

TERMINAL EVALUATION OF THE SUSTAINABLE LAND MANAGEMENT PROJECT, REPUBLIC OF FIJI

FINAL REPORT to UNDP and to the Republic of Fiji Islands, 7 February, 2013

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Plate: Planting vetiver grass in Sasa (Fiji SLM MSP activity – component sub-contracted to WWF)

Acronyms and Abbreviations

APR	Annual Project Review
AusAid	Australian Aid Agency
CBO	Community Based Organisations
DIFS	Designing Integrated Financing Strategies
DLRPD	Department of Land Resources Planning and Development
FCAE	Fiji College of Advanced Education (now the Department of Education Fiji National University)
GEF	Global Environment Facility
GIS	Geographic Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit (GIZ) . German company involved in international cooperation for sustainable development (formerly GTZ).
GPS	Global Positioning System
GTZ	See GIZ
HDI	Human Development Index
IFS	Integrated Financing Strategy
IR	Inception Report
IUCN	World Conservation Union
IWRM	Sustainable Integrated Water Resource and Wastewater Management
LCB	Land Conservation Board
LCIA	Land Conservation and Improvement Act
LDC	Least Developed Country
LIS	Land Information System
Log frame	Project Logical Framework
LRD	Land Resources Division (of SPC)
LRPD	Land and Resources Planning Division
M&E	Monitoring and Evaluation
MCO	Multi Country Office (UNDP)
MDG	Millennium Development Goals
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoP	Ministry of National Planning
MSP	Medium Size Proposal
MTE	Mid Term Evaluation
MTIP	Mid-term Investment Plan
NAP	National Action Plan
NCB	National Coordinating Body
NDP	National Development Plan
NDS	National Development Strategy
NEX	National Execution
NGO	Non Government Organization
NIM	National implementation
NLSC	National Landcare Steering Committee
NLUP	National Land Use Plan
NSDP	National Strategic Development Plan
PIR	Project Implementation Review
PLUP	Participatory Land Use Planning
PMU	Project Management Unit
PSC	Project Steering Committee
PSC	Public Service Commission

RCU	Regional Coordinating Unit
RTA	Regional Technical Advisor (UNDP-GEF)
SALT	Sloping Agriculture Land Technology
SEEDS	Sustainable Economic Empowerment Development Strategy
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
TE	Terminal Evaluation
TOR	Terms of Reference
TPR	Tripartite Project Review
UNCCD	United Nations Convention to Combat Desertification
UNDP	United National Development Program
USLE	Universal Soil Loss Equation
USP	University of the South Pacific

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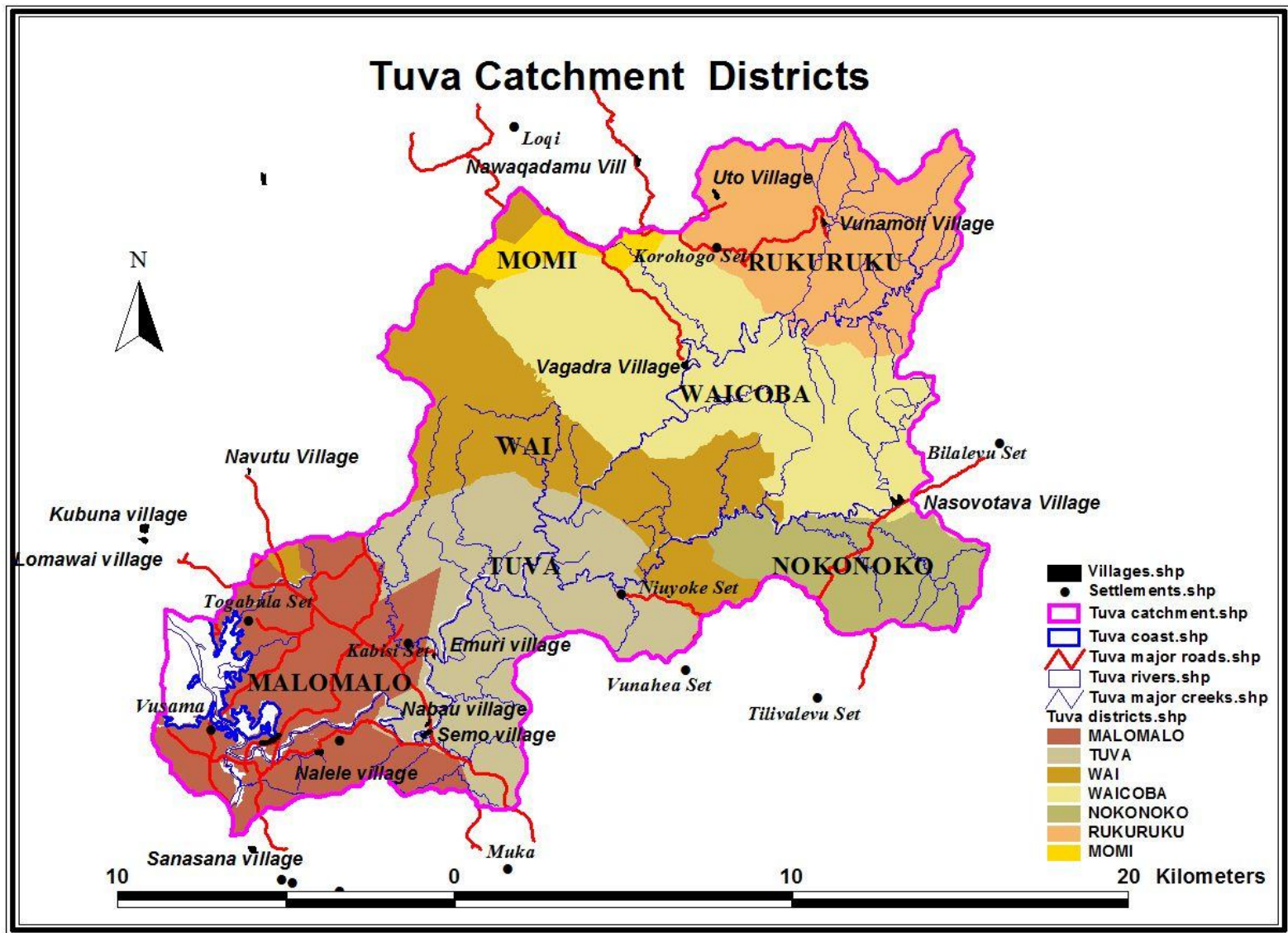
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Tuva Catchment Districts and Villages

EXECUTIVE SUMMARY

The Republic of Fiji's Medium Size Project (MSP) titled "Capacity Building for Sustainable Land Management (SLM) for Mitigation of Land Degradation" aim was to build capacity and establish the framework for implementation of sustainable land management planning to address land degradation within the context of sustainable development. The SLM Project generated greater awareness of sustainable land management amongst the public and targeted audiences such as policy makers and decision makers. The SLM Project's role was to build the capacity by strengthening the enabling environment for SLM and addressing the root causes of land degradation in Fiji and also to mainstream SLM into relevant policies and legislations across sectors. It recognized the importance of developing policies for sustainable land management and promoting Best Management Practices to implement these policies.

In accordance with the United Nations Development Program/Global Environment Facility (UNDP-GEF) Monitoring and Evaluation policies and procedures, all MSP projects need to have a final evaluation at the end of the project period. The final evaluation is intended to assess the achievements of project objectives and identify and document lessons learned.

A Terminal Evaluation (**TE**) was conducted in November 2012 and the findings are reported on this document. The **TE** reviewed the design, objectives and management arrangements for the Fiji SLM Project and evaluated the results that have been achieved against what was originally planned. The main criteria considered by the final evaluation are relevance, efficiency, effectiveness and sustainability. The terminal evaluation report concludes by highlighting the key achievements of the SLM Project and some of the lessons learned.

The SLM Project is of great relevance to the Republic of the Fiji Islands because of the need to protect its biodiversity of terrestrial natural resources and its need to develop its economy to sustain the livelihood of its people. The inconsistent and uncoordinated development planning has led to threats such as land degradation, sedimentation and waste management challenges. Fiji's land use decision making has been done previously on an ad hoc basis and when required for development. Against this background, the purpose of the SLM Project was to help the various agencies and the communities in facilitating the introduction of SLM principles and best practices as a basis for managing land, agriculture and forest systems for the environment, economic and social well-being of the people of Fiji.

The SLM Project was executed by LRPD (Land Resources Planning and Development) under the Department of Agriculture in the Ministry of Primary Industry (MPI). LRPD executed the SLM Project in partnership with major stakeholders such as the Department of Forestry and WWF. The National Landcare Steering Committee (NLSC) was established as the Project Steering Committee and LRPD provided the secretariat support. The Project Coordinator through the LRPD was also responsible for the timely delivery of projects outputs and for the financial management of the project funds in accordance with the project outputs and activities as outlined in the SLM Project budget.

The NLSC provided the project oversight in the management and implementation of the SLM Project. The NLSC consisted of multi-agencies and these agencies provided institutional and technical support when required. The NLSC was not meeting effectively before the MTE but was later revived during the last phase of the SLM Project.

The SLM Project has been executed efficiently for about five years between January 2008 to November 2012 due mainly to competent and diligent SLM Project teams located in three Divisions (Western, Central and Northern) with a fully functional GIS office in each Division. The UNDP MCO Fiji staff

responsible for the SLM project played an important role in guiding the project especially after the MTE by visiting field sites and working closely with the SLM teams in the three Divisions. The recruitment of a full time national consultant and a full time Project Coordinator as recommended by the MTE provided the necessary support to the effective implementation of the last phase of the SLM Project. The national consultant was brought on board from March 2012 until December 15th, 2012.

However, generally the SLM Project teams have been dedicated to the project and have serviced a considerable number of meetings and workshops related to the project's Outputs and activities. The products of these meetings and workshops have been substantial reports and materials. These meetings and workshops presentations and documents have been produced, printed and distributed to various stakeholders. Technical inputs into the project by the SLM teams have been substantial and these have been provided cost-efficiently by LRPD.

Specifically, a NAP draft document and a Finance Plan was developed by the SLM project and SPREP to address the revision of NAP strategies, funding sources and costs of implementing the SLM related policies. A NAP alignment to the 10-year Strategic Plan to enhance the implementation of the United Nations Convention to Combat Desertification (UNCCD) was also undertaken. The NAP alignment analyzed policy documents such as national plans, national legislation, agency plans, land use plans and resource management guidelines. The results of the NAP review and alignment were presented in meetings and workshops and a feedback was used to produce the 2nd draft of the revised NAP to combat desertification and land degradation 2012-2018. The NAP is currently being finalized and in early December the LRPD met with SPREP to discuss the way forward in terms of finalizing the report.

It is worth noting that the SLM Project has been highly relevant and important to Fiji and the efficiency of its implementation of project outcomes, outputs and activities have ranged from satisfactory to highly satisfactory. The MTE was completed in October, 2011 and played a crucial role in helping the SLM Project to re-prioritize activities and recommended recruitment of two full time staff. The SLM Project success has also centered on three excellent teams located in the three Divisions in Fiji that could implement SLM Project activities and network with communities and agencies in each jurisdiction. The SLM best practices have also been utilized in land use planning at all levels of community structures and also at various sectors at the national level. The GIS technical capacity and mapping capacity of LRPD have been developed and strengthened. The mainstreaming of SLM principles in the country has occurred.

The key overall performances of the SLM Project during the TE can be summarized as follows:

- Increased knowledge on SLM awareness and these awareness has been widespread in the country
- There has been excellent island by island strategy on SLM awareness and demonstration sites
- There has been excellent catchment strategies approach for SLM work and these were developed and undertaken in a holistic manner
- Excellent detailed catchments studies at five catchment sites have been carefully undertaken and the processes have been well established and documented
- The excellent technical capacity in LRPD has further strengthened the SLM work in collecting data to support SLM work in the country
- SLM work in the country has been mainstreamed into the governance structure of LRPD
- The SLM Project has shown a very good adaptive strategy
- The Landcare Groups were established to encourage the participation of communities in the SLM work in the country

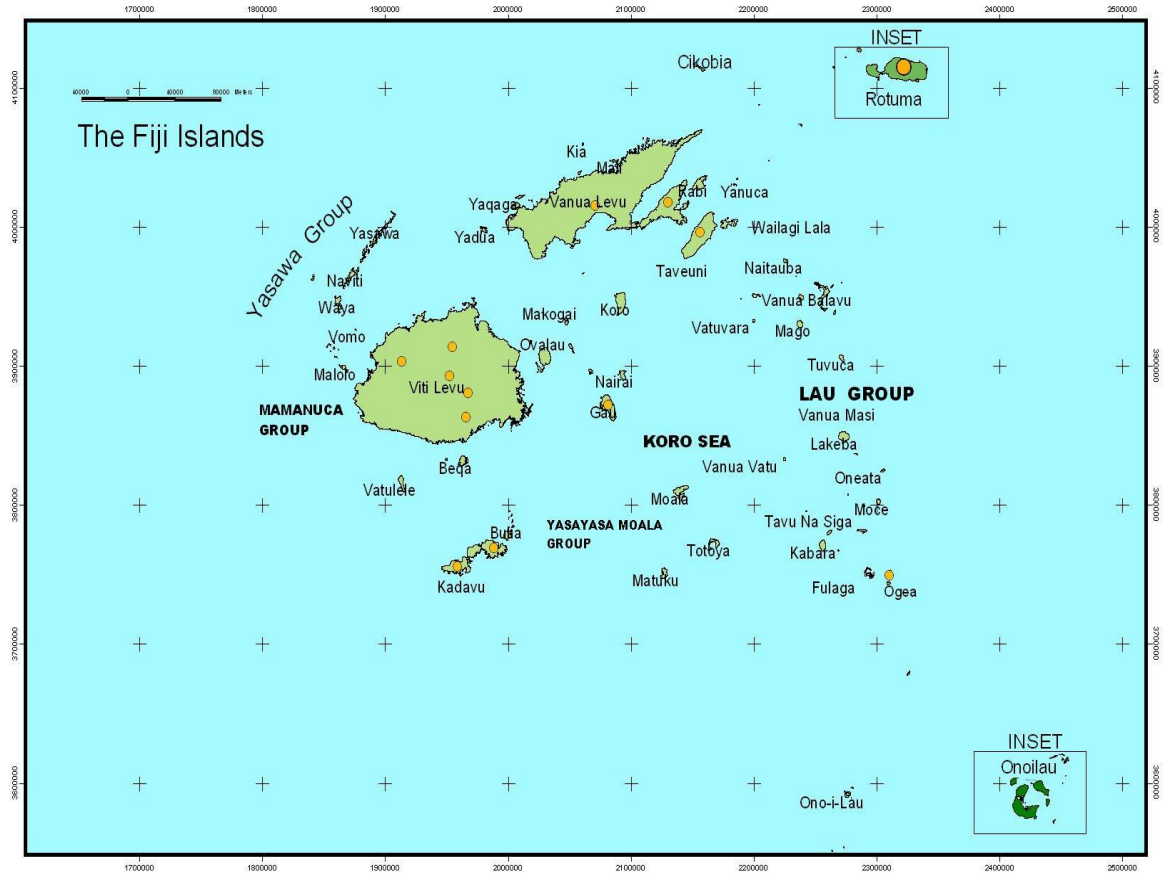


Figure 1.1 Map of the Fiji islands showing the two largest islands of Viti Levu and Vanua Levu

1 Introduction

1.1 PURPOSE OF THE EVALUATION MISSION

The work plan for the SLM Project included a provision for an independent terminal evaluation 3 months before the project ended. This Terminal Evaluation (**TE**) was undertaken by an independent consultant as required by GEF and this was done before the project was completed.

The purpose of the **TE** was to review all aspects of the SLM Project. This included the

- progress made towards achieving project outcomes and outputs
- relevance, efficiency, effectiveness and sustainability of project implementation and results
- highlights of key performances
- lessons learned on how the processes contributed to the achievement of the project and GEF environment goals

The **TE** also reviewed all aspects of the SLM Project from project design and strategy; arrangements for supervision; execution and management; funding; monitoring and evaluation; and results achieved.

1.2 METHODOLOGY OF THE EVALUATION

1.2.1 Methodology Overview

The TE included a document review, a series of consultations (with UNDP, the implementing partner and beneficiaries), on-site observations to verify findings and comments from consultations, followed by the preparation of a draft report as well as its presentation to Suva-based stakeholders (including UNDP and implementing partner) and its finalization. All relevant documents and interviews were analyzed in detail and formed the basis of findings and recommendations of this TE report.

