SLM in all the island districts with the help of NGOs was never adopted. Project activities involved incremental, ad hoc and dispersed involvement in various projects that sometimes had weak links to the results framework, and inadequate milestones and guidance from project management. There was no overall capacity development plan, although a detailed training plan was prepared but subsequently implemented in only a partial manner. The NAP preparation was delay due to high staff turnover at the management level with little involvement of the various line ministries which resulted in the late delivery of a draft NAP. Some of the project staffs were unable to fulfill their terms of reference and some of the consultants underestimated the requirements of the project. Where expertise existed in MELAD, the absence of salary incentives and the inability to directly contract government staff constrained their involvement. Long absence of top level project managers due to promotions and up skilled trainings led to slow progress. TE believes that the decision not to hire a full-time Project Officer during the early stages may have also had an adverse impact. If a full-time Project Officer was appointed from the initial project implementation the final outputs would have improved. This instability in the project organization and implementation process was seen as one of the major factors in the reduced achievements of the project.

6.1.6 Adaptive management

By mid 2010, UNDP, GoK and the Project Management Team had recognized many of the challenges being faced by the project. There were regular and special meetings to discuss key issues related to project organization, staffing and progress. The critical adaptive management actions were to appoint a suitable Project Coordinator to fill in the vacuum and focus on the completion of the draft NAP in order to respond to the UNCCD deadline and GM support, and shift the main responsibilities from the Project Management Team (PMT) to all the implementing agencies (EC, AD & LMD). To the credit of the Project Management Team, these were critical interventions that saved the project. Thus the adaptable to environment, its supporting MELAD portfolio, (Environment, Agriculture & Lands) e.g. output of SLM is feeding in Environment programs including formulation of Kiribati Environment Policy, Environment Act 1999 as amended 2007, climate change programs are all part of this changing to deal with situation brought about by the SLM project.

6.1.7 Project organisation and quality assurance

There are useful lessons from the project experience with regard to project organisation and management systems for quality assurance and accountability. Foremost amongst these are those new multi-sectoral concepts such as SLM require quality senior leadership and direction to ensure an effective response within government, and that the necessary resources, organization and incentives must be in place to directly engage qualified government staff in taking responsibility for project outputs. The senior staffs necessary for monitoring and quality control were often missing during critical periods of the project, and they lacked a mechanism to enforce quality standards. The recruitment of a full-time Project Officer would probably improve the reporting arrangements of the project at all levels of the existing implementing agencies. TE believes that the project implementation should have been guided by an approved inception strategy, and careful and timely recruitment of a full-time project staff, mentoring and supervision and targeted capacity development of staff. Gaps in recruitment of staff had a significant effect on the overall progress of the project.

6.1.8 Project delivery inefficiencies

The total cost of the project (>\$1 M) including GM contributions was high in relation to actual outputs generated. High turnover staff, average quality of initial work, under capacity of technical staff at junior level and slow progress in the early stages created inefficient use of project resources. Developing a formal government strategy (NAP) and building capacity for a new concept such as SLM involving multiple ministries and sectors has shown to be more complicated and subject to delays and quality assurance problems than anticipated in the project design. Project management costs (53% of total)⁴ have also been relatively high. The cost-effectiveness however would have been worse if project management had not taken decisive action in the late stages of implementation. Thus UNDP and ECD should have intervened earlier to monitor and control the project management cost.

6.1.9 Uncertain sustainability potential

As anticipated the NAP and IFS documents will assist GEF and donors in the development of future programs to address SLM and thereby offer a useful function. But the potential to sustain and expand SLM project results will depend upon establishing a distinct and effective home for SLM advocacy, the necessary resources for programs within MELAD, and the ability (including sharing resources) to work with other ministries, commune councils and civil society to advance SLM. At the completion of the SLM project, it is uncertain whether sufficient momentum and commitment are in place along with required mechanisms and government staff incentives to sustain and utilize the SLM project outputs.

⁴ Terminal Tripartite Meeting Report 17 December 2012

6.1.10 Rating of project performance

Rating Indicators	Level of Achievement	Reasons for the Rating
<p>Project Results</p> <ul style="list-style-type: none"> ●Progress toward objective of strengthening the enabling environment for SLM ●Achievement of Outputs <p>1 – Draft NAP completion 2 – Enhanced capacity for SLM 3 – Mainstreaming of SLM into central strategies and local development & land use planning</p>	<p><i>Moderately Satisfactory (MS)</i> 1-MS 2-MS 3-MS</p>	<p>The draft NAP completion, the SLM best practices documents and the increased awareness are important outputs providing a foundation for further capacity development and mainstreaming of SLM within various sectors. But many of the planned outputs for Components 2 and 3 were not completed or only partially completed, and the limited scale of capacity building and mainstreaming achievements, in addition to the delays and costs account for the rating.</p>
<p>Project Implementation</p> <ul style="list-style-type: none"> ●AWP preparation and implementation ●Budgeting and expenditure rates ●Project organization effectiveness ●Adaptive management by UNDP ●Project communications ●Coordination and operational efficiency 	<p><i>Moderately Unsatisfactory (MU)</i></p>	<p>The SLM project has had a difficult implementation history primarily because of the overly ambitious design for a medium size project, the relatively new multi-sector nature of SLM, the lack of attention from senior officials, the low capacity of initial project managers and consultants, the lack of mechanisms to enforce quality standards and the lack of incentives for government staff. MELAD and UNDP have actively responded to these constraints once the delay problems were recognized by appointing senior staff to fill the vacuum management position, narrowing the scope of outputs, and effectively utilizing national and international consultants. GM helped the project recovery under time pressure.</p>
<p>Monitoring and Evaluation</p> <ul style="list-style-type: none"> ●M&E plans and process ●Monitoring indicators data collection ●Quality and timeliness of reporting 	<p><i>Moderately Satisfactory (MS)</i></p>	<p>M&E Plan was completed but not implemented. No early intervention to address delay and management issues. However, quarterly and annual reporting were largely consistent with UNDP and GEF standards.</p>
<p>Project Sustainability</p> <ul style="list-style-type: none"> ●Institutional sustainability of capacity development ●financial sustainability of achievements and progress 	<p><i>Moderately Satisfactory (MS)</i></p>	<p>Sustainability was not considered in the project design and although efforts were made to address this in the draft NAP preparation; the project sustainability remains uncertain. Interestingly IFS was never address in the project</p>

6.2 Summary of recommendations

6.2.1 Due to its outreach capability, the Agro-Forestry Program (AFP) process within the AD agricultural extension program should be the lead mechanism to advance SLM in the short term. The protocol and program for SLM integration into AFP should be finalized before project commencement. Thus delegating tasks to AFP and providing the relevant budgets should be a priority area of executing agency in any similar future projects.

6.2.2 The four sets of SLM best practices should be further refined and validated by SLM practitioners in Kiribati prior to publication and dissemination, along with completion of the Annual Work Plan (AWP) and Communications Plan.

6.2.3 MELAD should provide clear direction for follow-up SLM implementation activities through cross-sectoral, inter-ministerial mechanisms such as the Extension Working Group on Agriculture and the GIS/Valuation Group on Land Management Department that have the potential to provide greater impact on national SLM.

6.2.4 Given the cross-sector linkages between SLM and climate change adaptation and resilience, UNDP should facilitate the integration of SLM Best Practices into the Kiribati Climate Change Alliance activities.

6.2.5 Future GEF projects and the related project design and operational guidelines, should recognize the implementation difficulties of the SLM project and give particular attention to:

- (a) commitment and leadership from senior government officials,
- (b) a well-defined and accepted project inception strategy to guide implementation,
- (c) recruitment of qualified and experienced project management staff with probation conditions for the inception period, and
- (a) an adequate set of incentives to ensure government and best staff participation.

6.3 Summary of Lessons Learned

Several lessons have been identified by the SLM project staff in the terminal tripartite reports. Firstly, there is a need to recognize the partnership aspects of SLM that require full engagement of all stakeholders, and in addition, early exposure of the project management to field conditions also helps to orient the project to real issues in the field⁵.

Secondly, the critical role of human resources was highlighted in the project implementation, particularly the need to address the manpower requirements for draft NAP preparation, to have a fully operational Project Management Team (PMT was partially engaged during mid project term due to high staff turnover), and to resolve accountability and roles of the Project Manager and the Project Coordinator⁶.

Also, the hiring of the top management team staff (PM and PC) without strong links to government caused some management difficulties in enforcing quality standards and the lack of sufficient incentives to fully involve government experts created significant constraints for project implementation⁷.

Thirdly, the SLM experience demonstrates the importance of both communication and having a clear concept of the project strategy and expected results within the implementing agencies (MELAD). There is insufficient time in a medium size project to accommodate any uncertainty in the measurable results expected from the project.

⁵ Paraphrased from SLM Project Annual Project Report for 2008

⁶ Paraphrased from SLM Project Annual Project Report for 2010

⁷ Terminal Tripartite Report, 2012

This also means having an effective, feasible monitoring program that tracks progress during the implementation and that triggers intervention where they may be required.

Fourthly, it is apparent that SLM is a new concept in Kiribati that will take time and experience to become well established. The expected results from SLM within a three year time frame may have been too ambitious. Realistic expectations should drive future project designs. The SLM program will need to be much more strategic, simple and issue/ground-oriented than has been the case in the Kiribati SLM Project if it is to be effective in future similar projects.

Likewise, the effectiveness or otherwise of partnerships created under the SLM needs to be documented. These partnerships are critical for effective project coordination not only in the SLM project but other future initiatives in Kiribati. Further, the TE noted that the limited participation of second tier staff in the decision making process of the SLM could potentially affect the long term sustainability of project activities and results.

Finally but not the least the government should take leading ownership role in any future design, process and implementation of similar project concept to ensure that the sustainability of land management development is well grasp and practice by all the stakeholders, which in long term will contribute effectively in mitigating land degradation issues and climate change. Thus believes that a Disaster Risk Management and Land Administration (DRM) model (**Appendix 8**) that was used in other relevant SLM project countries should be adopted by the GoK as part of its long term sustainability in terms of good governance, knowledge and capacity in the management of land resources.

7.0 Appendices:

Appendix 1: Terms of reference

Consultancy (International Consultant) Terms of Reference for the Terminal Evaluation of Sustainable Land Management Project, Kiribati

Title: Team Leader for UNDP/GEF Project Terminal Evaluation

Project: Building Capacity and Mainstreaming Sustainable Land Management in Kiribati

Duration: 17 days to be completed by December 21st (starting no later than December 5th)

Supervisor(s): UNDP Multi Country Office in coordination with national executing agency, Office of Environment and Emergency Management

Duty Station: Kiribati

Project Background

The Medium Sized Project (MSP) on Building Capacity and Mainstreaming Sustainable land management in Kiribati is a Global Environment Facility (GEF) funded project through the United Nations Development Program (UNDP). The project is implemented by the Environment and Conservation Division (ECD) The project duration commenced on May 21st 2008 and completed on 21st May 2011. The project remained operationally open until 2011. A mid Term Evaluation of the project was conducted in Mid 2011.

Despite the growing official recognition of the problem of land degradation in, SLM objectives have not been adequately mainstreamed into policies, regulations, strategies, plans and educational systems. There is a lack of understanding on the part of decision makers that land degradation is significant barrier to sustainable development. Although integrated farming systems are a way of life for local communities, the planning of local resource utilization is mostly guided by more specific sectoral objectives and policies. This suggests a strong need to create awareness and build capacity for integrative dialogue and land use planning among all stakeholders.

The capacity gaps in land degradation include: i) individual level –lack of technical capacity (district level and community level for implementation); ii) institutional level – financial and human resources, monitoring capacity for enforcement of its rules and regulations); iii) lack of baseline data state and national level); iv) systematic level – there is a lack of common understanding and mechanisms to coordinate and address common land management issues.

Project Objectives and Expected Outputs

Objectives : Objectives of the MSP are to enhance and develop the individual, institutional, and systemic capacity for Sustainable Land Management (SLM), to mainstream SLM considerations into national development strategies and policies, to improve the quality of project design and implementation in the development arena, to develop a National Action Plan for SLM, as well as a medium term investment plan, while ensuring that all relevant stakeholder views are reflected and integrated into the process.

Objectives of the Evaluation

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned.

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

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

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

The overall objective of this terminal evaluation is to review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature.

Scope of the Evaluation

Overall evaluation of the project

The terminal evaluation will address the following specific issues:

Project design

The terminal evaluation will assess the extent to which the overall project design remains valid. The consultant will review the project's concept, strategy and approach within the context of effective capacity development and sustainability. Specifically, the team will:

- assess the extent to which the underlying assumptions remain valid;
- assess the approach used in design and whether the selected intervention strategy addressed the root causes and principal threats in the project area;
- assess the plans and potential for replicating or scaling up the site-based experiences;

The consultant will also attempt to ascertain the current level of comprehension of the project concept, focusing on three specific sets of actors: (i) project management team; (ii) field officers; and (iii) local communities.

Project implementation

The terminal evaluation will assess the extent to which project management and implementation has been effective, efficient and responsive. Specifically, it will:

- assess overall institutional arrangements for the execution, implementation, management, monitoring and review of the project. This covers a number of issues, including: the appropriateness of joint implementation and coordination; whether there has been adequate periodic oversight of activities; the effectiveness of government counterparts; and the effectiveness of relationships between key stakeholders;
- assess the use of logical framework as a management tool during implementation;
- assess indicators of adaptive management;
- assess the quality and relevance of project reporting;
- assess the mechanisms for information dissemination (advocacy and awareness raising) in project implementation and the extent of stakeholder participation in management;
- analyze the project financing, specifically how the project has materialized/leveraged co-financing for various components (this is preferably presented in a matrix form).
- review the effectiveness and the methodology of the overall Programme structure, how effectively the Programme addressed responsibilities especially towards capacity building and challenges, its main achievements and overall impact as well as the remaining gaps.
- assess the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration: Human rights, Equity, Institutional strengthening and Innovation or added value to national development

Results

The terminal evaluation will examine the relevance, efficiency, effectiveness and sustainability of operational activities and results achieved by the project to-date, by showing how the component(s) processes and outcomes have contributed (or have the potential to contribute) to the achievement of project and GEF environmental goals. The evaluation will:

- assess, quantitatively and qualitatively, the achievements and impact in terms of outputs and its contribution to outcomes as defined in the project document;
- assess to what extent the project has made impacts on promoting local participatory decision-making and local governance;
- assess to what extent the project has or will contribute to the strengthened enabling environment for conservation;
- assess the sustainability of project results.

The consultant will use a project logical framework to determine the overall contribution of project outcomes to development and global environmental goals. The consultant is also invited to highlight contributions which are strictly beyond the project scope.

Governance and capacity-building

The Project promotes participatory processes and behavior that affect the way land use management is done at the local and national levels. This is principally achieved through the wide participation of local communities, capacity-building, and the promotion of accountability and transparency at different levels of government. In this regard, the terminal evaluation will look at how the project contributed to improved governance at local and national levels, and examine how governance issues have impacted on the achievement of project goals and outputs.

One of the specific areas the consultant is asked to assess in this area is how and to what extent the project has built management, planning and operational capacity among the project's stakeholders, particularly at the community levels.

This should include an overview of capacity-building techniques employed by the project as well as of the monitoring mechanisms involved.

Lessons learned

- The terminal evaluation will also highlight lessons learned and best and worst practices in addressing issues relating to relevance, performance and success. Describe the main lessons that have emerged in terms of:
 - Country ownership/drivenness;
 - Stakeholder participation;
 - Adaptive management processes;
 - Efforts to secure sustainability; and
 - The role of M&E in project implementation.

In describing all lessons learned, an explicit distinction needs to be made between those lessons applicable only to this project, and lessons that may be of value more broadly to other similar projects

Methodology

The evaluation methodology will be determined by the consultant, guided by the requirements of GEF and UNDP as articulated in various guidelines, policies and manuals on the conduct of evaluations for GEF projects as well as key project documents such as the approved GEF project brief, the final UNDP project document, the inception workshop report, mid-term evaluation report, the project log-frame and annual budgets and work plans, the annual Project Implementation Review, Project Board, and PMT meeting minutes as available, and other technical reports and documents as relevant. The evaluation methodology should be clearly documented in the final evaluation report including comprehensive details of the following:

- documents reviewed
- interviews conducted
- consultations held with all stakeholders
- project sites visited
- techniques and approaches used for data gathering, verification and analysis

Conduct of the Evaluation

The Team Leader work independently but will liaise closely with UNDP MCO, and Executing Agency. The consultant will also liaise periodically with the UNDP to ensure that UNDP-GEF and GEF requirements are being met.