The TE began on the 4th of November 2012 and was contracted to be completed by the 4th of December 2012. The field mission to the Republic of Fiji to review the SLM Project was undertaken from the 1st of November to 30th November 2012 (see Annex C).

There were 8 districts and 3 villages that were visited in the provinces of Ba and Nadroga on Viti Levu Island. In addition, 3 nurseries and 7 demonstration farms were observed in the Nadroga province alone. One of these farms was operated by a female farmer. In contrast, the visit was to Sasa district only in the province of Macuata on Vanua Levu Island included 2 villages. There were 4 demonstration farms and one nursery were observed. The upper, middle and the lower catchment areas of Tabia were also visited.

During the field mission, formal and informal consultation was undertaken with the stakeholders. This generally comprised of initial, informal discussions on the SLM Project and TE objectives, general project results and issues, followed by a questionnaire where appropriate. Topics and level of details covered varied according to the informants' roles in the SLM Project. For example, the Conservator of Forest, Directors of the LPRD, LWRM and the Permanent Secretary of Agriculture were interviewed more on the general level of support from the executing agencies and general outcomes within their departments, SLM Project performances, and wider governance issues. Those actively involved in the SLM Project were questioned more on technical details, training needs and effectiveness of Project activities. Social and other consequences of the sustainable land management such as gender issues, equity and natural resources management policy were discussed with heads of sections in government agencies, non-organizations, farmers and communities.

Detailed discussions were held with the main agencies and partners (LPRD, LWRM, WWF, UNDP-GEF, USP, SPC, IWRM, IUCN, Provincial Offices, farmers, villagers) regarding Project details, deliverables, management, administration, communications and coordination, and financial effectiveness and accountability. Informants from organizations responsible for specific components (WWF, IWRM, LWRM, Forestry, and PACC) were interviewed on the progress and outcomes, and issues in their areas of responsibility. Biodiversity conservation issues were specifically discussed with ENGOs (WWF and IUCN).

Field visits to Sigatoka, Nadi and Labasa were also undertaken. During the field visits, the consultant observed demonstration farms and also travelled to catchment sites studied. In particular, the consultant paid particular attention to SLM measures used by farmers in the upper catchments of Tabia in Vanua Levu and Tuva in Nadroga. Farmers, community leaders, men and women were interviewed during the field visits. The consultant also attended a “train the trainers” workshop for those who live along the Tuva catchment on the first week of November, 2012. The consultant found this workshop to be very useful in assessing the capacity of SLM teams in undertaking participatory awareness processes. In particular, the consultant observed the use of training materials and the use of focus groups to stimulate discussions during the workshop. The workshop participants also presented information on environmental issues affecting their people.

1.3 KEY ISSUES ADDRESSED

The Republic of Fiji is under-going rapid development in recent years. The SLM Project is relatively small when compared to other larger initiatives by the government of Fiji, aid donors, non-government organizations (NGOs) and other regional organizations. At the core of the SLM Project is the need to support the development of capacity building of institutions to actively deliver SLM outcomes. Therefore, a key issue for the SLM Project and its Terminal Evaluation is whether the approaches and methods used have been effective in engaging major stakeholders. In particular, whether the approaches and methods used will enable collaborating partners and major stakeholders to continue to undertake sustainable land management in Fiji in the long term.

Therefore the key issues that the **TE** is intended to consider are:

- Achievements and impacts of the project in terms of its outputs and outcomes as defined in the project document, the inception workshop report and the revised log-frame
- Strengths and Weaknesses of project design and strategy

- Impacts on promoting local participatory decision-making and local governance
- Sustainability of project results
- Challenges that hindered project objectives
- Lessons learned to increase awareness and advocacy through networking
- Project partnerships and networking

1.4 STRUCTURE OF THE TERMINAL EVALUATION

1.4.1 Report Details

The guidelines for the reporting requirements of the **TE** are included in the Term of Reference (ToR) for the Fiji SLM Project. The criteria include the assessments of all project outcomes and objectives.

Relevance of Project Design

The **TE** assesses the overall project design and to what extent it remains valid. The **TE** also assesses the project's concept, strategy and approach within the context of effective capacity development and sustainability. It also further assesses the approach used in the design and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It also addresses the potential for replication of project experiences and whether there are major flaws in the project design.

Effectiveness, Efficiency and Responsiveness of Project Implementation

The **TE** also assesses the extent to which project management has been effective, efficient and responsive. It specifically addresses the clarity of roles and responsibilities of the various institutional arrangements for project implementation, and the level of coordination between relevant players (including the oversight role by UNDP as GEF Implementing Agency, project implementing role of the Department of the Land

Resources Planning and Development (LRPD) of the Ministry of Agriculture. It also considers the review processes via the Fiji SLM National Landcare Steering Committee and the country's annual reviews for the SLM project). This section specifically does the following:

- assess the overall institutional arrangements for the execution, implementation, management, monitoring and review of the project;
- assess the use of logical framework as a management tool;
- assess indicators of adaptive management;
- assess the quality and relevance of project reporting;
- assess the mechanisms for information dissemination;
- assess the project financing and accountability;
- assess the extent to which the project has taken into consideration cross cutting issues

Relevance, Efficiency of Implementation and Sustainability of Project Results

The evaluation will explore the relevance, efficiency of implementation and sustainability of project operational activities and project key performances. Evidences displaying how the project outcomes and outputs have influenced the project performances and GEF environmental goals will be particularly noted.

The evaluation will include the following:

- the quantitative and qualitative assessments of the key project performances and impacts
- the assessment of the project impacts on participatory decision-making and governance
- the assessment of the enabling environment for conservation
- the assessment of the project sustainability of project results

Project Governance and Capacity-Building

This section of the report evaluates the promotion of participatory processes by the project and how behavior has affected land management activities at the community, district, province and national and international levels. In essence, the wider participation of local communities in sustainable land management will be also evaluated. The governance issues in the country will be then related to the project execution and performance and how they have impacted the achievements of project outcomes and outputs. The project's contribution to good governance and accountability and transparency at all levels of governance will also be examined. In particular, the specific areas that will be assessed will include how and to what extent has the project contributed to building management, planning and operational capacity among the project stakeholders. The assessment will take into consideration an overview of capacity-building techniques utilized by the project and the monitoring mechanisms included.

Lessons Learned and Best Practices in relation to Relevance, Performances and Successful Implementations

The **TE** also highlights the lessons learned and the best practices to address issues particularly in relation to relevance, performance and success of the SLM Project. In compiling the main lessons that have occurred, a focus is emphasized on country ownership, stakeholder participation, adaptive management processes, sustainability and the role of monitoring and evaluation in the project implementation.

1.4.2 Structure of the Report

The summary of the Terminal Evaluation (**TE**) is provided at the beginning of the report, and this is followed by the main body of the report in three sections. The first section of the main body is the **Introduction** to the Terminal Evaluation (**TE**) of the report.

The second section presents an outline of the SLM Project and its development context. This part of the project includes the problems that the SLM Project was seeking to address.

The third section covers the **Terminal Evaluation (TE) Findings** in three parts. The first part of this section addresses **the project concept, strategy and design** while the second part addresses the **arrangements for the project management and implementation**. The third part reports **the Project achievements and key performances against outcome and planned objectives**.

The report concludes with the **Summary of Findings, Recommendations from the TE and Lessons Learnt & Best Practices**

An independent mid-term evaluation (MTE) of progress with all aspects of the project implementation of the SLM Project was undertaken in October of 2010. The MTE played a key role in the review of project performances and highlighted issues that needed to be addressed immediately after the MTE. It also noted and made recommendations on how to resolve problems in project management. It was valuable in guiding and directing overall key performances and especially in the last year of implementation of the SLM Project.

2 The Project and its Development Context

2.1 PROJECT BACKGROUND

2.1.1 Project start and its duration

A four year and eleven months initiative of the SLM Project in the Republic of Fiji was implemented by the UNDP in partnership with the LPRD under the Department of Agriculture within the Ministry of Primary Industry. The total funding for the four years and eleven months was \$500,000 from the Global Environment Facility (GEF). The MSP proposal was developed jointly by the Land Resources Planning and Development (LRPD) with UNDP between 2006 and 2007. A GEF Project Development Facility grant of \$25,000 was given for the preparatory phase of the SLM Project in 2006. As part of the project preparatory phase, UNDP undertook a capacity assessment in August 2007 to assess the national management situation of the country and its capacity as a national executing institution. As a result of the capacity assessment, a national execution (NEX) modality was recommended for the project. The UNDP NEX modality allowed the government to assume responsibility for the effective management of all aspects of the project. A proposal was prepared in accordance with GEF policies and procedures and was submitted in 2007, requesting funding for an Expedited Medium-Size Project under the LDC-SIDS Targeted Portfolio Project for Sustainable Land Management. On 14 March 2008, the Republic of Fiji and the UNDP Fiji Multi Country Office (MCO) formally agreed and signed the UNDP/GEF Medium Sized Project (MSP) titled “Capacity Building and Mainstreaming of Sustainable Land Management (SLM)” to be implemented in Fiji. The project was further extended from July to the end of November, 2012 on the following agreed conditions:

2.1.2 Submission of a revised work plan and project budget to UNDP by June 22nd, 2012

In revising the work plan, the SLM Project Team and UNDP were to meet and identify activities and procurement procedures that were suited for Request of Services (RFS), Request for Direct Payments (RDP) and those which can be paid using advances forwarded through the Ministry of Finance.

- Commencement of the Terminal Evaluation (TE) by an independent consultant by the 1st of October, 2012 and to be completed by the 31st of October
- Completion of all project activities (e.g. awareness raising and capacity building by the 9th of November, 2012
- Submission of project terminal report and facilitation of the terminal tripartite meeting by the 16th of November, 2012
- Submission of all reports (financial and technical) needed to facilitate operational and financial closure of the project by November, 26th, 2012

2.1.3 The Problems that the SLM Project was seeking to address

It is a national project and its goal is to ensure that land use planning is undertaken for sustainable land use planning in agriculture and forestry and other land uses. In essence, the purpose of the project is to ensure that land use through agriculture and forestry are economically productive and are of benefit to the community's health, social well-being and the environment. The main approaches and strategies for the SLM Project were to "build capacities for sustainable land management in government agencies, community groups and non-government organizations." In addition, the approaches are also to mainstream SLM principles into government agencies, districts and community groups' land use planning and strategic development.

The Republic of Fiji is an island nation with over 330 islands of which 105 are inhabited (Figure 1.1) and a total land area of 18,333 square kilometers, with a population growth of 0.8%. Fiji's exclusive economic zone (EEZ) is much larger and covers an area of 1.29 million square kilometers. One third of

the islands are inhabited and most of these are volcanic in origin. The largest islands are Viti Levu (10,390 square kilometers) and Vanua Levu (5,538 square kilometers) and make up about 87% of Fiji's landmass. The terrain varies from high mountainous islands to low coral islands. The 2007 population was estimated to be 837,271. About 90 percent of Fiji's population resides on these two islands.

The SLM Project document summarizes the major causes of land degradation and its consequences on environmental damage and degradation. The main cause of land degradation in Fiji are lack of land-use planning, unsustainable human activities, uncontrolled fires, changing weather patterns, over-exploitation of natural resources and poor land use practices. The unsustainable human activities include development, over-harvesting, unsustainable farming and cutting down of trees.

2.2 PROJECT GOAL, OBJECTIVES, STRUCTURE AND OUTCOMES

2.2.1 Project Goals, Objectives and Strategy

The SLM Project goal is to sustainably manage the forest, agricultural and all terrestrial land use of Fiji and; to maintain productive ecosystems and ecological functions and also contribute to the economic, social and environment well-being of the country in the long term. The objectives of the SLM Project as stated in the Project Document and Project Logical Framework is to build capacity at the national and community levels across sectors; and to effectively address land use planning that will assist Fiji in the achievements of long term domestic and global benefits clearly emphasized in the MDG Goal 7. The five SLM Project Outcomes are identified in Table 1.1. Table 1.2 also provides a summary of the SLM Project Outcomes and Outputs.

Table 1.1: SLM Project Goals, Objectives and Outcomes

Project Goal:	To develop sustainable land management capacities and mainstream SLM principles into government strategic planning and development to ensure sustainable development and utilization of land resources leading to an enhanced heritage for future generations.
Project Objective:	To combat land degradation and mitigate its effects through the enhancement of sustainable land management capacities into the planning development and utilization of land to enhance environmental, social and economic well being of Fiji
Outcome 1:	Increased knowledge and awareness of land degradation and the utility of SLM
Outcome 2:	Enhanced individual and institutional capacities for SLM
Outcome 3:	Mainstreaming of SLM
Outcome 4:	Technical support for SLM at district, provincial and national level enhanced
Outcome 5:	Adaptive Management & Lessons Learnt

<i>Outcome 1: Increased knowledge and awareness of land degradation and the utility of SLM</i>
<i>Output 1.1 Generation and improvement of information systems for SLM</i>
<i>Output 1.2 Community awareness on SLM technologies</i>
<i>Output 1.3 Awareness raising activities organized around relevant regional, national and sub-national events</i>
<i>Outcome 2: Enhanced Individual and institutional capacities for SLM</i>
<i>Output 2.1 National stakeholders trainings and workshops</i>
<i>Output 2.2 SLM related policies and legislations strengthening</i>
<i>Output 2.3 Skilled community-based facilitators available</i>
<i>Outcome 3: Mainstreaming of SLM</i>
<i>Output 3.1 Elaboration of the NAP and identification of specific-on-the-ground investments required in the medium to long term</i>
<i>Output 3.2 Mainstreaming of SLM into SEEDS</i>
<i>Output 3.3 A medium term SLM investment plan on selected proposals is submitted and to be used as a model for longer term plan</i>
<i>Outcome 4: Technical support for SLM at district, provincial and national</i>
<i>Output 4.1 SLM training materials and guidelines reprinted and produced</i>
<i>Output 4.2 SLM knowledge sharing improved</i>
<i>Output 4.3 Mapping, monitoring, and evaluation improved</i>
<i>Output 4.4 Community-based participatory land use planning adopted</i>
<i>Outcome 5: Adaptive Management & Lessons Learnt</i>
<i>Output 5.1 Effective Monitoring and Evaluation of the Project</i>
<i>Output 5.2 Efficient Project Management Unit</i>

Table 1.2: Summary of SLM Project Outcomes and Outputs

The overall Project Objective is stated in the Project Document as "to build capacity at the national and community levels across sectors to effectively address sustainable land management and land use planning in achieving long term national and global environment benefits". The Project Document outlined a number of global and domestic objectives that were expected to accrue from the SLM Project achieving its higher level objectives. An improved capacity for ecologically sound sustainable land management in Fiji is a direct global benefit from the SLM Project. In addition, the indirect global benefits include the following:

- An integrated cross-sector approach to sustainable land management through land use planning, policies, strategies, programs, funding mechanisms and multi-sector community groups.
- Improved species diversity conservation because of reduced deforestation and reduced sedimentation in wetlands and mangrove ecosystems; and improved health of coral reefs.

The improved technical capacities for sustainable agriculture and sustainable forestry systems of the country; and strengthening of the enabling environment for sustainable land management are the direct national benefits. The three indirect national benefits are:

- Improved production of crops because of improved soil protection and maintenance.
- Improved health of mangrove and coral reef ecosystems which are critical for sustainable tourism
- Empowerment of stakeholders and resource users in monitoring and managing land resources

The SLM Project's overall goal was to build capacity to help solve land degradation issues and risks across the Fijian islands. The project strategy chosen was to progressively work towards a goal of removing barriers that prevent the practice of sustainable land management. These barriers were identified in the Project Document as not adequately addressing sustainable land management in national economic and social development activities. The second barrier is the general lack of technical, financial and knowledge capacities to introduce SLM across the islands. The SLM Project was therefore

designed to "**develop capacities**" and to "**mainstream**" outcomes listed in the project's logical framework.

2.2.2 Project Implementation Arrangements, Main Stakeholders and Beneficiaries

UNDP was the GEF Implementing Agency for all the SLM Projects under the LCD-SIDS Portfolio. The development and the implementation of each project in each country were supported by the UNDP-GEF headquarters in New York, the UNDP-GEF Regional Technical Advisors' Office (Bangkok) and the UNDP Fiji Multi-Country Office (MCO). The SLM Project was required to follow all UNDP administrative and financial procedures.