The consultant will visit the project site to ensure adequate consultation with all key stakeholders. Towards the end of the field evaluation, presentation will be made to all key stakeholders in country. After the presentation the consultant will take note of verbal and/or written responses to its presentation and consider these in preparing an interim draft evaluation report that will be provided to Executing Agency/UNDP before the consultant leaves for distribution to stakeholders. The executing agency and UNDP will circulate the draft report to all stakeholders requesting written feedback and finalized by the evaluator within the dates reflected in the evaluation schedule.

While the consultant is free to determine the actual layout of the evaluation report, this must include the minimum content requirements mentioned earlier. The consultant will forward the final report by e-mail to UNDP MCO for onward distribution to all stakeholders. In addition the consultant will forward a hard copy and electronic copy saved on disk to UNDP MCO. The consultant will be responsible for the contents, quality and veracity of the report.

Deliverables

The terminal evaluation mission will produce the following deliverables to UNDP/GEF:

- (i) Draft copy of terminal evaluation report ;
- (ii) Final copy of terminal evaluation report;

The final report together with the annexes shall be written in English and shall be presented in electronic form in MS Word format as well as a hard copy

Products expected from terminal evaluation

The main products expected from the terminal evaluation are:

- presentation(s) to key stakeholders;
- an interim draft terminal evaluation report;
- a final comprehensive terminal evaluation report

Qualifications of Team Leader

- Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP/GEF or other United Nations agencies, development agencies and major donors;
- International/regional consultant with academic and/or professional background in natural resource management or related fields with experience in land management, with in-depth understanding of land issues as well as community-based natural resource management. A minimum of 10 years of working experience is required;
- Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;
- Familiar with SLM approaches in Pacific and /or developing countries either through management and/or implementation or through consultancies in evaluation of land related projects. Understanding of local actions contributing to global benefits is crucial;
- Highly knowledgeable of participatory monitoring and evaluation processes;
- Excellent English writing and communication skills

Proposed Methodology and Timelines

The consultant shall undertake the evaluation working concurrently according to a planned schedule to be completed by December 21st. The consultant will have the overall responsibility of organizing and completing the terminal evaluation, submitting the final terminal evaluation report. The consultant is expected to propose a work layout, plan, budget and timelines to achieve the expected outputs with the appropriate methodology.

Proposal Requirements:

Proposals should contain the following information:

- i) **Technical proposal** including 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
 - Evaluation approach and methodology

ii) Financial Proposal

The consultant is requested to provide a proposal or quotation of the fees/cost for the services which will be rendered using the following format and should be separate from the technical proposal.

Daily consultancy rates	A daily consultancy rate proposed by the consultant
Air Ticket	To and from home country *(including at least one travel to Fiji for preliminary briefings if consultant is passing through Fiji)
Travel expenses to four community/demonstration sites on Tarawa	Site visits are compulsory
Living allowances	Based on the number of days spent at the respective duty station ⁸
Other miscellaneous expenses	(please state)

Payment Schedule

- a) Twenty per cent (20%) of the maximum payable Consultancy Fee [Professional Service] will be paid immediately following the signing of this Agreement and acceptance of work plan by December 1st (includes travel to Kiribati);
- b) Ten per cent (10%) of the maximum payable Consultancy Fee [Professional Service] will be paid immediately following the acceptance of a report lay out by UNDP ;
- c) Twenty per cent (20%) will be paid upon receipt and acceptance by the United Nation Development Program of a draft report;
- d) The remaining fifty (50%) will be paid upon acceptance by the United Nations Development Program of the final Evaluation Report by December 21st;

⁸ If consultant is based in Kiribati , living expenses for Kiribati are not applicable

Evaluation Method

The proposals will be evaluated using the UNDP cumulative analysis method whereby the total score is obtained upon the combination of weighted technical and financial attributes.

The highest combined weighted score which provides the best value for money will be awarded the contract.

A	<u>Technical</u>	(70%)
i)	Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP/GEF or other United Nations agencies, development agencies and major donors;	10%
ii)	International/regional consultant with academic and/or professional background in natural resource management or related fields with experience in land management, with in-depth understanding of land issues as well as community-based natural resource management. A minimum of 10 years of working experience is required;	10%
iii)	Familiar with SLM approaches in Pacific and /or developing countries either through management and/or implementation or through consultancies in evaluation of land related projects. Understanding of local actions contributing to global benefits is crucial;	15%
iv)	Knowledgeable and experienced in facilitating participatory monitoring and evaluation processes;	15%
v)	Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;	10%
vi)	Knowledge and experience with local/regional stakeholders and customary protocols. Ability to converse, communicate in local language/dialects advantageous.	10%
B	<u>Financial</u>	(30%)
	Total	(100%)

Reporting Requirements:

The consultant will be monitored, overseen and supervised by UNDP Multi Country Office; in coordination with national executing agency.

The consultant is expected to submit a terminal evaluation report upon successful completion of activities according to the agreed schedules. The consultant is expected to provide for his/her own laptop.

Progress and final reports submitted to UNDP shall be in English.

Application Submission

All applications must include a Curriculum Vitae with full contact details of three referees and P-11 form to be submitted by **Thursday 30th November ,2012 5:30PM Fiji Time** either electronically to [dale.kacivi@undp.org](mailto:kacivi@undp.org) or addressed under confidential cover to:

Terminal Evaluation Kiribati SLM Project - Consultancy (Team Leader)

C/- UNDP Resident Representative

UNDP

Private Mail Bag

Suva.

Incomplete applications will not be considered and only candidates for whom there is further interest will be contacted.

Further Information

For further information concerning this Terms of Reference, Mr. Floyd Robinson, Environment Program Associate, UNDP-MCO, Suva, on email floyd.robinson@undp.org / telephone (679) 3312500 or Ms. Nenenteiti Teariki-Ruati, Director Environment and Conservation Division (ECD), Email: nenenteitir@environment.gov.ki.

Women candidates are encouraged to apply.

**The Fiji Office covers Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu*

Appendix 2: Itinerary, Work-plan and Field Visits

Days/Dates	<u>Work Plan</u>	Location
Wed/5 th Dec	Finalization of Contract with UNDP	Suva
Fri/7 th Dec	Meeting with Floyd	Suva
Sat/8 th Dec	Review of Documents/Planning	Suva
Sun/9 th Dec	Travel to Nadi	Nadi
Mon/10 th Dec	Depart Nadi for Tarawa	Nadi/Tarawa
Mon/10 th Dec	UNDP Country Office-Tarawa: Briefing/Consultations/Review Documents/Parliament sitting	Tarawa
Tue/11 th Dec	UNDP Country Office-Tarawa Review Documents/Planning/Report Reviews/Parliament sitting	Tarawa
Wed/12 th Dec	UNDP Country Office-Tarawa Review Documents/Meeting Arrangements/Parliament sitting	Tarawa
Thu/13 th Dec	Agriculture Department-Meeting with Acting Director and Senior Agricultural Officer	Tarawa
Fri/14 th Dec	Travel to Abaiang Island with Senior Agricultural Officer-Meeting with Agricultural Assistant of the Island; Meeting with the Mayor and Island Council members	Abaiang Island
Sat/15 th Dec	Field Visit to community/individual farming sites; meeting the community members of Ewena Village; meeting the President of the Abaiang Agricultural Society Association	Abaiang Island
Sun/16 th Dec	Meeting with community elders of Ewena Village; Flight to Tarawa cancelled; Review of Documents and Planning	Abaiang Island
Mon/17 th Dec	UNDP Country Office-Tarawa: Briefing/Consultations/Planning/Meeting Arrangements	Tarawa
Tues/18 th Dec	MELAD - Consultations & Interviews/Terminal Evaluation Tripartite Meeting as an observant/	Tarawa
Wed/19 th Dec	Ministry of Agriculture/SLMD/Field Visit Betio urban settlement/livestock farming/interviews	Tarawa
Thu/20 th Dec	MELAD/Hotel Otintaa – SLM Workshop for all stakeholders/meeting/interviews/consultations	Tarawa
Fri/21 st Dec	Travel to Nadi/Suva	Nadi/Suva
Sat/22 nd Dec	USP Office - Review Documents/Report Planning	Suva
Sun/23 rd Dec	USP Office - Review Documents/Drafting Notes/Data Analysis	Suva
Mon/24 th Dec	USP Office - Review Documents/Drafting Notes/Data Analysis	Suva
Tue/25 th Dec	USP Office - Review Documents/Drafting Notes/Data Analysis	Suva
Wed/26 th Dec	Christmas - Public Holiday Fiji	Suva
Thu/27 th Dec	Boxing Day – Public Holiday Fiji	Suva
Fri/28 th Dec	USP Office - Review Documents/Drafting Notes/Data Analysis	Suva
Sat/29 th Dec	USP Office – Review Documents/Drafting Notes/Data Analysis	Suva
Sun/30 th Dec	USP Office – Review Documents/Drafting Notes/Data Analysis	Suva
Mon/31 st Dec	USP Office – Review Documents/Drafting Notes/Data Analysis	Suva
Tues/1 st Jan	UNDP Office, Suva – briefing meeting with Floyd	Suva
Wed/2 nd Jan	News Day – Public Holiday Fiji	Suva
Thu/3 rd Jan	Report Writing	Suva
Fri/4 th Jan	Report Writing	Suva
Sat/5 th Jan	Report Writing	Suva
Sun/6 th Jan	Report Writing	Suva
Mon/7 th Jan	Down with Flu and sickness	Suva
Tue/8 th Jan	Down with Flu and sickness	Suva
Wed/9 th Jan	Down with Flu and sickness	Suva
Thu/10 th Jan	Down with Flu and sickness	Suva
Fri/11 th Jan	Down with Flu and sickness	Suva