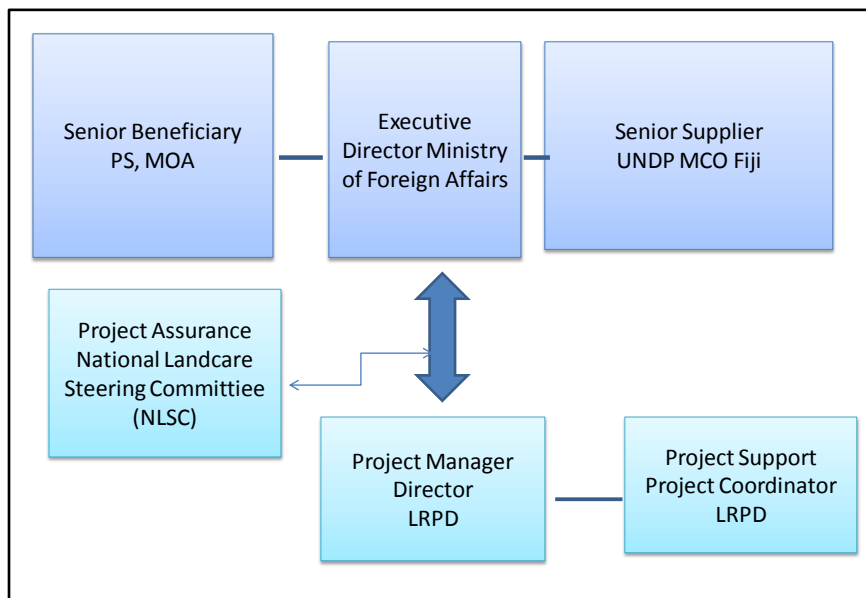
The Land Resources Planning and Development (LRPD) under the Department of Agriculture within the Ministry of Primary Industries is the national executing agency and are responsible for direct supervision of the SLM project activities. The Director of LRPD was the Project Manager until he retired in October, 2012. The Project Coordinator was the Principal Research Officer in LRPD recruited as a full time staff in October 2012 after the retirement of the Director. A national consultant was recruited in January, 2012 due to the restructure of the SLM Project after the **MTE** recommendations has been received. The national consultant was recruited to specifically assist with project reporting and also played key roles in facilitating logistics and organizations of awareness and capacity building workshops. The Project Manager remained the responsibility of the Director of LRPD.

The UNDP Fiji MCO played a key monitoring and an oversight role to ensure the effective and efficient implementation of the SLM Project. LRPD was the national leading executing agency and was responsible for the timely delivery of the project's objectives.

The Permanent Secretary of the Ministry of Agriculture represented the beneficiary and the Ministry of Foreign Affairs represented the Fiji government. The two parties and the UNDP Fiji MCO formed the

tripartite forum which reviews and monitor the annual progress of the project at the national level. The National Landcare Steering Committee (NLSC) provided the project assurance on the validity, relevance and accuracy of the Annual Progress Review (APR).

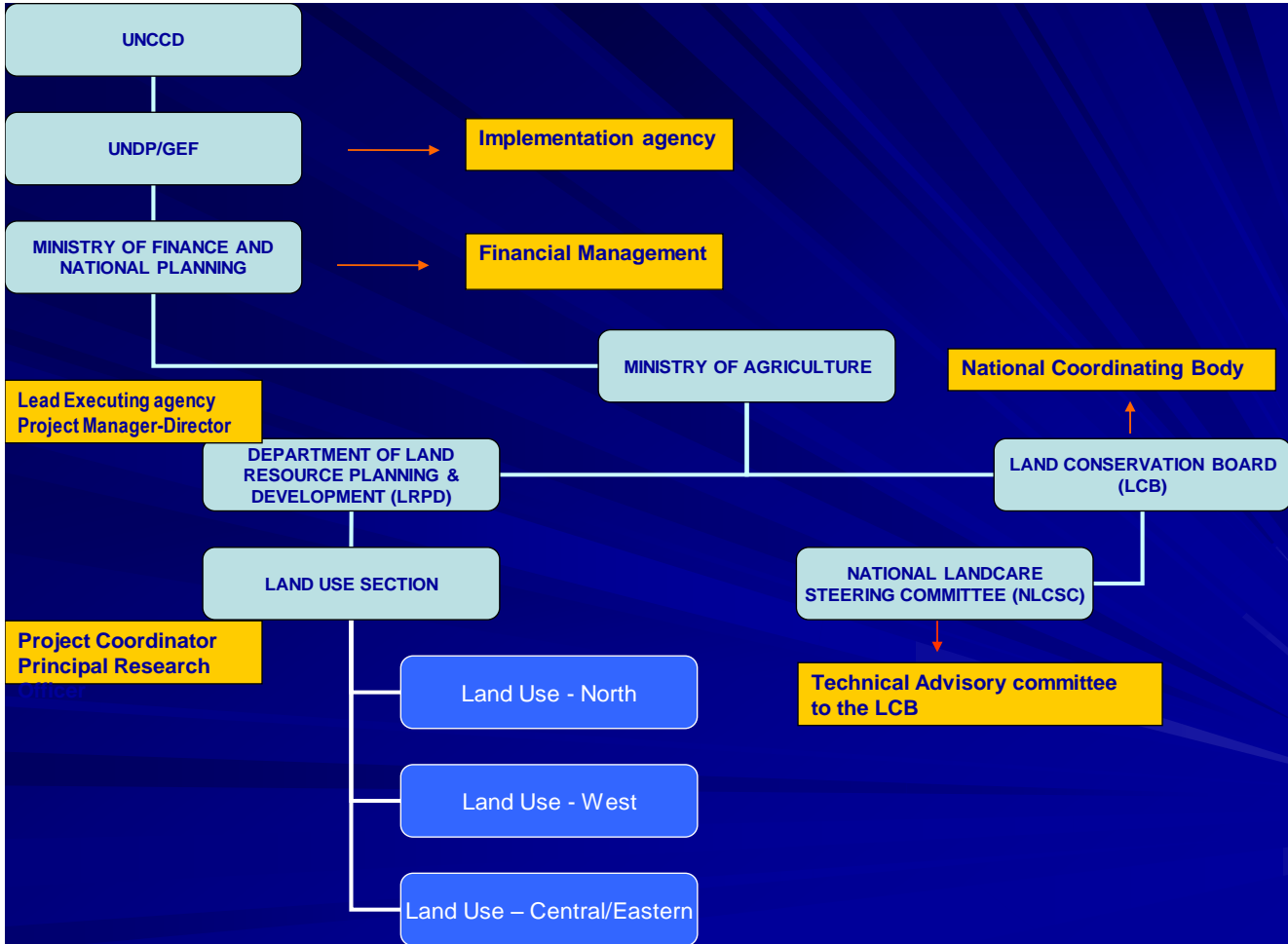
Figure 1.2: Project Organization Structure (Adapted from Inception Report, 2008)



The project implementation arrangement is shown in Figure 1.2 and Figure 1.3 and was described in the Inception Report of 2008. Although LRPD was the leading executing agency for the SLM Project, initially all funding were directed to the Ministry of Finance (MOF). MOF was responsible for all financial management for the SLM Project in its financial systems using a trust account (Inception Report, 2008). The LRPD through the Project Coordinator carried out the overall operational and financial management of the project through its record keeping. The Project Coordinator was also responsible for the financial and technical reporting to UNDP Fiji MCO in accordance with all UNDP financial and management requirements. One of the Project Coordinator's duties was to coordinate all activities of the SLM Project with other government agencies and stakeholders.

An additional responsibility of the Project Coordinator was to hold the secretariat for the National Landcare Steering Committee (Project Steering Committee). The National Landcare Steering Committee (NLSC) was revived in 2012 after at least a 2 year lapse. UNDP supported LRPD in reviving the NLSC in the first quarter of 2012. The Project Coordinator through the LRPD also ensured that the projects outputs were delivered on time and the project funding were utilized according to the project outputs and activities as outlined in the SLM Project budget. The National Landcare Steering Committee (NLSC) consisted of multi-agencies and these agencies provided institutional and technical support when required. Before the **MTE**, the NLSC was not fully functional but this was revived after the **MTE** in the last phase of the SLM Project.

Figure 1.3: Institutional Framework for Project Implementation



The SLM Project Document identified a wide range of institutions and individuals as stakeholders in the SLM Project. The main stakeholders of the SLM Project included the communities in villages and settlements, farmers and landowners. The government agencies consisted of the LRPD and LWRM for the Department of Agriculture. The stakeholders from the Western, Central, Northern and Eastern

Divisions were one of the beneficiaries of the Project. The non-government organizations were represented by WWF. Other semi-government agencies included the Itaukei Land Trust Board (ITLTB), the Ministry of Land, Department of Forests and Fisheries and the GEF-Small Grants Program.

2.2.3 Project Outcomes and Outputs

The five project outcomes and outputs are shown on Table 1.2 and this includes the Project management; and the monitoring and evaluation of the project outcomes. The SLM Project had 5 Outcomes but Outcome 5 was classified under Project management. Under the 5 Outcomes, there were 15 Outputs as stated in the Inception and the MTE Reports. The revisions of the Outputs and Indicators were undertaken during the Inception workshop and the details of these revisions have been captured clearly in the Inception Report of 2008.

Table 1.3 Outcomes, Outputs and Output Indicators (from SLM Inception Report, July 2010 and MTE Report)

Outcomes	Outputs	Output Indicators
Outcome 1: Increased knowledge and awareness of land degradation and the utility of SLM	Output 1.1: Generation and improvement of information systems for SLM	Output 1.1 Indicators By 2012 all divisions have at least 2 specialist staff managing GIS & LIS Units By 2012 the LIS in all 3 divisions is strengthened with the inclusion of databases & information on 3 additional land & land use fields, including baseline information on land degradation By 2012 all stakeholders and the general public are more accessible to land use related information in all the divisions
	Output 1.2 Community awareness on SLM Technologies	Output 1.2 Indicators Every year, 3 demonstration farms are established (with the local communities for training & awareness in each of the division Every year, at least 2 communities from each Division undergo training in SLM & SLM Technologies
	Output 1.3 Awareness raising activities organized around relevant regional, national and sub-national events	Output 1.3 Indicators From 2009, there is an increase in the number of SLM information disseminated to the Public, through at least 3 different types of media
Outcome 2 Enhanced individual & institutional capacities for SLM	Output 2.1 National stakeholders' trainings & workshops	Output 2.1 Indicators By 2010 stakeholders from the ministries are trained on the SLM Concept & Technologies By 2010, at least 3 other sector agencies are including SLM in their training and awareness program By 2009, the National Landcare steering committee is

		effectively coordinating inter-sectoral and inter-agency efforts in the implementation of the SLM Project
	Output 2.2 SLM related policies & legislation strengthened	Output 2.2 Indicators By 2012, SLM issues are included in at least 2 draft policies or legislation of other sectors Increased public awareness on existing SLM-related Policies
	Output 2.3 Skilled community based facilitators available	Output 2.3 Indicators By the end of 2011, 80 community facilitators would have undergone training on SLM and Landcare Facilitation
Outcome 3 Mainstreaming of SLM	Output 3.1 Elaboration of the NAP & identification of specific on-the ground investments Required in the medium to long term	Output 3.1 Indicators By 2011, the NAP is incorporated into the Sustainable Economical Empowerment Development Strategy (SEEDS)
	Output 3.2 Mainstreaming of SLM into SEEDS	Output 3.2 Indicators Every year, SLM is included in the National reporting on Millennium Development Goals By 2012, SLM issues are considered in the development plans of 3 other sector's strategic plans
Outcome 4 Technical support for SLM at districts &	Output 3.3 A medium term SLM investment plan on selected proposals is submitted and to be used as a model for a longer term Output 4.1 SLM training materials &	Output 3.3 Indicator By 2011, funding is secured for proposals under the medium term investment plan Output 4.1 Indicators Extension officers, trainers and community facilitators

<p>Provincial & national levels enhanced</p>	<p>guidelines reprinted & Reproduced</p> <p>Output 4.2</p> <p>SLM knowledge sharing</p> <p>Improved</p>	<p>in all the divisions are using the resource materials in their trainings and awareness programs</p> <p>Output 4.2 Indicators</p> <p>By 2011, the land use department is effectively communicating and sharing information between their divisional offices and with main stakeholders through a networking system</p>
	<p>Output 4.3</p> <p>Mapping, monitoring and evaluation improved</p>	<p>Output 4.3 Indicators</p> <p>By 2011, information on land use and impacts, including baseline information from at least 12 Districts, is added to the LIS</p>
	<p>Output 4.4</p> <p>Community Based participatory</p> <p>Land use planning adopted</p>	<p>Output 4.4 Indicators</p> <p>By 2012, 20 rural communities from all the divisions in the country actively participate in the development of land use plans of their area</p> <p>By 20120, at least 4 agencies from other sectors are</p>
		<p>formally committed and are part of the land use planning team as resource persons</p>
<p>Outcome 5</p> <p>Adaptive Management & Lessons Learnt</p>	<p>Output 5.1</p> <p>Effective Monitoring & Evaluation of the Project</p> <p>Output 5.2</p> <p>Efficient Project Management Unit</p>	<p>Output 5.1 Indicators</p> <p>Timely annual submission of the APR/PIR</p> <p>The PMU responds and appropriately adapts management processes, where necessary according to the insights gained</p> <p>Output 5.2 Indicators</p> <p>The PMU successfully meets at least 75% of the targets using the allocated resources by the end of the Project Phase</p>

2.3 Results Expected

At the end of the SLM Project, the Fiji government agencies and the various communities and non-government organizations should have the capacity to sustainably manage the forest, agricultural and terrestrial land use of Fiji because of better policies and improved technical understanding of land use information and development options available for the nation.

In essence, the SLM Project is expected to contribute towards the mitigation of land degradation through the promotion of sustainable productive systems that will also maintain ecosystem productivity and ecological functions and at the same time contribute directly to the environment, economic and social well-being of the people of Fiji. The SLM Project is expected to build capacity for sustainable land management for the national agencies, landowners, resource owners, farmers, village communities and civil societies. The SLM Project should also mainstream SLM principles into government planning and strategy development.

3 Terminal Evaluation Findings

3.1 INTRODUCTION

This section of the report gives the consultant's evaluation of the SLM Project's formulation, implementation and results. The terminal evaluation specifically assessed the project formulation, implementation as required by the ToR. The types of questions used by the consultant to interview the stakeholders and a summary of the answers to these questions are also presented in this section of the report. The consultant also provides a commentary on each theme and further presents an overview of the findings. Similarly, a rating of project performances using the recommended scale as provided by the ToR was used to rate performances in project formulations, project implementations and project results.

3.2 PROJECT FORMULATION

3.2.1 Summary of Findings on Questions on Project formulation

Was the Project design appropriate for the Republic of Fiji?

- *Project design is fundamentally sound and effective.*
- *The involvement of NGOs especially WWF in implementing and resourcing the SLM project has demonstrated good partnerships because they already have been implementing similar initiatives*
- *The involvement of communities in the catchment areas and communities in the island sites have been excellent and showed support for the SLM Project initiative*
- *The outcomes and outputs of the SLM Project design and formulation have been relevant to Fiji*
- *There were many demonstration sites built into the SLM Project and the demonstration sites helped to showcase the SLM principles to the communities. The demonstration sites also provided "hands on" experience and training for villagers on SLM work. The demonstration sites were widespread and covered the two main islands and the outer islands in Fiji*

- *The SLM Project was designed with a wide coverage strategy to include extensive SLM work on the two main islands in Fiji. Although the focus of the SLM project was on the two main islands, other islands such as Totoya, Nayau, Gau, Ovalau and Kadavu located in the Maritime Provinces of Lomaiviti, Kadavu and Lau were also included*
- *The two main strategies for the SLM Project were designed to focus on catchment and islands and these strategies were holistic in its approaches.*
- *The design of the SLM Project took into account the need to mainstream SLM activities into land use planning and this design fitted into where the SLM Project was executed*
- *The Project Design was too ambitious with too many outputs and activities*
- *The SLM Project was located in 3 Divisions and each had its own staff and office. There were at least 7 staff members at the Central Division, 5 staff members in the Western Division and 5 staff members in the Northern Division that were actively involved in the SLM Project Team. This caused major problems in trying to coordinate activities without a full time coordinator*
- *There were also at least 3 demonstration sites in each Division.*

Were there enough consultations? Was the project information provided and did you understand project information?