Sat/12 th Jan	Down with Flu and sickness	Suva
Sun/13 th Jan	Draft Report Writing	Suva
Mon/14 th Jan	Draft Report Writing	Suva
Tue/15 th Jan	Draft Report Consultation with Colleagues	Suva
Wed/16 th Jan	Draft Report Review with Colleagues	Suva
Thu/17 th Jan	1 st Draft Report Compilation & revision and input of comments from Colleagues	Suva
Fri/18 th Jan	1 st Draft Report Review from Consultant Colleagues	Suva
Sat/19 th Jan	1 st Draft Report Review from Consultant Colleagues	Suva
Sun/20 th Jan	1 st Draft Report Review from Consultant Colleagues	Suva
Mon/21 st Jan	1 st Draft Report Review from Consultant Colleagues	Suva
Tue/22 nd Jan	1 st Draft Report Final Review from Consultant Colleagues	Suva
Wed/23 rd Jan	1 st Draft Report Final Review from Consultant Colleagues	Suva
Thu/24 th Jan	1 st Draft Report Submission to UNDP Office, Suva – Floyd Robinson	Suva
Fri/25 th Jan	Circulation of Draft Reports to all stakeholders in Kiribati and UNDP Main Office, Suva	Suva
Sat/26 th Jan	Awaits feedback from Stakeholders on the Draft Report	Suva
Sun/27 th Jan	Awaits feedback from Stakeholders on the Draft Report	Suva
Mon/28 th Jan	Awaits feedback from Stakeholders on the Draft Report	Suva
Tue/29 th Jan	Awaits feedback from Stakeholders on the Draft Report	Suva
Wed/30 th Jan	Awaits feedback from Stakeholders on the Draft Report	Suva
Thu/31 st Jan	Awaits Feedback from Stakeholders on the Draft Report	Suva
Fri/1 st Feb	Receives 1 st Feedback from UNDP Main Office, Suva	Suva
Sat/2 nd Feb	Makes amendment to Draft report based on comments from UNDP Main Office, Suva	Suva
Sun/3 rd Feb	Makes amendment to Draft report based on comments from UNDP Main Office, Suva	Suva
Mon/4 th Feb	Receives 2 nd Feedback from UNDP Main Office, Suva	Suva
Tue/5 th Feb	Makes amendment to Draft report based on comments from UNDP Main Office, Suva	Suva
Wed/6 th - 18 th Feb	Awaits Feedback from Kiribati Stakeholders on the Draft Report	Suva
Tue/19 th Feb	Received Feedback from Kiribati Stakeholders on the Draft Report	Suva
20 th – 24 th Feb	Makes amendment to Draft report based on comments from Kiribati Stakeholders	Suva
25 th -27 th Feb	Final Draft Report Review from Consultant Colleagues	Suva
Thu/28 th Feb	Final Draft Report Review from International Consultant Colleagues	Suva
Fri/1 st Mar	Final Report Submission to UNDP Main Country Office, Suva – Floyd Robinson	Suva

Appendix 3: List of persons interviewed /consulted

Name	Designation & Organisation	Contact address
1. Mr. Alan Ferguson	Ferguson Environment Consulting	Regional Consulting Ltd. info@regionalconsulting.ca
2. Mr. Aruena Ngaluenga	Mayor Abaiang Island	Ph: 60928
3. Arawaia Moiwa	Project Finance Officer, ECD	
4. Mr. Floyd Robinson	Project Officer, UNDP, Fiji	Floyd.robinson@undp.org
5. Mr. Farran Redfern	Senior Environment Officer, Environment & Conservation Division, MELAD	kaokioki@yahoo.com . Ph: 28000
6. Mr. Gabriel Rozario	UNICEF (Water, Sanitation and Hygiene) Specialist, for the Pacific	grozario@unicef.org
7. Mr. Jim Muldoon	James Muldoon Consulting, Sydney, Australia	jim.muldoon@yahoo.com.au
8. Mr. Iremaia Tiopoli	President Abaiang Agricultural Society Association	Ph: 60928
9. Mr. Manako	Agricultural Assistant, Abaiang Island	Ph: 60928
10. Mr. Paulo Manako	High School Agriculture Teacher- LDS, Tarawa	LDS - Tarawa
11. Ms Korie Tatokira	National Economic Planning Officer, (MFED)	korietatokirao@gmail.com
12. Mrs. Nenenteiti Teariki Ruatu	Director of Environment & Conservation Division (ECD)	MELAD
13. Ms Kurinati Teakei	Senior Economist	MFEP
14. Mr. Tetokira Kimereti	Economist	MFEP
15. Mr. Beia Ekebati	BTC rep	bekebati@gmail.com
16. Mrs. Reei Tioti	Chief Lands Management Officer (LMD)	maianateburakewe@gmail.com
17. Mrs. Rota Manako	Principal Agricultural Officer, Agriculture & Livestock Division (ALD)	Ph: 60928
18. Mr. Tianeti Ioane	Deputy Director of Agriculture & Livestock Division, MELAD	928108
19. Mrs. Tony Fischer	Academic Researcher in Sustainable Environment Management, USP	fischer_t@usp.ac.fj
20. Mrs. Tuihai Tabai	Country Officer, UNDP Kiribati	22904: tuihai.tabai@undp.org
21. Ms Vika Tofinga (by email)	Former SLMD Coordinator	
22. Dr Vikila Vuki	Oceania Environment Consultants	P. O. Box 5214, UOG Station, Mangilao, GUAM 96913: email: yuki61@yahoo.co.uk

Appendix 4: List of documents reviewed

1. Kiribati MTE for SLM Project-Mid Term Evaluation Report for SLM 2011
2. Kiribati Integrated Environmental Policy (KIEP) 2012
3. Terminal Tripartite Meeting Report-Kiribati Sustainable Land Management (SLM) Project October 2012
4. Terminal Tripartite Meeting Report Workshop-Kiribati SLM December 2012
5. GEF-Government of Kiribati-UNDP: Expedited Medium Size Project Proposal - Request for GEF Funding: Project Document.
6. Kiribati SLM Project Quarterly Progress Reports 2009-2nd Quarter 2010.
7. Environmental Legislation Review – Kiribati 1993. Mere Pulea and David Farrier. South Pacific Regional Environment Programme (SPREP) 1993.
8. Cambodia SLM Project Terminal Evaluation Report, July 2011
9. Republic of Nauru SLM Project and Environmental Policies 2012
10. Kingdom of Tonga SLM Project Terminal Evaluation Report, September 2012
11. Republic of Palau SLM Project Terminal Evaluation Report, October 2012
12. Kiribati Draft National Action Program (NAP) for UNCCD, 2006.
13. Kiribati National Development Strategy 2004-2007.
14. Kiribati National Development Strategy 2008-2013.
15. Kiribati Integrated Framework (IF) for Trade Related Technical Assistance: Diagnostic Trade Integration Study 2008.
16. UNDP/GEF Monitoring & Evaluation: Reporting-Inception Workshop Presentation and Report Document, December 2008, Review 2007 and Stakeholder Review 2009
17. UNDP EEG and GEF Project Implementation Review Template Final Report for Kiribati July 2012
18. UNDP/GEF Resource Kit Document: Monitoring, Evaluation & Reporting SLM in LDC & SIDS countries
19. National Adaptation Programme of Action (NAPA) final report 2007.
20. SLM Budget Balance Document for Pacific Island Countries, October 2011
21. Country Programme Action Plan (CPAP) 2008-2012 Between the Government of Kiribati and United Nations Development Programme Fiji Multi-Country Office
22. UNDP, Fiji website: [http//undp.org](http://undp.org)
23. SPREP website: [http//sprep.org](http://sprep.org)

24. UN Development Assistance Framework (UNDAF) for the Pacific Sub-Region 2008-2012.
25. Review of Environmental Issues in the Pacific Region, Stuart Chape, SPREP February 2006.
26. Policy Statement delivered to the First Sitting of the Fourth Session of the Maneaba Ni Maungatabu, Tarawa, Kiribati. Teannaki, T, 1991.
27. Dunne, M & Itaia T, 1998. Report on Environmental Studies in Kiribati. University of the South Pacific, Suva Fiji.
28. SLM. Annual Work-plan for 2009
29. SLM. Annual Work-plan for 2010

Appendix 5: Interview Guide

Apart from the usage of questionnaires which had a very poor response, the consultant used a general guide during the consultation period in context with the evaluation key issues that are listed above for each project

Project Formulation

1. Were there any particular aspects of the project design that were either not relevant or not realistic?
2. If the project was to be implemented again, are there any changes in project design and results framework that you would suggest?
3. Were there any project risks that were not identified or adequately considered, and how could they have been better anticipated and managed?
4. How relevant or useful has the project been to the national development priorities of the government?
5. How effective and efficient was the project structure and organization in facilitating implementation? Would you have changed anything in hindsight?

Project Implementation

6. What have been the major challenges or issues in implementing the project? What are the main reasons for delays?
7. Has annual work planning and budgeting been effective, and have disbursements been in line with annual budgets?
8. What changes in project strategy were required during project implementation and what adaptive management measures undertaken? (Basis for revised log frames and responses to MTR)
9. Have the project modalities for delivery of activities through government agencies, NGOs and consultants been effective and efficient? What are the key factors that affected project delivery?
10. How effective has project coordination and communication been within the project and with relevant stakeholders?
11. Have the project monitoring indicators been effective and feasible for reporting on progress?

Project Results

12. What are the most important or significant achievements of the project to date in relation to the original or amended project results framework?
13. What expected results have not been achieved or are not fully satisfactory?
14. What follow-up assessment of training program results has been undertaken? What gaps remain in staff capacity development?
15. What changes in institutional capacity could be attributed to the project?
16. Has the project had any unanticipated positive or negative results?
17. How likely is it that the main results – capacity building, etc., can be sustained? What will be the effects of project closure? What preparations are being made for closure?
18. What are the key lessons for future projects that have been learned during the implementation of the project?

Appendix 6: Evaluation Criteria

<i>Evaluation Components (ToRs) Evaluation Criteria</i>	<i>Evaluation Components (ToRs) Evaluation Criteria</i>
1) Implementation approach relevance and effectiveness	<ul style="list-style-type: none"> ●Consistency and contribution to GEF focal area objectives and to national development strategies ●Stakeholder views of project significance and potential impact related to the project objective ●Extent to which the linkages between activities, outputs and outcomes (objectives) were clearly established and understood ●Changes in project circumstances that may have affected the project relevance and effectiveness
2) Country ownership at national and local levels	<ul style="list-style-type: none"> ●Government involvement in the project management and completion of project outputs ●Community willingness to engage in project activities and to contribute in-kind toward the project – self initiatives by the community and individual farmers as in the case at Abaiang Island
3) Stakeholder participation in the project concept	<ul style="list-style-type: none"> ●Extent to which relevant stakeholders were involved in project implementation, and any that in hindsight were overlooked ●Gender equity strategy or measures adopted in the project
4) Replication approach viability in the project concept	<ul style="list-style-type: none"> ●Consideration given to expanding and disseminating the approach in other parts of Kiribati ●Evidence of replication of project interventions/catalytic role
5) Cost-effectiveness of the project concept and modalities	<ul style="list-style-type: none"> ●Reasonableness of the costs relative to scale of outputs generated ●Efficiencies or inefficiencies in project delivery modalities
6) UNDP comparative advantage	<ul style="list-style-type: none"> ●Efforts to utilize the strategic role of UNDP in supporting project implementation
7) Linkages between project and other interventions within the sector	<ul style="list-style-type: none"> ●Efforts to coordinate or harmonize similar or complementary projects or programs that enhance project results
8) Project indicators quality and utilization	<ul style="list-style-type: none"> ●Usability and usefulness of the project indicators ●Accuracy of the indicators in measuring project results
Project Implementation	<i>Has the project been implemented in an effective, efficient and sustainable manner, consistent with the project design?</i>
9) Financial planning and co-financing	<ul style="list-style-type: none"> ●Extent to which project disbursements occurred as planned ●Extent of fulfillment of the agreed co-financing commitments ●Financial reporting in accordance with UNDP and GEF norms ●The presence & understanding of the IFS concept in M&E of SLM project
10) Execution and implementation modalities	<ul style="list-style-type: none"> ●Stakeholder views of the effectiveness of the project organization and implementation approach ●Timeliness of completion of annual work plans as scheduled

11) Monitoring and reporting process	<ul style="list-style-type: none"> ● Implementation of an effective, operational monitoring system ● Quality, objectivity, frequency and relevance of Project reporting
12) Project management arrangements	<ul style="list-style-type: none"> ● Participants' understanding of roles and responsibilities ● Effective management process that is able to respond to issues and needs during implementation (adaptive management) ● Effective working relationships between members involved in the project management decision making
13) Management by the UNDP Country Office	<ul style="list-style-type: none"> ● Timely and effective implementation of UNDP's role ● Guidance and direction provided by UNDP staff on key issues ● Identification of risks and management efforts to mitigate or manage risks
14) Coordination and operational issues	<ul style="list-style-type: none"> ● Extent and quality of communication and information dissemination between project partners ● Level of coordination and collaboration between relevant ministries and programs ● Problems or inefficiencies related to coordination functions and integration of activities
Project Results	<i>Has the project achieved its objectives and contributed toward global and national biodiversity conservation and sustainable land management goals?</i>
15) Progress toward Objectives and Outcomes	<ul style="list-style-type: none"> ● Level of achievement of expected outcomes or objectives to date ● Long term changes in management processes, practices and awareness that can be attributable to the project
16) Achievement of Outputs	<ul style="list-style-type: none"> ● Level of completion of planned outputs ● Quality and use of outputs completed
17) Sustainability project results	<ul style="list-style-type: none"> ● Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) ● Implementation of measures to assist financial sustainability of project results ● Observable changes in attitudes, beliefs and behaviors as a result of the project – community sense of togetherness/unity to achieve sustainable living
18) Capacity building contribution to upgrading skills of the national staff	<ul style="list-style-type: none"> ● Measurable improvements from baseline levels in knowledge and skills of targeted staff/beneficiaries: rangers, technical staff, senior officials, community participants
19) Capacity improvements of the targeted management institutions	<ul style="list-style-type: none"> ● Measurable improvements from baseline levels in the planning and management functions of the responsible organizations that were targeted by the project

Appendix 7: Strategic Results Framework – Kiribati

SLM



Satisfactory



Marginally satisfactory



Unsatisfactory

	Output Indicators	Activities	Activity delivery status	Rating
<p><i>Objective: Strengthened capacities and enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the systemic, institutional and individual levels to address priority land degradation issues.</i></p>				
<p>Outcome 1: SLM mainstreamed into national policies, strategies and urban planning</p>				O/Rating
<p>Output 1.1: Policy, regulations revised and harmonised to support use of SLM principles in urban planning.</p>	<p>Consultations undertaken, urban planning policy and appropriate legislation and regulations developed and presented to Cabinet for endorsement at the end of the project timeframe.</p>	<p>Engage consultant to review and update current Land Ordinance and regulations targeting urban land use.</p>	<p>Consultant recruited and has produced draft findings report considered by stakeholders workshop in qtr 2 2010.</p>	
		<p>Conduct community consultations and national workshop to revise land policies, review application and approval process and incorporate SLM principles</p>	<p>A number of consultations have been carried out. Activity is considered completed.</p>	
		<p>Develop draft urban planning policy and incorporate SLM principles</p>	<p>Land use policy drafted and submitted to stakeholders for review in 1st qtr 2010.</p>	
		<p>Present draft to Town Councils, Government Ministries and Cabinet for consideration and endorsement</p>	<p>Draft policy has been submitted and approved by Cabinet. Activity completed. Population draft policy to be developed and implemented – government to take this initiative forward in 2013 through the Ministry of Health and Medical Services</p>	
		<p>Plan and conduct awareness training for effective and coordinated enforcement and monitoring of urban planning and development activities.</p>	<p><i>Two waste enforcement and awareness trainings carried out in Betio and one for staff of Lands Division. More training expected to be carried out – on going process and government through ECD and the relevant councils (TUC & BTC) will take this forward in 2013, ECD is integrating the waste enforcement and outreach into its ECD work plan for 2013 and to assist the waste and pollution portfolio of ECD</i></p>	

Baseline: Policy and legislation for urban planning and development are located in various sector policy documents and planning approaches developed in the past need to be updated. Agencies involved in urban planning and development are not effectively coordinated and the need to care for the fragile soil surface and underground water are not well taken into consideration during urban planning.