- *There has been adequate consultations with various stakeholders during awareness campaigns and during the inception workshop*
- *There has been SLM information provided to all stakeholders during the inception workshop and it has been simple and useful*
- *Information has been provided at all levels of governance for example at national level and at community levels and information has been translated and presented in the Fijian and Hindi languages. Information has been given to students in schools and to Land Care groups.*
- *Information provided by the SLM Project through various media outlets (TV, radio, outreach, awareness campaign, workshops and village meetings) has been simple and informative. Some of this information has been provided to schools and Land Care Groups.*
- *More discussions should have been undertaken to get information through to the staff because there are so much information available on the project*

What were the challenges in project formulation and lessons learnt?

- *The difficult task of coordinating meetings and workshops across the various sectors at all levels of governance was challenging. Coordinating meetings and communications within the department was challenging as it involved three locations, western, central and northern divisions*
- *Challenges in leadership direction because of restructure of government agencies because of leadership change. There were 4 Permanent Secretaries during the life of the Project and they have to be continuously updated on the SLM Project Information and progress*
- *Challenges with increasing vulnerability because of changing environmental conditions and especially of two major floods in 2012 that affected most of the SLM Project sites and demonstration sites*
- *It has been hard work involving communities at the grass root level and sometimes there has been lack of participations because of lack of trust, apathy and competing interests. It was especially difficult after the flood in early 2012 and mid 2012 when the western division was declared a state of emergency with government focus turning to rehabilitation efforts.*
- *One of the lessons learnt is to bring in partners (at the project formulation stage) that have been working with communities for several decades in Fiji to take the lead in community-based land use planning. This was effectively done by one of our NGO partners who have been working with communities in two of the study sites for quite a long time.*
- *Gaining support from leaders is very important and critical. Building relationships with farmers and helping them in the demonstration sites were critical in the success of the SLM Project*
- *The revival of the National Steering Committee made the collaboration easier and provided useful networking for the SLM Project*
- *National priorities need to be clearly defined and officially stated to avoid any misunderstanding. In particular the national priority of the agricultural censuses being carried out affected the SLM Project's activities as communities need to be visited often. After the two floods of 2012, a state of emergency was declared for the Western Division with government focusing on rehabilitation efforts in the Division*

What is your overall assessment on UNDP's involvement in this project?

- *UNDP has established a long term relationship with the government of Fiji and has had good access and influence with key decision-makers within government.*
- *UNDP has demonstrated in the past its ability to guide projects by using its technical resources and expertise*
- *UNDP actively participated in the Fiji SLM Project and especially after the MTE to help the SLM Project achieved its goals and objectives. UNDP staff visited field sites and motivated project staff to continue implementing activities*
- *The presence of UNDP MCO (Fiji) in Fiji did make a difference and its active involvement in the SLM Project has been very effective. UNDP MCO (Fiji) has been very helpful when dealing with MOF and revising the process of disbursements of funds so that the SLM Project was implemented effectively and efficiently*
- *The close association with the UNDP Fiji MCO has helped to resolve some problems with funding issues and especially funding transfer issues*
- *UNDP has a track record and has the capacity to support projects such as the SLM Project as long as the level of support by the country partners are available*
- *The reporting requirements(narrative and financial) for UNDP is quite extensive and demands a lot of time*
- *It would be great to have UNDP staff spend time in discussing the SLM Project documents before the inception workshop and to help visit sites to have a good understanding of challenges faced by the Project staff*
- *Since 2012, UNDP provided more support for the project and also UNDP staff visited field sites and attended annual review*

3.2.2 Commentary on Project Formulation

Stakeholder Participation

The **TE** notes that LRPD was the main leading agency for the majority of the project outputs as noted in the Inception report. The Inception Report could have included a budget and a term of reference for key agencies such as the Department of Forestry and the LRWM in the Agriculture Department to implement some of the project activities where forestry activities overlap with the SLM Project.

Having noted that LRPD was the main leading agency for project implementation, the **TE** noted that LRPD and UNDP have balanced this by working hard to bring in WWF as a major partner and this was recommended by the **MTE**. WWF is a well known ENGO in Fiji and WWF was a major partner in the last year of the SLM Project's implementation. The MOU with WWF was worth US\$117,000.

WWF has been active in Fiji in undertaking community-based advocacy and project implementation at the village level. WWF has been actively involved in environmental awareness in two of the districts used as demonstration sites for the SLM Project. For example, WWF has been engaged in community training and environmental awareness in the Wai district for the last 10 years. This long term engagement and community-based project implementation by WWF as an SLM Project partner has contributed to the strengthening of the SLM Project community-based awareness in the demonstration sites and the active engagement of the communities. This has also given the SLM Project greater visibility at the grass-root level especially with the village-based communities. This partnership has also empowered villagers to carry out the SLM Project at the community level with the supervision of WWF.

The IWRM Project within the LRWM of the Department of Agriculture also worked with the SLM Project within the Nadi catchment area. The SLM Project provided funding and technical skills for

the surveys of the Nadi catchment. The partnership for the Nadi catchment with the IWRM Project strengthened both the SLM Project and the IWRM Project.

The TE considers that the SLM Project formulation was well designed by using LRPD as the main implementing agency. The LRPD had the technical capacity to provide technical support and implement the Project as they had offices in the three teams in the three Divisions (Central, Western and Northern). The team work that existed in the three Divisions really played a significant role in the successful implementation the SLM Project.

However, having noted that the SLM Project was well designed there were some flaws in the basic design of the project. The numbers of outcomes (5) and outputs (2-4) were generally sufficient and relevant to the SLM Project. The SLM Project design was also too ambitious by having too many activities listed per Outcome and Output. For example, Output 1.1 of Outcome 1 listed 7 activities. The TE considers that for a \$500,000 MSP Project, about 2-3 activities should be sufficient for each Project Output. Each Outcome should have a maximum of six activities. If the MSP Project had 5 Outcomes then one would expect each Outcome to have 3 Outputs and each Output should at least have 2 activities. Thus, each Outcome of the MSP Project should have six activities. The average activities for each Output for this SLM Project were around 5. This number of activities is too high for an MSP Project.

Other flaws that the TE considers to be problematic with the Fiji SLM Project were mainly due to the detailed yearly targets and indicators. Although it is quite relevant to have a detailed yearly targets and indicators, it works against the SLM Project team when the Project is evaluated. The SLM team is committed to fulfilling the yearly targets and indicators as stated in the Inception Report. When these yearly targets and indicators are not fulfilled because of the flaws in Project design then these should have been reviewed at the annual tripartite forum or when the annual work plan was planned. This process was undertaken after the MTE when it recommended for the SLM

Project to prioritize annual work plan for 2012 and this was carried out by the team and endorsed by UNDP MCO Fiji.

Linkages between SLM project and other interventions within the sector

Two regionally-implemented projects, the Sustainable Integrated Water Resources & Wastewater Management (IWRM) and the Pacific Adaptation to Climate Change (PACC), are both GEF funded and UNDP implemented and have collaborated closely with the SLM Project. Both of these projects are under LWRM and are located at the Department of Agriculture.

The SLM Project has worked collaboratively with IWRM on the Nadi catchment. The biophysical surveys (4 districts), SLM awareness training, land use planning, land use classification, participatory land use planning surveys, SLM awareness workshop, training of the trainers (4 districts), stakeholders workshop, training of the trainers workshop, establishing demonstration farm sites, establishing demo plots and nurseries, land use vegetation maps and mapping of watershed boundaries. In particular, the IWRM demonstration sites in the Nadi catchment were used as demonstration site for the SLM project especially demo farms, replanting of vetiver grass and fruit trees on the upper Nadi Catchment.

The PACC Project which is executed by SPREP and carried out by LWRM had close collaboration with the SLM Project especially in conducting biophysical survey and land use planning. Further collaborations are expected in the future especially in the Navua Catchment.

Other linkages included working closely with the GEF small grants program (GEF-SGP). The SLM Project team has collaborated with the GEF-SGP projects in conducting biophysical surveys, establishment of nursery sites and farms, SLM awareness and land use planning, train the trainers and participatory land use surveys. Most of these activities carried out the SLM team require meetings, site visits, writing of reports, GIS data analyses and using resource personnel. The

following islands are examples of islands visited and these were widespread throughout the Fiji islands: Kadavu, Totoya, Nayau, Onoilau and Gau.

Country Ownership

There is a high level of country ownership of the SLM Project from the grass root level through the involvement of communities at all levels from villages to districts and to provinces. There is also a high level of country ownership with the LRPD within the Department of Agriculture. Because of the way the project was designed and implemented, the SLM Team took ownership of the Project from the planning stage to its final stage. The SLM team had a high level of team work at the three Divisions where staff members were located. The team from each of the three Divisions worked closely together to implement the Project. The TE considers the SLM team work to be a key factor in achieving the considerable amount of work undertaken in the country.

The enormous support and backing of national government agencies especially the Department of Forestry contributed to strengthening of the implementation of the SLM project especially at the upper catchments and when trying to rehabilitate areas that have been degraded by logging of pine trees. The Department of Forestry also collaborated effectively during the SLM awareness workshops and “training of trainers” workshops, stakeholders meetings and in establishing nursery sites in the SLM Project demonstration sites.

The Commissioners of the Western, Central, Northern and Eastern provided the leaders’ support necessary to implement the SLM Project in the four divisions represented. The strong support by the Commissioners led to supplementary funding to finance biophysical surveys and land use planning in the relevant divisions. In addition, the level of support from the Itaukei Affairs provided the necessary mechanism for the community-based work in the villages, districts and provinces and targeting the communities especially in a strategic way. Communities along specific catchments

were targeted for awareness workshops and for the “training of trainers”. Many of these community members have conveyed their strong support for the SLM Project during the TE and have stated clearly how they have benefitted from the project.

3.2.3 Replication Approach

The implementation activities at the village level are a major success story for the SLM Project. The assistance, advice and support provided to village communities in the three Divisions where demonstration sites were located helped to establish the process of Land Use Planning. Significant benefits appeared to have taken place in incorporating sustainable land management practices into the Land Use planning processes and also in bringing communities together to discuss issues concerning sustainable land management in the catchment areas and in islands using a holistic approach.

It is very clear during the TE that the biophysical surveys, demonstration farms, soil surveys, GIS mapping, SLM awareness training, train the trainers workshops, replanting of vetiver grass, nursery sites establishment and land use planning were strategically undertaken and replicated in all the major sites of the SLM Project. In particular, the work undertaken in the Nadi catchment was replicated in a nearby smaller catchment (Tuva) in the Western Division. The same also happened in the Northern Division, where the work undertaken in the Labasa catchment was replicated in the Tabia catchment which is nearby and much smaller.

3.2.4 Project Management Arrangements and Strategy

The implementation approach included the head of LRPD (Director) as the Project Manager based at the Koronivia Research Station in Suva. The Project Manager was supported by the Project Coordinator who was a Senior Research Officer and she resigned from government in January of 2012.

In general, the Project Coordinator undertook the overall operational and financial management for the SLM Project. The LRPD’s Director and the SLM Project Coordinator were directly responsible

for the timely delivery of inputs and outputs and for coordination with all other divisional SLM project teams. The project was supposed to be guided by a high level oversight from the National Landcare Steering Committee (NLSC). The NLSC was to meet quarterly to provide the necessary oversight but this was not done because of the political climate of the nation and also because of high turnover rate in senior staff members in participating government agencies due to change in government policies concerning retirement.

Further project management approach was to establish an SLM Project National Landcare Steering Committee (NLSC) which was mandated during the Inception Workshop to oversee the SLM Project. The composition of the National Landcare Steering Committee included representatives from regional organizations (SPC and USP), government agencies (National Planning office, Agriculture, Environment and Forestry), NGO (WWF) and UNDP MCO Fiji. The NLSC was to provide policy and technical advice, and guidance to the Project Coordinator and the SLM team for the implementation of the SLM Project. In addition, the NLSC was to:

- Ensure that project activities are carried out in accordance with the SLM Project work plan and budget.
- Facilitate and participate in national consultation workshops involving SLM stakeholders
- Facilitate inter-agency sharing of information and experiences relating to capacity building and land management

The funding management was the responsibility of the Project Coordinator and all funding came through the Ministry of Finance (MOF) before being disbursed to the Department of Agriculture. After the MTE, an agreement was established to follow the Fiji government financial requirements for any procurement and to directly disburse funds to vendors.

An additional task of the Project Coordinator was financial reporting to UNDP MCO Fiji in accordance with the UNDP-GEF requirements. The Project Coordinator was also responsible for coordinating all

activities with major stakeholders and other agencies and was also responsible for secretarial support to the NLSC. The LRPD's Divisional Offices also assisted the Project Coordinator. The Divisional Offices also provided assistance in project implementation in the Division especially in the establishment of model farms and in delivering awareness and training in the village communities in the Division. The LRPD, as an executing agency, also ensured the timely delivery of project outputs in accordance with the project budget.

3.2.5 Validity of Risks and Assumptions

The SLM Project Inception workshop in 2008 assessed risks for each of the SLM Project Outcomes. The most critical risks to the overall project were summarized as delays in government financial mechanism because of delays in opening of the Ministry accounts at the beginning of each financial year. The SLM Project also lost about 15 months in trying to access funds within the government systems.

An additional risk in the financial mechanism was the closing of financial year in mid-December to allow for reconciliation and finances were not accessible until February. Further financial delays were also assessed as critical risks when there were delays in quarterly disbursements because of improper financial reporting to UNDP MCO Fiji.

Other risks included the following:

- Government re-structuring
- Low priority for SLM work during National Planning
- Poor internal reporting from other Divisional offices
- Poor reporting feedback from other responsible agencies
- Change in leadership where incoming decision-makers were not familiar and supportive of the project. There were four Permanent Secretaries during the lifetime of the SLM project and each new Permanent Secretary brought their new priorities
- Lack of support at community level because of disruptive and uncooperative individuals

- Lack of collaboration and coordination between and amongst stakeholders
- Communities are often heterogeneous and are made up of individuals with different interests and livelihoods

3.2.6 Overview of Findings

Table 3.1 shows the rating of project formulation per project outcome using the criteria in the ToR for terminal evaluation rating.

Table: 3.1 Rating of the Performance for Project Formulation

Outcome	Project Formulation Rating
1. Increased knowledge and awareness of land degradation and the utility of SLM	Highly Satisfactory
2. Enhanced individual and institutional capacities for SLM.	Satisfactory
3. Mainstreaming of SLM	Satisfactory
4. Technical support for SLM at district, provincial and national level enhanced	Highly Satisfactory
5. Adaptive Management and Lessons Learnt	Satisfactory

3.3 PROJECT IMPLEMENTATION

3.3.1 Summary of Evaluation Findings

Has the project being effectively, efficiently and sustainably implemented with the current institutional arrangements?

- *Effective implementation by dedicated staff and supporting staff from LRPD from 3 Divisions*
- *Effective and Efficient implementation of SLM Project because there were existing LRPD staff in the 3 Divisions and had teams to implement the SLM Project*
- *The Director was responsible for the SLM Project and had the authority to delegate staff to carry out SLM Project activities and this made the SLM Project delivery to be effective, efficient and sustainable*
- *Good political support from leaders and technical support from within the Ministry*
- *Improved technical facilities hardware and software, and good technical support for the SLM Project with existing GIS expertise in the 3 Divisions*
- *The involvement of the WWF in the SLM Project sites in the villages of the district of Wai in Nadroga and in the district of Sasa in Macuata helped further community participations in the two sites*
- *The strong linkages between the IWRM and the PACC projects have strengthened the SLM project implementation*
- *The support of the district, divisional commissioners and provincial leaders through organization of meetings and through co-financing has been overwhelming*

Are the budget and work planning appropriate for the goals of the project and have they been effective?

- *Budget is appropriate for the goals of the project but there should have been some budget for other partner agencies*
- *Likewise key agencies should have terms of reference included in the inception report and their roles clarified after the inception workshop*

- *Financial disbursements and reconciliations are a major problem in implementing project and takes up staff time to resolve these problems*
- *The project visibility has been very good because of the budget for awareness and workshops. The awareness workshops, videos and presentations also gave visibility on SLM issues*
- *The co-financing from other partner agencies and GEF small grants program projects have strengthened delivery of project activities especially in raising awareness and in conservation efforts*
- *The annual work plans have been effectively developed in consultations with major stakeholders and have been efficiently implemented in partnerships with major stakeholders*

What were the constraints, challenges, delays and difficulties in project implementation?

- *Lack of shared vision and approach to sustainability amongst agencies and stakeholders*
- *Unclear jurisdictions, responsibilities and roles of players at the national and community levels concerning land issues and ownerships*
- *Lack of public awareness and education in some areas.*
- *On-going land ownership issues. Most of the land in Fiji are owned by i taukei and a mechanism needs to be put in place to resolve issues on ownerships and land management in general*
- *Lack of participations by some communities because of diverse needs. Communities are heterogeneous and are made up of individual with different interests and livelihoods*
- *Links with coastal and marine environment needs to be addressed. Basically this issue about the coastal and marine environments needs to be addressed in any sustainable land management project in Fiji*
- *Lack of collaborations and coordination between relevant government agencies and community-based organizations*
- *Delays were mainly due to change in leadership and the restructuring of government agencies*

The TE feels that the level of support by UNDP for the Project Coordinator initially was not sufficient and project site visits by the UNDP project officer was required especially at the early stages of the project to provide further guidance on reporting and project management. This would have improved narrative reporting as the narrative reporting for this project did not give a true reflection of the project outcomes. The reporting mechanism for the SLM Project to UNDP did not fully reflect the true picture of what happened in the country and basically the progress of the project was under reported. Although, this was the case initially, after the MTE, the UNDP MCO Fiji project staff and the SLM Project team's interactions improved dramatically mainly because of the need to support the Fiji SLM Project team and the willingness of the UNDP MCO Fiji staff to undertake field visits to the 3 Divisions and to further help the SLM Project Coordinator and the national consultant.

3.3.2 Commentary on Project Implementation

Information Dissemination

The SLM Project has developed and produced awareness materials during its awareness campaigns. These included t-shirts, presentations, school speaking engagements, celebrations, workshops, training guides, manuals, fact sheets, videos and technical reports. These materials have been useful in disseminating information on SLM issues.

The fact sheets, presentations and pamphlets included general information on SLM Project. It also informed the public about the impact of fire to Fiji's forest ecosystem and the fire prevention measures put in place by the government agencies. The Fire Prevention Campaigns created general awareness on dangers of fire to the public.

Awareness campaigns have been cost-efficient when undertaken to coincide with major events for example during major celebrations and during community based meetings. There has also been speaking engagements targeting policy and decisions makers.

The videos have been successful outputs of the SLM Project produced by SLM team. These have been shown in schools. They have also been used at village meetings to clearly outline the issues surrounding SLM.

Cost-Effectiveness

There has been a strong focus on on-ground delivery of SLM activities in the three Divisions and the purchasing of the vehicle for the SLM Project has been justified. The vehicle has been particularly useful for the staff to do field work and especially when most of the community-based land use planning was done at different sites.

The costs associated with community initiatives and activities have been effective investment of funds in terms of the increased community awareness of sustainable land management and the development of participatory land use planning processes. There is a strong interest in replicating the success of the land use planning processes in other catchments, islands and villages.

There has also been project savings from utilizing LPRD staff in the delivery of project activities such as GIS mapping and in also undertaking surveys in the field. The savings have been utilized effectively in project implementation in the three divisions to deliver project outcomes. These savings have also provided funds for partnering with other agencies on critical cross cutting issues such as forestry conservation and watershed management issues.

Project Budget

The overall budget for the SLM Project and the component costs are shown on Table 3.2. The overall budget was revised during the inception workshop because of the revision in the activities per Outcome.

The changes were mainly due to the rescheduling and reallocation of activities and the addition of new ones. Then total allocation budget was changed for Outcomes 1, 2 and 3 (Table 3.2).

The changes were as follows:

- Increase in budget for Outcome 1
- Decrease in budget for Outcome 2
- Transfer of Output 2.2 (participation in national events) from Outcome 2 to Outcome 1
- Inclusion of 2 new activities in Outcome 3 which justified budget increase for this Outcome
- The two new activities in Outcome 3 focused on raising awareness at the policy level & to donors
- Budget for Outcome 4 and 5 were not revised

The total budget allocations for each year were as follows:

- 2008 – US\$114,200
- 2009 – US\$152,800
- 2010 – US\$116,600
- 2011 – US\$91,400

Table: 3.2 SLM Project Budget Revisions (Source: Inception Report, 2008)

	Original Budget	Revised Budget
Component costs	GEF	GEF
Outcome 1	100,000	130,000
Outcome 2	260,000	210,000
Outcome 3	40,000	60,000
Outcome 4	35,000	35,000
Outcome 5	40,000	40,000
Total	US\$475,000	US\$475,000

Auditing of SLM Project Account

KPMG audited the SLM Project accounts from January 2007 to December 2010 and these were commissioned by UNDP. This accountant firm is internationally recognized and is a certified external auditor based in Suva, Fiji.

KPMG reported the planning phase of the project in 2007 and the implementation from 2008 to 2010. The internal controls as assessed by the auditor and the **TE** were found to be satisfactory and in compliance with UNDP regulations. Overall expenditures have been properly approved and authorized and are in accordance with the project document, annual work plans and budget. The original budget, revised budget and the annual work plans have been revised accordingly to suit local situation and have been authorized by UNDP Fiji MCO office.

The auditor's report and the **TE** have reviewed the procurement process to be transparent and competitive. The equipment and computer software procured during the SLM Project were required for the needs of the project and was subsequently used in accordance with the intended purposes. There were no disposals of non-expendable items during the lifespan of the project. In addition, the processes of recruiting the national consultant and the Project Coordinator in the final year of the SLM Project were reviewed and were found to be transparent and competitive by the **TE**.

Overall, the audit report has found discrepancies in the accounting records at the Ministry of Finance and the SLM Project office because of the lack of timely reconciliation. Although, all records of receipts and disbursements of cash were satisfactorily maintained.

However, the KPMG auditor reported some anomalies and that there was a difference of US\$18,774 between the CDR and the Project Office expenditure report. In addition, an expenditure totaling US\$15,063 in quarter 4, 2009 had been reported in the CDR of the year ending 31st December, 2010.

This resulted in a reported over-expenditure of US\$15,063 in 2010. This could have been avoided if there was a timely reconciliation done between the reported expenditure and the Project Office records.

After the SLM Project account audits, there have been subsequent adjustments by the SLM Project office to accommodate audit recommendations and changes were also made to make improvements to areas highlighted in both auditors' reports. It was noted by one of the auditors that the detailed expenditure listing should have been maintained by the SLM Project office to record all expenses incurred by the project.

The accounting processes over the SLM Project funds indicated that the funds were received from UNDP and were deposited into MOF account. The account includes funds from other project donors and from the Fiji government. There is no separate account for the SLM Project. However, the Ministry of Finance (MOF) maintains ledger balance for the SLM Project and other GEF Projects. The balance of funds is indicated in the FACE form which is reported quarterly to UNDP Fiji MCO. The FACE form also shows the cash position of the SLM Project on a quarterly basis. However, the **TE** notes that these sometimes do not match when reconciled to the Ministry of Finance (MOF) ledger account. The **TE** notes that this issue needs to be resolved with the MOF to establish a trust account for all GEF projects undertaken in Fiji. **TE** notes that the problems with the Fiji MOF cash flow can also cause problems with delays in the

disbursements of GEF project funds and also project implementation delays. The auditor also noted that the cash status of the SLM Project could not be assessed during the auditing because it did not have a separate account.

Co-financing

The GEF funding does not provide core funding for government or institution services, or for development services and these are defined as salaries, overheads, etc. Funds can only finance “incremental” costs and costs that would not have been met by government, or by other donor agencies. The GEF funding also requires that project impact should have a clear environmental focus. The limitations to GEF funding require that government and other donor agencies will have to be seen funding core institutional infrastructure and development. GEF funding is therefore used only to help leverage work that has already being done by government agencies and the state governments.

The GEF funding committed to the SLM Project was US\$500,000. There was US\$25,000 committed to the preparatory phase in 2007. However, co-funding element of the project is captured in the auditor’s report. The fund committed to the project was a total of \$1,197,477. GEF contributed US\$475,000 and the co-financing by the Fiji government in kind was US\$697,477 and these were mainly from LRDP. The **TE** considers that the average co-funding was much higher than what was originally projected. The **TE** notes that co-financing could be much higher because of provisions of project personnel by government, the use of government vehicles and the allocations of project offices in the three divisions.

Adaptive Management

The establishment of the National Landcare Steering Committee (NLSC) helped the SLM Project in many ways to adapt to local conditions and to network amongst agencies and NGOs represented in the NLSC. Although, the NLSC was not functioning for awhile because of changes in government personnel and it was difficult to meet and to keep up with the changes. There were also challenges faced by government agencies because of change in government policies concerning retirement where all government workers had to retire at the age of 55.

The NLSC was revived after the recommendations of the **MTE** and by the **TE** it was functioning and playing its oversight role. The revival of the NLSC in 2012 was mainly attributed to the interventions and the supporting role of UNDP for the SLM Project. In order to revive the NLSC, UNDP supported many face to face meetings and three major consultations leading to the revival of the NLSC committee.

The Inception workshop played an important role and was instrumental in adapting the Project to what the people of Fiji wanted the project to do. This was done by linking the SLM Project's activities to various government strategies. Further the "inception workshop" ensured that the SLM activities were relevant, productive, feasible and meaningful in relation to the Fiji government strategies and the current conditions in Fiji. During the inception workshop the SLM outputs, activities, targets and indicators were revised. If there were additions and deletions to the outputs, activities, targets and indicators, reasons for this had be identified and justified.

The SLM Project Coordinator and the SLM team in the three divisions have dealt with implementation issues in a remarkable way. They have been able to quickly respond and adapt changing project circumstances accordingly. The partnerships with WWF after the MTE provided synergy and strengthened project implementation and results. These outsourcing of

activities must be encouraged in future GEF Projects in Fiji so that the delivery of the project activities and the technical reporting of the GEF Projects are strengthened. There has to be willingness in engaging consultants and other non-government organizations to ensure that satisfactory project performance is achieved at the end of any GEF Project. In particular, the ability of WWF to implement activities in two of its sites and working with communities at the grass root level is a good example.

The effective 6-step processes for effective SLM Project implementation in Fiji were established as follows:

- Participatory Land Use Planning
- Demonstration Farms
- Training and Awareness & Community Engagement
- SLM Advisory Committee selection
- Farming Systems development
- Commodity-oriented and demand driven projects

For new development projects, the Land Use Capability Mapping and Risk Assessment Management Plan must be undertaken. The SLM work has taken into account the catchment and island strategies. In order to manage the environment sustainably, any future work on SLM must consider having a catchment management plan for each catchment in Fiji and also having island management plan for each island in Fiji.

Project Reporting

There were very few SLM Project technical reports but the **TE** noted the publication of the high quality and much needed “*Land Use Capability Classification System: A Fiji Guideline for the Classification of Land for Agriculture.*” The list of publications and presentations are provided in the annexes. The narrative reports have been of a reasonable standard and have been delivered on time. Reports reviewed during the **TE** field visit included the following:

- First quarter 2008 Narrative Report
- Second quarter 2008 Narrative Report
- Third quarter 2008 Narrative Report
- Fourth quarter 2008 Narrative Report
- First quarter 2009 Narrative Report
- Second quarter 2009 Narrative Report
- Third quarter 2009 Narrative Report
- Fourth quarter 2009 Narrative Report
- First quarter 2010 Narrative Report
- Second quarter 2010 Narrative Report
- Third quarter 2010 Narrative Report
- Fourth quarter 2010 Narrative Report
- First quarter 2011 Narrative Report
- Second quarter 2011 Narrative Report
- Third quarter 2011 Narrative Report
- Fourth quarter 2011 Narrative Report

- First quarter 2012 Narrative Report
- Second quarter 2012 Narrative Report
- Third quarter 2012 Narrative Report
- Pacific PIR 2009
- Pacific PIR 2010
- Pacific PIR 2011
- Pacific PIR 2012

The LRPD Annual reports of 2008, 2009, 2010 and 2011 were also thoroughly reviewed to determine details of SLM Project activities that may have been under reported in the narrative reports. The annual reports contained information on field visits, demonstration sites and awareness workshops. These details of activities reported in the annual reports of LRPD were valuable to the TE for further clarifications on activities implemented during the project period.

Monitoring and Evaluation

LRPD and UNDP Fiji MCO have been systematic and efficient in the preparation of regular reports as required for the project. These project reports have contributed a major component of the Project's M & E and have been of good quality and relevance. Quarterly and annual reports have been undertaken and detailed annual performance reports have also been compiled. Project progress reports and work plans have been submitted to UNDP MCO Fiji for its considerations, endorsements, and approval. Although there were few technical reports produced by the SLM Project on specific activities, these have been widely circulated to the relevant groups.

The revision of the SLM Project indicators during the inception workshop was sufficient to measure the effective implementation of the SLM Project. The TE notes that the revised indicators and activities were generally relevant but there were too many and had too many details. The UNDP Fiji MCO and NLSC could have provided further help in refining the indicators and the activities after the inception workshop and possibly during the annual tri-partite reviews (which is now commonly called the annual UNDAF joint technical consultations).

The role of MTE was crucial in the successful implementation of the SLM Project. The MTE identified weaknesses, strengths, achievements and key issues. The MTE also made appropriate recommendations to further help the future direction of the project in its final stages. These recommendations made by the MTE were seriously implemented by the LRPD during the final phase of the SLM Project. This further indicated the need to have the MTE for monitoring and evaluation for GEF Projects especially when the national steering committee is not active due to unforeseen circumstances.

3.3.3 Overview of Findings

Table 3.6 Rating for Project Implementation

Outcome	Project Implementation
1. Increased knowledge and awareness of land degradation and the utility of SLM	Highly Satisfactory
2. Enhanced individual and institutional capacities for SLM.	Satisfactory
3. Mainstreaming of SLM	Highly Satisfactory
4. Technical support for SLM at district, provincial and national level enhanced	Highly Satisfactory
5. Adaptive Management and Lessons Learnt	Satisfactory

3.4 PROJECT RESULTS

3.4.1 Summary of Findings on Project Results

This section of the **TE** report reviews the Project progress and key achievements of results and key performances since its commencement. The SLM Project has been operational for the last four years and eleven months. The SLM Project begun in January 2008 and ended at the end of November 2012 in accordance with the Project work plan and had a one year preparatory phase in 2007. The two main emphases have been the **mainstreaming** (strengthening and integrating) all the provisions of SLM into national policies and also developing of **capacities** at all levels of governance to support SLM in the country.

What are the key performances of the SLM Project?

- Establishment of demonstration farms in selected communities
- Staff training on GIS and technical SLM aspects
- Land Degradation Assessment Surveys
- Village, districts and provincial networks
- Production and disseminations of training and awareness materials
- Community-based and awareness on SLM workshops in 4 Divisions and in communities along catchment areas
- Train the trainers training
- GIS mapping and upgrade of GIS technologies
- Biophysical surveys and land use planning
- Policy development

Is the mechanism for information dissemination (awareness & advocacy) of project results effective?

- *The members of the National Landcare Steering Committees (NLSC) consisted of most stakeholders and information on the SLM Project progress of activities and project implementation was passed on to all stakeholders and was one of the best ways to disseminate information and had impact on the ground*
- *Presentations of project results were disseminated to community leaders, government leaders, district officers, administrators in provinces, church leaders, schools and village communities*
- *Project results were disseminated through videos, presentations, newspapers and through awareness campaigns*
- *Land Use planning process in village communities also provided an avenue to present and discuss project results*

How effective has the Project coordination and communication been with relevant stakeholders (government agencies, states, communities, private sector, NGOs & education institutions)

- *Challenging at the start of the Project because of the three teams but excellent project coordination and communication with all relevant stakeholders after the MTE*
- *Community leaders and government agencies leaders actively participated and provided good linkages*
- *Awareness was widespread on two main islands and along catchment sites and on many islands in Fiji*
- *Community-based awareness and demonstration farms were excellent with collaborative partnerships with Forestry, district and provincial councils*

What is your assessment of project monitoring, reporting and review processes?