Output 1.2: SLM is mainstreamed into national development policies and strategies	National agriculture policy, growth centre strategies, land-use policies and NDS reflect SLM principles and inter-agency and multi-stakeholder coordination mechanism is established and functional	Review agriculture policy and NSDS and align with SLM principles and objectives of the NAP – <i>currently in draft status and awaiting the endorsement of the government</i>	Agriculture Division currently undertaking consultations with outer island council clerks and mayors for review of agriculture policy – <i>government to take this forward as part of its 2013 planning due to budget constraints</i>	
		Promote SLM principles during consultations to plan new settlements	Many consultations have been carried out by Lands Division in conjunction with Sustainable Towns Program.	
		Incorporate SLM principles in planning for growth centres.	To be implemented – <i>it is an ongoing process in the SLMD and more activities are being planned for 2013</i>	
		Engage consultant to assist set up and mainstream institutional coordination arrangements for the planning of new settlement using Temaiku settlement as a model.	Consultant identified and works was scheduled for 3 rd qtr 2010 but yet to be carried out – <i>it is anticipated to be carried out by the government (Lands Management Division) in 2013.</i>	
		Strengthen national coordination mechanisms to better coordinate national strategies and programmes pertaining to SLM and related development agendas.	Some consultation undertaken with Ministry of Internal and Social Affairs and work is continuing - - <i>it is an ongoing process and the relevant ministry is currently undertaking coordination role to ensure SLM concept is part of the overall strategic planning developments. The KIEP awaits cabinet’s approval and strengthening its national coordination. This is also to assist and support enhancement of national strategies and programmes pertaining to SLM and Environment</i>	

		Conduct practical training in application and mainstreaming of economic analysis of land use options for land use planning	Training was carried out by Lands Management Division during 3 rd qtr of 2010 - <i>More training was undertaken by the SLMD in 2011-2012.</i>	
<i>Baseline: Work has been done on developing elements of national agriculture and land use policy and an NDS has been developed which was to be reviewed in 2007. The SLM project will enable SLM principles to be incorporated into these policies and strategies through wide consultations. Various coordinating committees have been established and there is some coordination mechanism in place despite the end of the project time line.</i>				
Output 1.3: SLM principles mainstreamed into policy options and actions for sustainable management of aggregates aimed at minimizing or halting beach mining activities.	Policy on sustainable use and management of aggregates established, promote SLM and gives rise to a 50% decrease in unsustainable and destructive sand mining activities by end of project period.	Consultations to develop policy options for a more sustainable approach to aggregate development and management, integrating SLM principles.	Consultations have been continuing since 2008.	
		Policy drafted for sustainable use and management of aggregates and incorporating SLM principles.	Policy has been drafted and presented to stakeholders for review. Activity is continuing – <i>the documents are in draft status and are awaiting government approval.</i>	
<i>Baseline: SOPAC has been assisting the Government to conduct consultations and gather information on coastal / land management issues, aggregate management, policies and legislations, licensing processes and key players for aggregate management and monitoring programmes and capacity including data management. Information gathered is to be used in developing policy and planning targeted awareness raising initiatives.</i>				
Output 1.4: Gender promoted and mainstreamed into SLM policies, strategies and interventions through the SLM MSP activities. SLM policies, strategies and interventions developed and implemented during this MSP have been subjected to a gender analysis and analysis used to promote participation of women.		Local consultants engaged to develop gender analysis tools for use in SLM project.	KANGO was sub-contracted to develop gender analysis tools. Activity completed.	
		Gender analysis tools developed for use in SLM MSP.	Tools have been developed ready for use.	
		Training conducted for project staff in use of gender analysis tools.	Training conducted in June 2009. Activity completed.	
		Gender analysis tools used in planning and implementing SLM project activities.	A gender analysis Guide has been produced by KANGO with project support.	
<i>Baseline: A number of individuals in Kiribati have had training in gender and gender analysis for development planning and implementation however specific tools have not been developed and used for SLM related policies and interventions.</i>				
Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual levels				O/Rating
Output 2.1: Traditional and modern sustainable agriculture and SLM technologies for atoll	Demonstration sites established and targeted awareness raising and training activities are implemented and end of project evaluation	Promote waste segregation, composting through practical demonstration at the household and community level.	Awareness raising and practical demonstration of waste segregation and composting are on-going – <i>on going process in the outer islands. Implementation of the UDP under the waste components by TUC & BTC</i>	

<p>environment promoted and demonstrated through establishment of pilot organic farming practices and use of innovative approaches to promote the technologies amongst urban communities.</p>	<p>showing a rise in awareness levels and a 25% increase in use of sustainable agriculture technologies amongst urban dwellers compared to 2006 records / levels.</p>	<p>Conduct training for households and communities on use of organic waste in household organic farming.</p>	<p>Trainings for households and communities are on-going through agriculture staff activities – <i>on going process in the outer islands and on South Tarawa through the implementation of UDP waste component, in which ECD is also involved with and spearhead with the organic waste officer based at ECD, this officer worked closely with the chemicals and waste management unit of ECD for national and outer islands programmes on waste and pollution</i></p>		
		<p>Implement training attachments for agriculture staff in organic agriculture practices relevant to small island situations.</p>	<p>Five (5) agriculture staff members have returned from training attachments in Fiji.</p>		
		<p>Procure and establish shredding / compost making facility to supply organic materials for composting to communities and families.</p>	<p>Equipment have been procured and installed. Activity completed.</p>		
		<p>Conduct market study and provide training in marketing for the Kiribati Organic Farmers Association.</p>	<p>Study was undertaken in conjunction with national training on water quality testing with the Ministry of Health. Training in marketing yet to be provided – <i>on going process and market study yet to be established</i></p>		
		<p>Conduct impact assessment on agro-forestry activities at the Bonriki and Buota water catchment areas.</p>	<p>Some preliminary assessment was undertaken in conjunction with establishment of demonstration plots – <i>on going process and is expected to be fully implemented in 2013.</i></p>		

		Support to facilitate a system for poultry and piggery farmers to utilize waste in organic farming practices.	Piggery farming is being promoted and waste utilised in organic farms. Training have been provided to communities and KOFA on construction and maintenance of pig pens	
		Promote and implement sustainable agro-forestry activities at the Bonriki and Buota water catchment areas.	Half acre demonstration sustainable agro-forestry plots have been established in all eight islands scheduled to be covered in SLM project.	
		Design water catchment facilities to support household and community organic farming and domestic water needs.	Activity is continuing under Venezuela project.	
		Improve water catchment facilities to support household organic farming and domestic water needs.	This activity is continuing through the Venezuela-funded project.	
<p><i>Baseline: There have been initiatives in the past to promote sustainable agriculture but these have not been linked to the achievement of SLM objectives and not supported by initiatives to improve water catchment and storage to minimize reliance on underground water sources. Vegetable producers and livestock farmers need to link their practices to the achievement of SLM objectives and need training and appropriate equipment to support their efforts. Agriculture staffs need to have experience and training in organic farming techniques and improved composting techniques. No studies or demonstrations have been done to promote agro-forestry activities in large areas of land set aside as reserves to protect water catchments.</i></p>				
<p>Output 2.2: Enhanced capacity to plan and design new urban settlements using SLM principles by piloting a model integrated and coordinated planning approach using a range of planning tools in a participatory, integrated and holistic manner.</p>	<p>Targeted capacity building and training implemented, learning outcomes achieved and urban settlement design tools are developed.</p>	<p>Engage consultant to assist conduct of feasibility study and EIA for the Teraiku settlement project as pilot model for promoting SLM principles in an integrated and coordinated approach to planning new settlements.</p>	<p>EIA and feasibility study of Teraiku have been carried out through the Sustainable Town's Program. EIA through SLM was carried out in May 2009 and another conducted through SPREP support in September 2010. Activity completed. ECD is instrumental in ensuring that the EIA process for Teraiku settlement project is proper and going through clearance under the Environment Act 1999 (as amended 2007)</p>	