- *Project reporting has been adequate but the SLM Project teams were made up of field officers with no persons dedicated to do the reporting but this problem was resolved when the national consultant was hired.*
- *The quarterly reports, Annual Project Reports (APR) and Project Implementation Review (PIR) provide oversight and monitoring of activities*

- *The MTE provided a good avenue for providing project monitoring and reviewing from the main stakeholders*
- *The inception workshops were very useful in providing information and in also disseminating information on the SLM Project to a wider audience and to the stakeholders.*
- *Lack of capacity to compile, assess and report information related to project activities.*
- *The TE feels that the role of UNDP MCO Fiji in supporting the SLM Project and the executing agency was vital for monitoring, reporting and reviewing of the SLM Project.*

Has the training for capacity building been successful?

- *The training on land use planning and GIS technical training were useful*
- *Technical assistance and GIS training for mapping helped built capacity*
- *Awareness training were very useful for community-based participatory workshops*

Has the project strategy in the delivery of activities been effective and efficient?

- *The delivery of project activities has been excellent in the final phase*
- *The project partnerships in 2012 with WWF for example has strengthened project activities delivery and has utilized well the expertise (working with communities at two districts) from that organization*
- *Partnerships was also developed and undertaken with most GEF Small Grants Program (GEF-SGP) funded projects that include SLM work as its main focus. These were undertaken mainly in the islands of the Maritime Provinces for example in Totoya, Nayau, Kadavu and Gau*
- *Further partnerships could have been developed with other non-government organizations and civil societies for delivery of other activities*
- *The support staff at the Department of Agriculture and especially in LRPD has contributed to the success of the delivery of activities especially in areas such as GIS mapping and Biophysical surveys to provide services and support to the land use planning of the nation of Fiji. These services were also provided for land use planning for the Commissioner Western, Central, Northern and Eastern.*

PROJECT ACHIEVEMENTS AFTER THE MID-TERM REVIEW

OUTCOME 1: Increased knowledge and awareness on land degradation and the utility of SLM

Output 1.1: Generation and improvement of information systems for SLM

1.1.1 Conduct pilot land degradation assessment surveys

Biophysical survey of Tuva catchment and Veivatuloa catchment

Nayau Island, Lau

Tabia Catchment, Sasa district

1.1.3 Upgrade GIS hardware and software

Purchased Plotters, Printer, Binding Machine and Scanner

Land resource mapping and analysis using Quantum GIS – training workshop

Output 1.2: Community awareness on SLM technologies

1.2.1 Develop and carry out community training and awareness programmes on SLM

Nothern division

Vunimoli village and Waisavulu settlements, Labasa

Sasa Tikina – Macuata

Partnership engagement through MoU Agreement with WWF

Western division

Navunitawa village, Ba

Wai & Tuva Tikina –Nadroga

Partnership engagement through MoU Agreement with WWF

Output 1.2: Community awareness on SLM technologies

1.2.1 Develop and carry out community training and awareness programmes on SLM

Nothern division

Vunimoli village and Waisavulu settlements, Labasa

Sasa Tikina – Macuata

Partnership engagement through MoU Agreement with WWF

Western division

Navunitawa village, Ba

Wai & Tuva Tikina –Nadroga

- Partnership engagement through MoU Agreement with WWF – signed 03/2012

1.2.2 Establish demonstration farms in selected localities

Northern division

Sasa Tikina, Macuata

- 10 villages
- Demo farms – Korovuli village, Tabia village, Navakasobu village, Nasele village
- Nursery establishment – Sasa village and Nasele village
- Land Care groups – Korovuli village, Korotubu village, Navakasobu, village Nasele/Viriqilai village

Western division

Navunitawa, Nadi, Ba

Wai & Tuva Tikina

- Wai Tikina – 3 villages
- Tuva Tikina – 3 villages
- Demo farms – Semo village, Navutu village
- Nursey establishment – Nabau village, Navutu village

Land Care groups -Semo village, Navutu village and Nabau village

OUTCOME 2: Enhanced individual and institutional capacities for SLM

Output 2.1: National stakeholders' trainings & workshops

2.1.1 Conduct workshop to promote the Fiji Land Use Capability Guideline

- ❑ Jointly organized by the Land Resources Planning Division and Secretariat of the Pacific Community and was greatly supported by the National Land Care Steering Committee.

LUC Awareness Workshop was conducted in Central, Western and Northern Divisions

- ❑ Attended by senior officers from the Department of agriculture and together with representative from Department of Forestry, Department of Lands, Department of Environment, iTaukei Land Trust Board, Live and Learn Environmental Education, Partners in Community Development Fiji (PCDF), Secretariat of the Pacific Community-Land Resource Division and United Nation Development Programme (UNDP)

- ❑ Over 40 participants attended

LUC Awareness Workshop – Western division

- ❑ 29 participants attended
- ❑ Attended by Senior Officers from Department of Agriculture , Senior Environmental Officer from Department of Environment, Divisional Forestry Officer sees to the utilisation , Officer from I-Taukei Land Trust Board l and from the Provincial Office – Nadroga/Navosa, Ba and Ra

LUC Awareness Workshop – Northern Division

- ❑ 37 participants' attended
- ❑ Attended by various officers from Department of Agriculture, Department of Environment, Department of Forestry, Department of Lands & Survey and from the Provincial Office – Macuata and Bua

2.1.2 Prepare and publish the Fiji Land Use Capability Guideline

Fiji Land Use Capability Classification System for Fiji - Published

- ❑ Officially Launched during the opening of the National Agriculture Show in Lautoka

- ❑ 2000 copies printed

Output 2.2: SLM related policies and legislations strengthened

2.2.2 Contribute to the review and development of other policies and strategies to promote SLM

Final Stakeholders Consultation - Finalized LWRM Decree

Output 2.3: Skilled community based facilitators available

2.3.1 Train community based facilitators

Over eighty community based facilitators were trained during the “train the trainers” workshops in the Northern and Western Divisions.

Vunimoli village and Waisavulu settlement – Labasa district

Sasa District – Macuata

Wai & Tuva District - Nadroga

OUTCOME 3: Mainstreaming of SLM

Output 3.1: Elaboration of the NAP and identification of specific on-the-ground investments required in the medium to long term

3.1.1 Conduct high-level stakeholder workshop to promote NAP

- ❑ Conducted by SPREP as consultant engaged through NLCSC during a 2-day workshop in 2011
- ❑ National Workshop to align the National Action Plan (NAP) to Combat Land Degradation was conducted on the 28th of March, 2012
- ❑ 49 participants attended
- ❑ Various officers from government ministries (Ministry of Foreign Affairs & International Cooperation , Ministry of Strategic Planning, National Development and Statistics , Ministry of Primary Industry , Ministry of Local Government) and NGO (WCS, SPREP, SPC, LLEE) and other government bodies (Sugar Research Institute , Sugar Industry Tribunal, Fiji Agro Marketing , Fiji Pine , Fiji Road Authority
- ❑ National Workshop to align the National Action Plan (NAP) to Combat Land Degradation –Draft Aligned to NAP

- ❑ 33 participants from various organizations (CI, UNDP, SPC) ministries (Ministry of Strategic Planning, National Development and Statistics , Ministry of Primary Industry , Ministry of Local Government) attended the workshop

Output 3.2: Mainstreaming of SLM into RSSED

Output 3.3 A medium term SLM investment plan on selected proposals submitted and to be used as a model for a longer term SLM investment plan

3.3.2 Develop proposals for SLM development projects

Project Proposal for Fiji Government Funding – PSIP

GEF 5 STAR ALLOCATION – Ridge to Reef Concept: Consultation for Concept Paper, Project Site Visit

OUTCOME 4: Technical support for SLM at district, provincial and national level enhanced

Output 4.3: Mapping, monitoring and evaluation improved

4.3.1 Conduct surveys to identify land uses and assess impacts

Tuva catchment and Veivatuloa district

- ❑ Tuva catchment - approx. 27 000 ha
- ❑ Veivatuloa district - approx. 14 000 ha

Nayau Island, Lau

Tabia Catchment, Sasa district

Detailed Assessments of Outcomes against Outputs for all Outcomes

Results for Outcome 1 against Outputs

Outcome 1: Increased knowledge and awareness on land degradation and the utility of SLM

Output 1.1 Generation and Improvement of Information Systems for SLM

Summary of Outputs

Technical capacities in GIS and land degradation assessment surveys in all divisions

- Land Information Systems in all 3 Divisions strengthened
- Accessible land use related information accessible to stakeholders and land degradation
- Demonstration Farms established
- Community-based training on SLM and SLM technologies
- Increase in the number of SLM information disseminated to the public

Summary of Targets

- Degradation assessment surveys and team training
- Field surveys and data interpretation
- Land Degradation report
- Agricultural land use and socio-economic survey ad report
- Technicians in GIS trained to handle GIS applications
- GIS and LIS units established in 3 Divisions
- Field data input into GIS/LIS database
- Communication Strategy to access technical and advisory support
- Resource Centers established in 3 Divisions
- Resource Center opened to the Public
- Sustainable agriculture and forestry modules published

Output 1.2 Community awareness on SLM Technologies

- Inception workshop with stakeholders and various awareness activities undertaken in partnerships with various agencies and stakeholders
- Demo model farms were also available for site visits in Northern and Western Divisions
- Demonstration sites showing vetiver grass planting and pineapple farming in contour planting arrangements to prevent soil erosion

Output 1.3 Awareness raising activities organized around relevant regional, national and sub-national events

- Awareness on SLM in communities around the Ba Catchment, Nadi catchment, Tuva catchments in the Western Divisions
- Awareness on SLM in communities around the Labasa catchment and Tabia catchment
- Awareness in outer islands in the Lomaivit Provinces, Lau Province and Kadavu Province
- Awareness in Namosi, Serua, Nadroga, Ba, Naitasiri, Tailevu, Ra, Rotuma, Macuata, Bua and Cakaudrove Provinces

Commentary on Outcome 1

The activities for this Outcome have focused mainly on increasing awareness of SLM principles on the two main islands of Viti Levu and Vanua Levu. The specific communities targeted were strategically focused on communities along the Nadi catchment, Tuva Catchment, Ba catchment and Rewa catchment. The communities in demonstration sites along the Nadi catchment and along the Tuva catchment were targeted for the SLM awareness and for the “train the trainers” workshops. There were other communities targeted in all the Provinces and districts on Viti Levu island and reported elsewhere in this report and also in the annual reports of LRPD 2008-2011.

The Vanua Levu target communities for the SLM awareness were those living along the Labasa and Tabia catchments as these were the two main catchment areas that were used as demonstration sites. The district of Sasa was specifically targeted as the communities live along these catchments. Other areas on Vanua Levu were also covered in the SLM awareness workshops and training. Some out-lying islands such as Totoya,

Rotuma, Nayau, Kadavu, Gau, Onoilau, Cikobia and Ovalau were also covered in the SLM awareness workshop.

The SLM awareness activities included meetings, “train the trainers” workshops, demonstration farms, model farms and replanting activities to prevent soil erosion. The SLM awareness activities helped communities and agencies to collaborate consistently with the other stakeholders especially at the national, provincial, district and village community levels of governance. A major achievement for this Outcome is the wide coverage of SLM awareness throughout the two main islands and throughout the islands in Fiji. The widespread coverage of the SLM awareness activities indicated strong commitment from LRPD staff and strong networking with the other stakeholders to co-fund the SLM awareness activities.

Other highlights of the SLM awareness included all the annual outreach activities for the last four years and 11 months. These were the annual national agriculture show, public service commission week celebration, arbor week celebration, Asco Motor Yaubula Agriculture Road Show, USP Open day, World Food Day celebration, Fiji Day celebration, environment week and the World UNCCD Day. Other outreach activities annually were undertaken during Provincial Council meetings, district meetings and in schools.

Outcome 2: Enhanced individual and institutional capacities for SLM

Summary of Indicators and Targets for Outcome 2

The indicators for Outcome 2 were as follows:

- National stakeholders trainings and workshops
- Effective National Landcare steering committee
- Landcare Groups are established in the communities
- Increased public awareness on existing SLM-related policies
- SLM related policies and legislations strengthened

- Training of skilled community-based facilitators

The targets for Outcome 2 were listed as:

- Stakeholder consultation workshops conducted nationally and locally
- The Land Use Capability Classification Guidelines is published and distributed
- Establishment of National Landcare Steering Committee and actively meeting
- Training of Trainers
- Training of farmers
- Review of relevant policies related to SLM
- Support for Landcare Groups

Results for Outcome 2 Against Outputs

Output 2.1 National Stakeholders' trainings and workshops

Numerous workshops, numerous consultations and Focus group meetings were held in the four years and 11 months of the SLM Project implementation.

- Central Division National Workshop on Fiji Land use Capability Classification System Guideline for Fiji. Workshop was jointly organized and implemented by the SLM project, LRPD and SPC Land Resources Division
- Western Division National Workshop on Fiji Land Use Capability Classification System Guideline for Fiji. Workshop was jointly organized and implemented by the SLM project, LRPD and SPC Land Resources Division
- LUC awareness workshop in the Central, Western and Northern Divisions
- Technical Report on Land Use Capability Classification System for Fiji was produced & published, 2000 copies printed and distributed
- Launched during the National Agriculture Show of 2012 in Lautoka

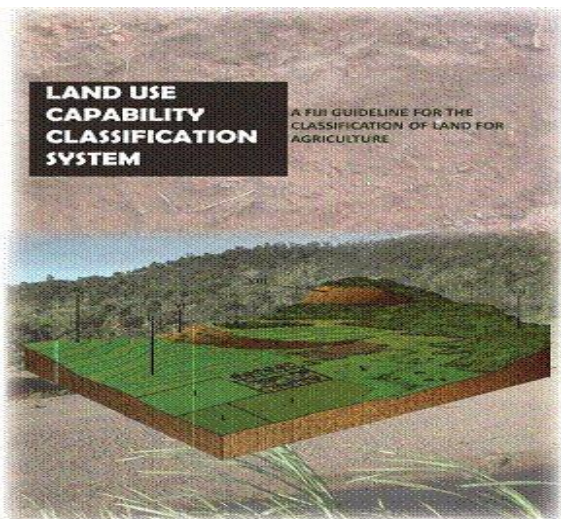


Plate: Technical report on Fiji Land use Capability Classification System

Output 2.2 SLM related policies and legislations strengthened

- Several consultations on LWRM decree
- Final stakeholder consultation on the LWRM decree

Output 2.3 Skilled Community based facilitators available

- Train the trainers workshops for the community based facilitators in the following districts
 - Sasa district, Northern Division
 - Wai District in the Western Division
 - Tuva District in the Western Division
 - 7 districts in the Tuva catchment area, Western Division

Commentary on Outcome 2

Under Outcome 2, the NLSC was revived as a result of the recommendations by the MTE. Several meetings of the NLSC have been undertaken in the last year of the SLM Project. The NLSC is chaired by the National Planning and WWF is the secretary. The LRPD of the Ministry of Agriculture provided the secretariat support necessary for the smooth running of the NLSC. The members consisted of government and statutory agencies, academic institutions and NGOs that actively participate in land management and environmental work in Fiji. An effective NLSC now exist in Fiji and it should have an important role in the future.

A second aspect of work on Outcome 2 is the capacity development focusing on the strengthening the training of skilled community facilitators, training of trainers, support for Landcare groups and training of farmers on SLM work. These capacity developments were undertaken by conducting workshops for farmers, Landcare groups and community facilitators on SLM awareness. Field visits were also conducted by LRPD staff to demonstrate planting of vetiver grass and pineapple as erosion controls. Communities from the lower catchment had field visits to the upper catchment and the upper catchment communities visited the lower and middle catchments to observe the problems faced by communities in other sections of the catchment. These also facilitated increased public awareness on the SLM issues.

In essence, the SLM work is everyone's business and every community, every farmer and every member of society needs to be empowered with SLM issues. In particular, the formation of Landcare Groups in the villages of Navutu, Nabau and Semo in the Western Division and in the villages of Korovuli, Korotubu, Navasobu, Nasele and Viriqilai in the Northern Division strengthened the work of the SLM in these Divisions. These Landcare Groups were strengthened by helping them to attend workshops and to actively participate in the training of the trainers workshops. In addition, the "training of the trainers" of community facilitators along catchment areas helped empower communities to be involved in the SLM work.

The SLM demonstration sites were established in the villages of Semo and Navutu in the Western Division. In The Northern Division, demonstration farms were established in the villages of Korovuli, Tabia, Navakasobu and Nasele. There were two nurseries established in the villages of Nabau and Navutu in the Western Division and also in Sasa and Nasele villages in the Northern Division.

Outcome: 3 Mainstreaming of SLM

Indicators and Targets for Outcome 3

The indicators included in the inception report were as follows:

- Stakeholder workshops to promote NAP and SLM
- Integrate SLM into agriculture, forestry, tourism, urban and rural development
- SLM issues are considered in the development plans
- SLM is included in the national reporting on Millenium Development Goals
- Funding is secured for medium term investment plan

The targets for the Project Outcome 3 in the inception report were listed as:

- Stakeholder workshops
- NAP strategies incorporated into sectoral plans
- NAP reviewed
- Management Policy level seminar
- Awareness and consultations workshops
- Development of lands management plan
- Donor awareness meeting
- Proposals development for SLM

Results for Outcome 3 against Outputs

The summary or results achieved against planned Outputs for Outcome 3 is presented here.

Output 3.1: Elaboration of the NAP and identification of specific on-the-ground investments required in the medium to long term

- Revision of NAP
- Alignment of NAP to the 10-year strategic plan to enhance UNCCD
- Integrated Financing Strategy formulated
- numerous consultations and focus group meetings on NAP and IFS

Output 3.2: Mainstreaming of SLM

- SLM have been mainstreamed by being located at the right place within Fiji government
- Mainstreaming of SLM in the 3 Divisions of LRPD
- Three main Divisions of LRPD were actively networking and implementing SLM activities
- The Director of LRPD had the authority to give priorities to SLM work

Output 3.3: A medium term SLM investment plan on selected proposals submitted and to be used as a model for a longer term SLM investment plan

- Proposed SLM investment plan
- Helped small grants program (GEF-SGP) proposals on SLM village based projects and district and provincial based projects
- Project Proposal for Fiji Government funding of PSIP projects
- GEF 5 Star Ridge to Reef Consultations on Project proposals - UNDP MCO Fiji
- GEF 5 Star Ridge to Reef Consultations on the Concept Paper – UNDP MCO Fiji
- GEF 5 Star Ridge to Reef Project Site Field Visits to the Western Side and Northern Divisions

Commentary on Outcome 3

Under this Outcome, the NAP strategies were reviewed and aligned to the 10-year strategic plan to enhance meeting UNCCD obligations. A national stakeholder workshop was organized with the help of SPREP and a consultant to provide further discussions on the revision of NAP and the IFS strategies. In particular, discussions with decision makers on NAP strategies were held in a stakeholder's workshop to create further awareness on the NAP and to promote NAP and SLM.

The LRPD within the Ministry of Agriculture has developed an implementation framework for implementing NAP activities and it is worth noting as an SLM project performance. The NAP activities are implemented by various sections of the Ministry of Agriculture and additional work are contributed by collaborating partners from other agencies and stakeholders.

Under this Outcome, collaborations were undertaken with SPREP, a regional environmental organization. The partnership was established because of the MTE recommendations to work with regional organizations to strengthen networking. The NAP alignment was undertaken by SPREP to strengthen this partnership and was funded by the SLM Project.

Outcome 4: Technical Support for SLM at district, provincial and national level enhanced

Indicators and Targets for Outcome 4

The indicators for Outcome 4 as listed in the inception report were:

- SLM training materials are being used in workshops
- Networking system in place for land use
- Information on land use and impacts and baseline information
- Communities actively participate in the development of land use plans in their areas
- Other agencies were used as resource persons for land use planning

The targets listed for Outcome 4 in the inception report were:

- Training Package for SLM produced
- Information materials published
- Networking technologies available
- Networking with main line ministries and stakeholders established
- District-based land use, soils, and land capability maps produced
- Workshop on the development of participatory land use planning manual
- PLUP manual developed
- PLUP exercises in 3 districts
- Land use maps developed
- Awareness workshop on PLUP procedures

Results for Outcome 4 against Outputs

Output 4.1: SLM Training and awareness materials reprinted and reproduced

- Soil Erosion
- Impact of soil Erosion On Farms
- Impact of Soil erosion Off farms

- Vetiver Grass
- Land Use Capability-Fijian
- Land Use Capability-English
- Stages on Sustainable Land Management Project in Koromakawa
- Land Degradation –United Nation Convention to Combat Desertification (UNCCD)
- Sloping Agriculture Land Technology (SALT)
- Three documentaries on sustainable land management

Output 4.2 SLM knowledge sharing improved

- Awareness during field visits in the Northern and Western Divisions
- Collaborations with WWF at 2 sites and awareness on SLM and sharing of knowledge
- Demonstration farms in the Western, Northern and Central Divisions and along catchments
- Nurseries to grow native species and planting of trees in farms
- Erosions control measures using vetiver grass and pineapple
- No burning in farms while clearing
- No clearing of trees and selective cutting of trees

Output 4.3 Mapping, monitoring and evaluation improved

- Conduct surveys to identify land uses and assess impacts in Tuva Catchment and Veivatuloa district
- Tuva catchment survey area approximately 27,000 hectares
- Veivatuloa District is approximately 14,000 hectares
- Nayau Island, Lau Group – Biophysical surveys
- Tabia Catchment , Sasa district, Vanua Levu Island
- Systematic mapping, monitoring and evaluation in 5 catchment areas
- Nadi catchment studies and mapping
- Labasa catchment mapping and monitoring

Output 4.4 Community based participatory land use planning adopted

- National Participatory Land Use Planning (PLUP) Guidelines for Fiji was developed
- Community-based participatory land use planning workshops

- Community-based participatory land use planning surveys
- Conduct surveys to identify land uses and assess impacts in Tuva Catchment and Veivatuloa district
- Tuva catchment survey area approximately 27,000 hectares
- Veivatuloa District is approximately 14,000 hectares
- Nayau Island, Lau Group – Biophysical surveys
- Tabia Catchment , Sasa district, Vanua Levu Island

Commentary on Outcome 4

Under this Outcome, the SLM training materials were produced. This included flyers, specific target land use plans for certain areas. Numerous “microsoft powerpoint” slide presentations were produced as training materials in the English and in the Fijian language. Some of these presentations were also presented in local dialects for example the “Tuva Catchment Training of Trainers” workshop was conducted in the Nadroga dialect on the 8th of November, 2012 at the Yavulo Village Community Hall in Sigatoka. This was an excellent example of adapting the SLM training materials into materials that communities can identify and learn in their own dialect.

Under this Outcome, the communities also actively participated in the development of land use plans in their various locations. Participatory land use plans were developed by the SLM team by incorporating their technical knowledge and the communities’ traditional knowledge and wealth of knowledge of their traditional land use patterns.

Using the SLM training materials produced, training materials were packaged in simple languages for a range of participants. There were packages targeting school children at different levels from primary schools to high

schools levels. Other packages were available for communities at village level and also for farmers. There were also packages for the general public who may be interested in SLM work. All these training materials were developed and refined during workshops and “training of trainers”.

In addition, under this Outcome, Land Use Plans were developed at the district level and were called district based land use plans. While developing the Land Use Plans, a cross-sectoral partnership was developed to assist with the implementation of Land Use Plans.

Outcome 5: Adaptive Management and Lessons Learnt

Summary of Indicators and Targets for Outcome 5

The Output Indicators for Outcome 5 as provided in the inception report were as follows:

- Timely annual submission of the APR/PIR
- PMU responds and adapt management processes
- Efficient Project Management Unit

The targets for Outcome 5 as presented in the inception workshop report were:

- Lessons learned documented
- Monitoring and Evaluation developed
- Annual team meeting
- Project staff recruited
- Annual work plan and Inception report
- Physical resources procured

Results Against Outputs for Outcome 5

The summaries of results achieved against planned Outputs for Outcome 5 were as follows:

Output 5.1 Effective Monitoring & Evaluation of the Project

- Hold team meetings to discuss lessons learnt at 3 Divisions
- SLM Project Management Unit Evaluation Exercise in Dreketi
- SLM Teams from 3 Divisions Evaluation Exercise in Dreketi
- Engagement of a consultant to carry out final project evaluation

- Field Visits with **TE** Consultant to the 3 Divisions
- Presentations to **TE** Consultant and Consultations

Output 5.2: Efficient Project Management Unit

- Engagement of a National Consultant
- Engagement of a full time Project Coordinator
- Convene and coordinate meetings within the 3 Divisions and within PMU
- Networking within the 3 Divisions
- 4 x NLSC Meetings

Commentary on Outcome 5

A national consultant was hired in 2012 to enable effective reporting and coordination as recommended by the **MTE**. The hiring of a national consultant improved communications and coordination with the 3 Divisional SLM teams and also with UNDP MCO Fiji office. This also helped staff to engage with the SLM Project outputs and activities as the consultant was able to communicate and help in the ordering of materials and follow up on disbursements. The role of the national consultant was useful in complementing the roles of LRPD staff as she was able to produce reports on time, increased the quality of reporting and also deal with matters that SLM teams were not able to do as they were often visiting field sites and communities while implementing the SLM Project.

The hiring of the second staff for the PMU (full time Project Coordinator) also improved the SLM Project delivery in the last quarter of 2012. The staff was the former Director of the LRPD and had retired from his position and was able to join the PMU full time as the Project Coordinator. His role in facilitating communications at all levels of governance within the Department and across agencies and communities gave the SLM Project a boost and greater visibility in the last year of the SLM Project implementation. The Project

Coordinator was actively involved in field visits with the staff from UNDP MCO Fiji in visiting field sites, demonstration sites and communities in the Western, Northern and Central Divisions.

The Project Management Unit (PMU) also facilitated the collaborations between the SLM Project and SPC and SPREP in 2012. The PMU staff provided the necessary support services for these collaborations and was critical in expediting collaborations with regional organizations and non-government organizations. The SLM Project collaborated with SPC while undertaking the Land Use Classification awareness workshop and while developing policy briefs for the Project after the MTE. SPREP was also engaged by the NLSC to conduct the NAP alignment. Further work done by the PMU was to engage WWF in SLM work in the two districts of Wai at the Western Division and Sasa at the Northern Division.

The PMU also engaged UNDP MCO Fiji in conducting field visits to demonstration sites in Viti Levu and Vanua Levu. The PMU organized regular meetings with UNDP MCO Fiji and also obtained more feedback from them on project performances and implementation. The PMU also organized regular training and attachments of technical GIS staff at SPC and USP.

3.4.2 Commentary on Impacts of the SLM Project Results

It is quite evident that the SLM measures are of significance importance to the nation of Fiji and are now being incorporated into regular work of LRPD and other sections of the Department of Agriculture. The TE considers that the mainstreaming SLM measures have been more than adequate because it was implemented by LRPD which had the technical capacities to undertake such work. Other agencies should be encouraged to collaborate with LRPD and especially those that are actively participating in land use, forestry and agriculture resources management regimes at the local level.

The **TE** considers that the SLM Project has facilitated the introduction of specific SLM strategies such as the catchment strategies and island strategies to find solutions for priority sector programs and to ensure that they are SLM compatible. The SLM project had demonstration sites in selected catchments, namely, Nadi, Tuva, Ba, Labasa and Tabia. The relevant surveys, assessments and awareness have focused on these catchments during the life of the SLM Project. Further work needs to be undertaken to formulate catchment management plans for these catchments with the participation of the communities that live along these catchments and with relevant government agencies. This work will also need to be replicated in catchments throughout the Fiji group.

The template for the collection of data for formulating the catchment management plan have been produced by the SLM Project and needs to be further refined for future sustainability. LRPD has the capacity to carry out such work and needs to be endorsed and mandated by government with budgetary support to carry out work on catchment management plans in Fiji.

3.4.3 Assessment of Sustainability of Project Outcomes

The sustainability of the process is mainly attributed to the commitment by the SLM team leaders in the three Divisions to the completion of the land use planning process. The **TE** notes that many community members have taken ownership of the process and Landcare Groups have been established to sustain the momentum of further work by the members of the community especially along catchment areas in Fiji.

The sustainability assessment of the SLM Project is presented in Table: 3.7

Wai Tikina SLM Activities

- SLM Awareness training
- Nursery and seed propagation training
- SLM demo plots establishment
- In Collaboration with WWF, Forestry, Extension Division-DOA



<p>Financial Resources: Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)?</p>	<p>ML</p>	<p>The funding agencies and donors can target further work at the national level to continue the SLM demo farms and awareness processes with communities. Community level financing can be sought from the GEF small grant program (SGP) and this is vital for Fiji. The Forestry department is actively accessing this grant and every opportunity must be undertaken for proposals writing to be part of the training of SLM team in the future to access SGP grants for communities. Fiji government should now include SLM work to be budgeted for the LPRD to guide implementation of SLM demo sites and awareness and</p>
<p>Sociopolitical: Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by government and other key stakeholders) will be sufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is their interest that the project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the long term objectives of the project?</p>	<p>ML</p>	<p>The decentralization of government activities in the different divisions will improve work on SLM in different parts of Fiji. The Commissioners of various Divisions are now actively involved in SLM work and it is a good sign of partnerships. LPRD have taken ownership and is being recognized as the government agency that has the technical capacity to carry out SLM work in Fiji right across the country because SLM teams are now located at the various Divisions. NGOs such as WWF has committed itself to working in the Northern Division on SLM work and at their various sites in the Western Division and on several outer Islands. The long term strategy is to work on the catchment and island by island strategy to support the implementation of SLM work. GEF 5 may use the current strategy in the future.</p>
<p>Institutional Framework and governance: Do the legal</p>		<p>The National Land Steering Committee (NLSC) can continue in an advisory role to further the SLM work in the country.</p>

<p>frameworks, policies and governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider the required systems for accountability and transparency, and the required technical know-how are in place.</p>	<p>ML</p>	<p>The retirement of some technical government officers may pose some risk.</p> <p>There is a need to build capacity for sustainable land management at the community level and especially at the village based level and district level to continue the SLM work on the ground with the help of national agencies.</p>
<p>Environmental: Are there any environmental risks that may jeopardize sustenance of project outcomes? The terminal evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes.</p> <p>For example, construction of dam in a protected area could inundate a sizeable area and thereby neutralizing the biodiversity related gains made by the project.</p>	<p>ML</p>	<p>Climate change is a risk to SLM work and this has already been considered by the SLM team and the NSC. The continuous logging in Vanua Levu , the second largest island will continue to be a threat to the environment and to the fisheries in bays and lagoons. The continual removal of vegetation for planting yaqona will pose some risk and must be sustainably undertaken using SLM principles. The focus on islands like Taveuni for SLM work must be emphasized because of intensive farming.</p>
<p>Overall Rating of Sustainability</p>	<p>ML</p>	

Sustainability Assessment: Likely (L): there are no negligible risks, Moderately Likely (ML): there are moderate risks, Moderately Unlikely (MU): significant risks, Unlikely (U): severe risks

3.4.4 Over-arching Issues

The issues identified in the inception workshop report of 2008 indicated several issues that are important in the overall effectiveness of the SLM project in Fiji. These are the identification of national priorities, behavioral change, economic development, SLM quality assurance and decision making processes. Some of these issues are explained in further detail in this section of the report.

National Priorities

Fiji has given recognition to land resources development and management as one of the key national priorities in the National Strategic Development Plan and in the Roadmap to Sustainable Socio-Economic Development. The Eleven Pillars of the People's Charter (www.fiji.gov.fj) comprise of Pillar 5 which is “achieving higher economic growth while ensuring sustainability”. The Pillar 5 takes into account “placing greater priority on environmental protection and sustainability by strengthening institutional capacity and promoting sustainable management of natural resources”. In addition, Pillar 6 of the People's Charter also include “making more land available for productive purposes” and for poverty alleviation.

However, the unsustainable use of natural resources in the two main islands of Fiji has caused land degradations. As a consequence, the two major floods of 2012 adversely affected the major urban centers of Nadi, Ba and Labasa on the two main islands. There are, however, plans to prioritize, formulate and implement the Integrated Watershed Management Plan and the National Plan for Natural Disaster Management in Fiji in the near future.