		Conduct in-country activity necessary to support wide stakeholder involvement in the Temaiku model project.	Trainings carried out in 3 rd qtr of 2010.	
		Counterpart training in urban planning using SLM principles	Lands Division in process of securing places for this training in Fiji – <i>still in the process</i>	
		Provide training courses and scholarship targeted at priority training needs for urban planning and design.	Initial preparatory work completed but training courses and scholarship yet to be implemented – <i>This is currently forming part of LMD submission to MELAD Human Resources Development Plan for 2013-2015, in which such training needs (in country, short term and in-service programmes) are reflected to GoK (Public Service Officer), as one of the priority areas for LMD</i>	
		Engage consultant to plan and facilitate participatory planning of Temaiku project	Activity integrated into Sustainable Town's Program.	
		Undertake participatory planning and design of Temaiku settlement through public consultations and using SLM principles	Activity integrated into Sustainable Town's Program	

Baseline: There has been very little experience amongst national stakeholders on the use of participatory approaches and use of technologies and impact assessments to develop plans for new urban settlements. Some introductory training has been carried out by SOPAC and SPREP in the past however MELAD staffs do not have sufficient training and experience in planning and designing an integrated and sustainable settlement scheme ensuring minimal environmental impact.

Output 2.3: Strengthened capacity for use of appropriate land use and coastal resource survey technologies such as GIS, Remote Sensing and EIA for planning, monitoring and decision-making purposes.	Individual level capacity across a wide range of stakeholders for use of impact assessment and coastal resource survey technologies and information for land use planning and monitoring.	GPS equipment, computer server and software procured and install	Equipment have been procured and installed within Lands Management Division.	
		Expertise identified and in-country training undertaken to use GIS, GPS and related computer programmes	GIS, remote sensing and EIA training implemented through SOPAC assistance.	
		Engage consultant and undertake in-country training in EIA	EIA trainings undertaken through SPREP assistance.	
		Implement 1 training attachment in EIA	EIA training attachment with SPREP completed in 2009	
		Plan and implement short course in data collection and analysis	Short courses have been carried out for staff of Lands Division and continuing	
		Secure scholarship and implement training in resource management and policy analysis	Scholarship training in progress to be completed in 2011 – <i>partly implemented status only, an ongoing process for 2013</i>	

Baseline: Staff has been recruited to conduct EIA, have done basic training in the past, but have limited skills, experience and appropriate technology to confidently and effectively conduct impact assessments for large urban development programmes e.g. new settlements.

Outcome 3: Capacity for knowledge management and research in SLM enhanced O/Rating

Output 3.1: Enhanced capacity in Land Information Management and use of appropriate technologies for recording land use and land use changes.	Land Information Management systems and systems established and targeted capacity development implemented.	Country attachment with region on development of land information management policy.	Efforts underway to place attachment in Fiji – <i>on going process status for 2013</i>	
		Development of Land Information Management Policy	Development of Land Information Management policy in progress	
		Procure appropriate equipment and software for Land Information Management	All necessary equipment have been procured and installed	
		Engage expertise and implement training activity in Land Information Management.	Efforts underway to identify and recruit expert – <i>on going process with low priority status</i>	

Baseline: There is currently no Land Information Management policy in place and Lands Division lacks appropriate technology, institutional and individual capacity to effectively manage land information. Land information is located in various agencies and not easily accessible by resource owners, developers and the general public.

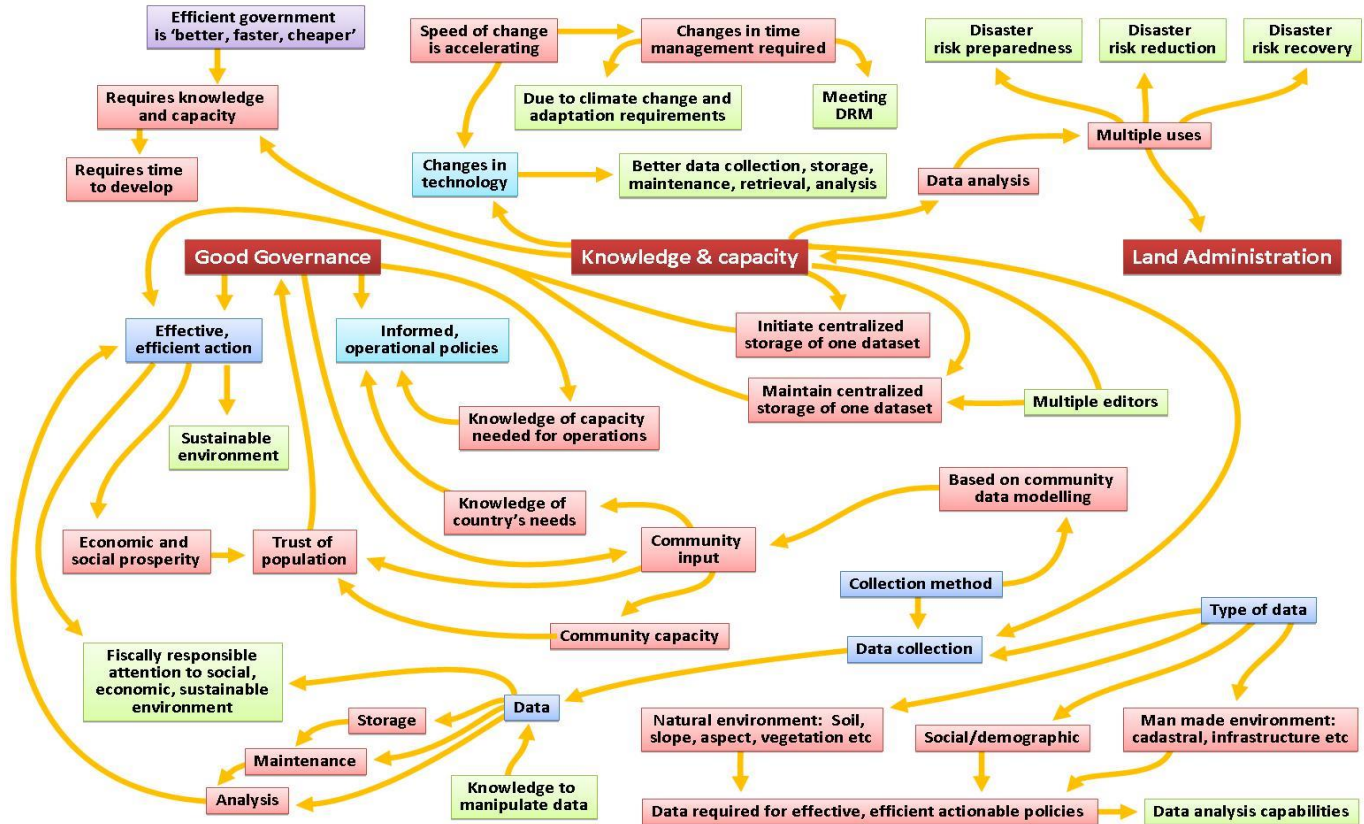
Output 3.2: Baseline data and information on land degradation and links to poverty collected and analysed.	Baseline information and land use and land degradation compiled, managed and used in NAP & NBSAP progress reports, NSDS and MDG reports, and other related reporting requirements.	Consultant engaged and training carried out in baseline assessment - GEF	Consultant recruited and training carried out for staff of Lands Management Division. Activity completed.	O/Rating
		Implement training on baseline data collection and analysis and use of monitoring tools.	Data collection trip to Kiribati Island used as training opportunity for ECD, Agriculture and Lands personnel.	
		Conduct baseline assessment on land degradation, analyse and store information for monitoring	As above	
		Establish methodology to monitor relationship between land use and poverty and use findings to contribute to national reports on progress in achieving MDGs.	To be implemented - <i>Currently a priority process study taken by the SLMD and will continue in 2013 under the government's budget</i>	
<i>Baseline: It has been difficult over the past years for Officers of MELAD to confidently assess for and report on the status of land degradation and relationship with poverty situation due to the lack of capacity to conduct baseline studies and carry out assessment to monitor change.</i>				
Output 3.3: Human resource capacity enhanced for conducting scientific and socio-economic research related to SLM.	Targeted HR capacity needs for conducting scientific and socio-economic research related to SLM is addressed through training activities. 2 research activities identified and implemented in selected scientific and socio-economic issues.	Training needs assessment carried out to identify priority training needs.	Training needs assessment workshop conducted for Tarawa and Tab North.	
		Short training courses undertaken in planning and conducting scientific and socio-economic research pertaining to SLM.	Short course undertaken in conjunction with training needs assessment.	
		Research activities designed and implemented with funding from the SLM project.	To be implemented – <i>on going process and to be funded by the government in 2013</i>	
		Establish network for distribution and exchange of SLM information and ensure population of Mapserver with information	Completed – Servers with related data installed at ECD, Lands, Agriculture and Minerals Divisions.	
<i>Baseline: There has been no research carried out in the past on the status of land degradation and its impact on the environment and on people's livelihood. One of the main reasons for this is the lack of skills to undertake research on SLM issues and the lack of opportunity for officers and students to obtain support to do this.</i>				

Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati				O/Rating
Output 4.1: NAP developed and priorities are incorporated into national development plans, national budgets and supported.	NAP validated by stakeholders, endorsed by Cabinet and presented to the UNCCD Secretariat. NAP priorities are incorporated in NDS and budget.	Consultation and validation workshop to obtain stakeholder input and support for the final draft of NAP and presented to Cabinet for endorsement and lodge with UNCCD Secretariat.	NAP completed during UNCCD process and presented for stakeholder input but yet to be presented for Cabinet endorsement. Activity continuing – <i>still in draft status and awaiting endorsement</i>	Yellow
		NAP priorities incorporated into national plans, national budgets and supported.	To be implemented once Cabinet endorsement is achieved – <i>yet to be endorsed</i>	Red
Output 4.2: SLM Investment Plan and Resource Mobilization Strategy developed, align with and supports the implementation of the NAP and NDS.	SLM Investment Plan completed within project timeframe and used to guide resource mobilization for SLM in the NAP and NDS by MELAD.	Consultations with government agencies, NGOs and donor partners to develop the SLM Investment Plan.	Activity yet to be undertaken and there is a lack of effort to date by MELAD to seek government funding for development of Investment Plan.	Red
		Investment Plan developed and presented to stakeholders and Cabinet for consideration and endorsement.	See above – <i>still yet to be endorsed by the government and is a major drawback to the IP of any future SLM</i>	Red
		Training carried out for government and NGOs in project management and development of project proposals.	Some training has been provided through SLM and activities of other projects but more needs to be done.	Yellow
		Project proposals developed based on priorities and presented to government and donors for consideration and support.	No project proposals have been developed based on SLM priorities – <i>lack of proposed AWP for SLM mainly attributing to the lack of fund.</i>	Red
Baseline: Consultations to date on the NAP has drawn from experiences of government agencies, stakeholders and the public in terms of identifying land degradation issues. Information from past assessments, national reports and other related strategies have been sourced. The NAP is about to be presented to a validation workshop, finalised and presented to Cabinet for endorsement. The Department of Finance and Planning of MELAD staff have been developing capacity to determine priority development projects and have engaged with donors over the past years.				

KEY:

- (i) O/Rating = Overall Rating for Outcome
- (ii) Activities highlighted in light blue colour were the prioritized areas during the Extension Phase of project.
- (iii) Statement in red italic fonts are the current status of the activities prioritized during the EP

Appendix 8 – A proposed DRM (Disaster Risk Mgt and Land Administration Project) Model for Kiribati





Appendix 9: STRATEGIC RESULTS FRAMEWORK

KIRIBATI - LOGICAL FRAMEWORK ON SUSTAINABLE LAND MANAGEMENT

<p>LONG-TERM GOAL: Achievement of MDGs and Sustainable Development goals established by the people and government of Kiribati through the achievement of national environmental, socio-economic and SLM objectives.</p>					
<p>PROJECT OBJECTIVE: Strengthened capacities and an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the system, institutional and individual levels to address priority land degradation issues.</p>					
OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
<p>Outcome 1: SLM mainstreamed into national policies, strategies and urban planning.</p>	<ul style="list-style-type: none"> Revised National Development Strategy (2008-2012) incorporate NAP and SLM objectives and strategies Urban planning processes incorporate SLM principles Aggregate (sand and gravel) mining policies and activities are guided by SLM principals and have minimal impact on coastlines 	<p>Very limited mainstreaming of SLM into national strategies and policies and leaders and government officers have limited experience with the subject</p>	<p>NAP and SLM objectives integrated into the NDS by end of Project life. Land planning and aggregate mining policies and processes incorporate SLM principles by end of Yr 2 of project</p>	<p>Cabinet letter of endorsement/reports NAP document Resource mobilization strategy document National budget document SLM MSP reports Revised legislations SLM educational kit developed Population policy document</p>	<p>Continued political support for integrating SLM into national development planning and budgets High level of cooperation amongst key agencies implementing the SLM</p>

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OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 1: SLM mainstreamed into national policies, strategies and urban planning.	<ul style="list-style-type: none"> ● Revised National Development Strategy (2008-2012) incorporate NAP and SLM objectives and strategies ● Urban planning processes incorporate SLM principles ● Aggregate (sand and gravel) mining policies and activities are guided by SLM principals and have minimal impact on coastlines 	Very limited mainstreaming of SLM into national strategies and policies and leaders and government officers have limited experience with the subject	NAP and SLM objectives integrated into the NDS by end of Project life. Land planning and aggregate mining policies and processes incorporate SLM principles by end of Yr 2 of project	Cabinet letter of endorsement/reports NAP document Resource mobilization strategy document National budget document SLM MSP reports Revised legislations SLM educational kit developed Population policy document	Continued political support for integrating SLM into national development planning and budgets High level of cooperation amongst key agencies implementing the SLM

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OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level.	<ul style="list-style-type: none"> Improved enabling environment to support implementation of SLM strategies and activities compared to pre-project period. Institutional and individual capacity of target institutions and staff strengthened. Urban communities minimizing land degradation through better use of land 	Community members and government field workers have limited capacity to apply SLM principles and technologies over a range of areas including: using SLM principles for land-use planning, using survey tools and EIA to improve land management, management of water catchments to minimize land degradation, use of organic agriculture principles for food production	<ul style="list-style-type: none"> Responsible agencies and staff able to design and plan for new settlements by end of Yr 3. Individuals demonstrating the application of new skills by Yr 3, acquired as a result of targeted capacity building activities implemented through the SLM MSP Targeted institutions can competently implement SLM activities by end of Project duration. Improved capacities of targeted staff to use survey technologies and EIA at end of Yr 2 	<ul style="list-style-type: none"> SLM MSP reports Departments annual reports Training evaluation reports SLM MSP reports Project evaluation report Urban renewal consultation report Temaiku resettlement scheme consultation, planning and design reports 	<ul style="list-style-type: none"> Very low staff turnover Funds are mobilized on Time Stakeholder commitment to SLM maintained Departments have adequate budgetary support to implement SLM strategies and actions. National government support for the Temaiku project Donors willing to support GoK in addressing the impacts of urbanization on land resources.

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OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 3: Capacity for knowledge management and research in SLM enhanced.	<ul style="list-style-type: none"> • Capacity of institutions and individuals to generate and manage information pertaining to SLM is enhanced • Land information management system established, promoted and public access to SLM information improved. 	There is no coordinated management of information pertaining to SLM and there are no research being carried out in the area of SLM	<ul style="list-style-type: none"> • Capacity to undertake socio-economic and scientific research enhanced and at least 2 applied research activities implemented by end of Yr 3. • Baseline SLM data for Tarawa atoll established by end of Yr 3 	<ul style="list-style-type: none"> • SLM MSP reports • Training evaluation reports. • Report on SLM baseline study for Tarawa atoll. 	<ul style="list-style-type: none"> • Departments have adequate budgetary support to implement SLM strategies and actions. • High level of cooperation amongst key agencies implementing SLM MSP. • Sufficient communications infrastructure is available in order to successfully implement SLM

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OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati	<ul style="list-style-type: none"> With the use of the NAP, SLM is mainstreamed into national and sectoral work programmes, and increased SLM activities carried out by end of project Year compared to baseline situation at project inception stage. 	No NAP exists for Kiribati to plan and guide SLM and minimize land degradation.	<ul style="list-style-type: none"> NAP developed, completed and endorsed by government during Q1 of Yr 1. SLM Investment Plan and Resource Mobilization Plan approved by cabinet by end of Yr 1. 	<ul style="list-style-type: none"> NAP document Cabinet decision Validation workshop Report Partnership agreement to implement urban Renewal development project. 	<ul style="list-style-type: none"> Stakeholders commit to completion of the NAP Cabinet places high importance to SLM