National Coordination

The lack of national coordination and collaboration efforts across different sectors has been a challenge and needs to be strengthened. There is a weak linkage between the national government level and the grass root level. This lack of coordination is due to a lack of a clear national vision and unclear priorities and strategies. Although there are existing national coordinating mechanisms and partnerships, these are weak and are not operational. The **TE** considers that coordination level at the district levels needs to be strengthened and use the districts as a base for community-based operations through the Itaukei affairs. The linkage within each Division needs to also be strengthened to link good governance to Divisional administration so that it can be more accountable at the Divisional level rather than at the National level. The current government is decentralizing government agencies to Divisional levels so that government agencies can serve the local communities better.

Economic Development

Fiji's weak economy, uncertain political climate and political reform have encouraged the agriculture sector to boost productivity. While boosting the economy, farmers are encouraged to implement SLM principles such as establishment of contours, intercropping with stabilizing and nitrogen fixing trees and mixed cropping. This does not augur well with farmers as the push for increase in production is a policy response to a weak economy, rising food prices and threatened food security. The **TE** notes that promoting SLM activities will promote sustainable development and will help the country to sustain its environment.

3.4.5 Overview of Project Evaluation Findings

The evaluation criteria of the achievements of the SLM Project are assessed against its **Relevance, Efficiency, Effectiveness, and Sustainability**. The terminal evaluation findings' summary on the findings is presented in this section of the report.

- *The SLM Project Document clearly reports that the strengthening of sustainable land management practices are highly applicable, important, are of **great relevance** and is an urgent matter for Fiji.*
- *The Project has been implemented **efficiently** over the four years and 11 months of its implementation. Technical reports, workshop reports and training materials have been relevant. Although the technical reporting was weak all the reports published were relevant and required for the SLM Project implementation. The reports, manual, videos, media products, guidelines and legislation have been the major component of the products planned for the Project. At present, the reports, posters, land use maps and factsheets have been printed and copies are available in hard copies and in digital format for distribution. There were considerable numbers of meetings and workshops that were being organized and resourced by the Project. Records of these meetings and workshops were available to the **TE** during the field visits, training workshops, country visit and also while writing the report.*
- *The **efficiency** of the SLM Project was quite inefficient at the beginning of the Project. The SLM Project lost 15 months due to delays in accessing funding through the government system. The delay in funds disbursements was strongly criticized by the **MTE**. But since the **MTE** and the restructuring of the Project Management Unit (PMU), a national consultant and a Project Coordinator were hired to improve efficiency of the Project delivery. The reporting and coordination of the SLM project has improved dramatically by the time the **TE** was carried out. The UNDP Fiji MCO has also been very supportive to the SLM Project process and implementation especially in the last phase of the SLM Project. The commitment of the UNDP Fiji MCO staff responsible for the SLM Project has been commendable. This particular staff visited field sites and took steps to help implement recommendations by the **MTE** to improve the SLM Project delivery in the last year of the Project.*
- *The **efficiency** of the Project was reduced to some extent by the delay in disbursements of funds by UNDP MCO Fiji to the Fiji's Ministry of Finance (MoF). One of the recommendations of the **MTE** was to rectify this situation. The UNDP MCO Fiji was able to come to an agreement with the Fiji government for a much quicker route to be taken and also to follow strictly Fiji government's procurement procedure. An UNDP Support Services Agreement was signed between UNDP and the government whereby payments were made by UNDP on behalf of the*

SLM Project once supporting documentation was provided by the SLM Project team. This was implemented and improved services were provided by UNDP MCO Fiji to the SLM Project. Having a full time Project Coordinator and a full time national consultant also helped the SLM Project to progress beyond expectations in its last phase.

- *The revision of the SLM Project indicators and work plans during the Inception Workshop and also after the **MTE** effectively contributed to the successful implementation of the SLM Project*
- *The **MTE** report and recommendations gave the SLM Project the challenge to improve delivery and to push the project implementation forward. The SLM team took the recommendations seriously and implemented the activities to finish strong. This shows the need to ensure that the **MTE** is conducted at the half way stage of any project so that it can benefit the project implementation. The SLM team and the **MTE** team must be congratulated for their hard work and insights into helping the SLM Project successful implementations.*
- *Therefore the work of the SLM Project towards Capacity Building and Mainstreaming has been relevant and has been undertaken with **very high efficiency**. The SLM team have been trained and re-trained during the life time of this Project. They have also acquired additional skills like conducting participatory meetings and conducting “train the trainers” workshops.*
- *The future of the SLM Project sustainability is **rated very high** for Fiji mainly because of the SLM Project being mainstreamed into the existing governance structure of LRPD. During the SLM Project the LRPD was able to strategically implement the project using catchment and island by island strategies. The SLM teams within the LRPD have the technical capacities to undertake the SLM work using skills they have acquired for several decades within this section. The LRPD have improved its capacities in GIS technical skills (the Western, Northern and Central Divisions have GIS analysts that were not there before the SLM Project). The latest version of ArcInfo software, scanner and printers were purchased. The computers in all three Divisions were also upgraded. New computers, printers and backing up hard drives were also purchased for the SLM Project work and for sustaining the SLM in the future. These GIS facilities will ensure that the LRPD will continue the GIS analyses for the biophysical surveys, mapping of degraded areas, mapping of soil types and catchment analyses in the future.*

Commentary on Overview of Project Evaluation Findings

During the **TE**, it is very clear that there has been widespread awareness of land degradation issues among stakeholders, especially amongst government officials, farmers, NGOs and the different communities. The majority of these stakeholders have been the rural communities that live in villages along major catchments in Fiji. These villagers and farmers have been affected by the recent floods in 2012. The havoc caused by the two floods in 2012 has recognized the consequences of land degradation and the need to do something about controlling it.

It is clear from the records of awareness meetings and reports that technical inputs were provided by LRPD SLM teams in the 3 Divisions (Western, Central and Northern). The technical capacities of the executing agency (LRPD) have been fully utilized on the implementation of the SLM Project. The multi-skills technical capacities of the SLM team members (biophysical surveyors, soil surveyors, GIS technicians, farm management skills, awareness skills etc.) had a great impact on the delivery of the SLM Project considering that there were no paid personnel before the MTE. In contrast, almost all other SLM Project in the Pacific Islands had a minimum of 2 paid staff members from the SLM Project funding from GEF.

The **MTE** recommendations were critical in the SLM Project performances in its last phase. The **MTE** recommended interventions that were taken seriously by the SLM Project team and these included the hiring of a full time national consultant. In addition, the former Director was hired as a full time project coordinator in September since he retired from government. In particular, the **MTE** also recommended re-prioritizing of the project activities to streamline and make the project delivery more effective. The **MTE** also recommended that UNDP MCO Fiji worked more closely with the SLM Team to guide the team in its project deliveries in the last year project. This recommendation was seriously considered by UNDP MCO Fiji and was one of the key factors in the successful implementation of the SLM Project in

its final year. The **TE** considers that the MTE's recommendations gave the necessary authority needed to push the SLM Project in its final year. The implementation in the final year was done strategically and effectively and the SLM Project success in the final year was partly due to the dedication and commitment of the project staff and the input from the UNDP MCO staff. The Project Coordinators and the national consultant and all the SLM team members took the challenge and worked long hours to implement the SLM Project in the last year.

A measure of a project's **effectiveness** is whether the project is achieving the objectives, results and impacts that it was initially planned for. A major contribution to the success of the effective implementation of the SLM Project is the fact that its objectives and performance indicators were revised and clearly defined and developed during the Project Inception workshop. The inception workshop was very critical in the successful implementation of the SLM Project.

However, having said that major revisions were undertaken during the inception workshop, the **TE** considers that further revisions should have been undertaken on the large numbers of activities for each Output. Realistically, the **TE** considers that an average MSP Project such as the SLM Project should have been designed to have 5 Outcomes, 15 Outputs (3 outputs for each outcome) and 43 activities (3 activities for each output) for the duration of the SLM Project. The **TE** feels that the SLM Project design had larger numbers of outputs and activities for a US\$500,000 budget. This should have been either revised at the inception workshop or further revised at the annual Tripartite Forum.

After four years and eleven months of the SLM Project it is quite evident that there have been some positive changes in the work programs of LRPD and those that have been involved in the training workshops and the awareness programs.

It is also very clear that LRPD have indicated their strong support for the mainstreaming of SLM principles into their development planning, awareness, land use planning and programs. This is indicated mainly with the support for the Land Use Planning and Participatory Land Use Planning processes in each Division where SLM land use planning principles have been undertaken and supported at the community level.

The **TE** considers that the **sustainability** of the stakeholder's efforts towards SLM will continue and will be supported as indicated by the 3 Divisions in LRPD. The sustainability of the SLM work will also continue if the Landcare Groups within the communities along catchments and in the islands are supported by NGOs or community groups. The Landcare Groups empowers communities to apply for grants.

3.4.6 Overview of Evaluation Findings and Rating

Table: 3.8 Rating of Project Results

Outcome	Project Results
<p>1. Increased knowledge and awareness of land degradation and the utility of SLM</p> <p>2. Enhanced individual and institutional capacities for SLM.</p> <p>3. Mainstreaming of SLM</p> <p>4. Technical support for SLM at district, provincial and national level enhanced</p> <p>5. Adaptive Management and Lessons Learnt</p>	<p><i>Highly Satisfactory</i></p> <p><i>Satisfactory</i></p> <p><i>Satisfactory</i></p> <p><i>Highly Satisfactory</i></p> <p><i>Satisfactory</i></p>

The SLM Project was also rated in terms of the following criteria using the classification system as specified in the ToR.

Table 3.9 Project rating using the evaluation criteria

Criteria	Project Rating
Sustainability	<i>Highly Satisfactory</i>
Achievements of Objectives and Outcomes	<i>Satisfactory</i>
Implementation Approach	<i>Highly Satisfactory</i>
Stakeholder Participation and Public Involvement	<i>Highly Satisfactory</i>
Monitoring and Evaluation	<i>Satisfactory</i>

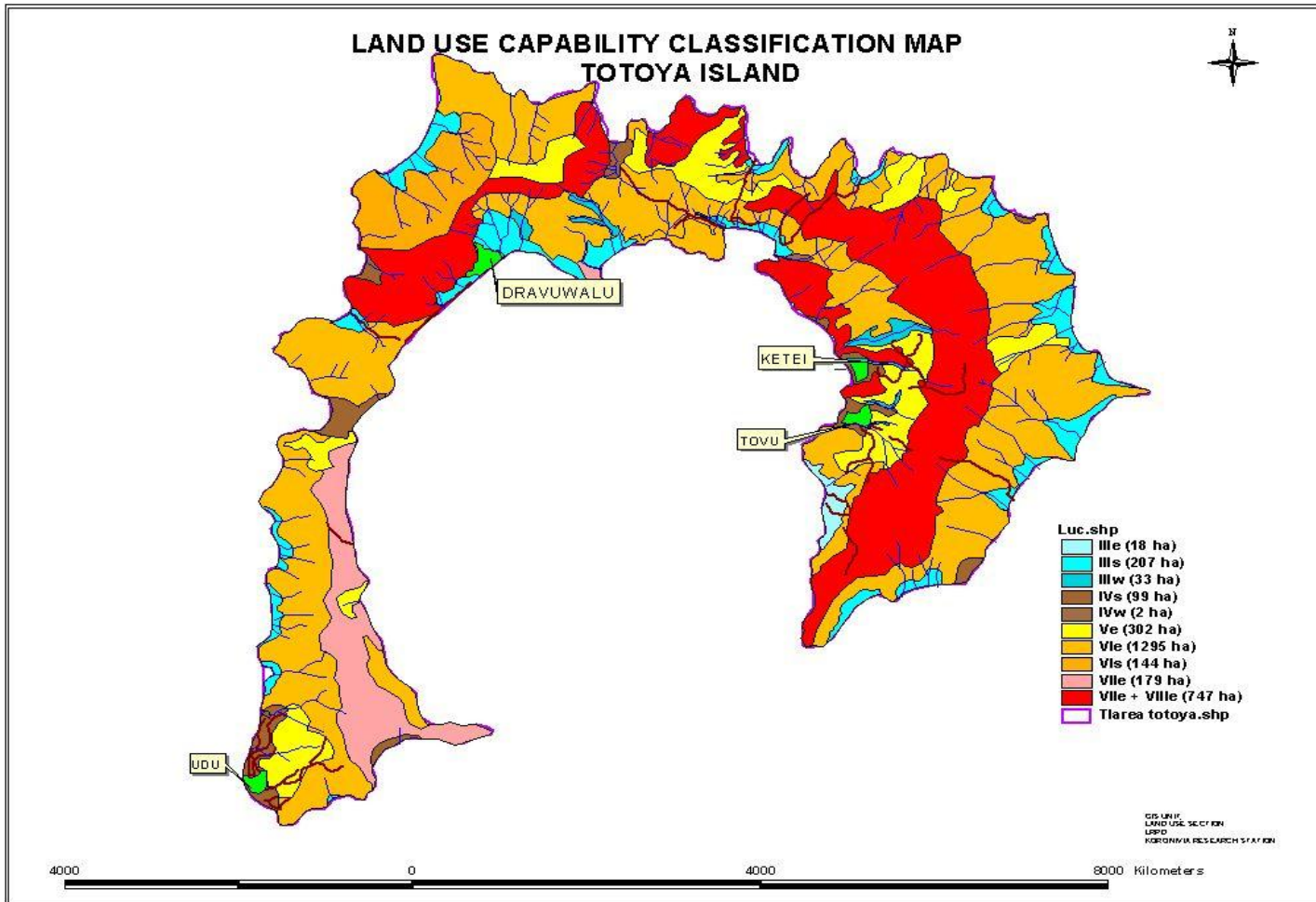


Plate 3.4: Totoya Island Land Use Capability Classification

4 Summary, Recommendations and Lessons Learnt

4.1 SUMMARY

- The SLM Project strategy was designed to "**develop capacities**" and to "**mainstream**" outcomes in order to solve land degradation issues in Fiji. The strategy was supported during the Inception Workshop to reflect the real need of the country and to show demonstration sites on the root causes of land degradation.
- The **TE** notes that the overall Project objectives of the SLM Project has been achieved because of increasing awareness on sustainable management in Fiji has been strengthened and the SLM Project has gained political and community support for the process of mainstreaming SLM. In particular, the SLM training materials and networking systems have been strengthened for SLM awareness across the country. The awareness for sustainable land management occurred in a strategic manner across the two main islands around main catchment areas and in outer islands. These have been very successful and have resulted in greater awareness of SLM at the grass root level.
- The **MTE** assessed the progress of the various outcomes and outputs of the SLM Project and this evaluation strengthened the last phase of implementation because of excellent recommendations that challenged the SLM team to implement in the last phase. This helped the SLM team to re-prioritize its work plan and revised activities and worked on achieving those activities. The MTE's recommendations encouraged the SLM team to finish strong and to be more effective and strategic in the last phase of the Project. The role of MTE was found to be very important for the

SLM Project in Fiji as it identified achievements and key issues and made appropriate recommendations to further help the future direction of the SLM Project in its final phase.

- The **TE** considers that the **sustainability** of the stakeholder's efforts towards SLM will continue and will be supported as indicated by the three SLM teams in each Division. The Land Use Planning process has now been established and must be supported and replicated in the other centers with financial support for the process from the national government. It is noted by the **TE** that LRPD submitted a FJ\$200,000 proposal for SLM work to government under the new budget for 2013 and this has been approved. This indicates the great commitment that LRPD and government have towards sustaining sustainable land management in the nation despite difficult financial circumstances.
- The National Landcare Steering Committee (NLSC) was developed to oversee the SLM Project performances and project implementation in Fiji. The NLSC revival indicated its important role in helping the project move forward. An effective steering committee is critical in the successful implementation of any project and this must be borne in mind for future GEF projects in Fiji. When the NLSC was not functioning well, the oversight over the project was not in place to provide the level of accountability needed for the project. The role of the steering committee in endorsing the continuous revisions of activities and re-prioritizing of annual work plan is vital and this was found to be lacking when the NLSC was not meeting to oversee the SLM Project. The NLSC also resolved the problem of lack of coordination across sectors within the national government agencies and the communities.

- The SLM Project has also **improved the capacity in mapping capability** of LRPD in three Divisions in Fiji. The SLM Project has provided GIS training and applying GIS capability to other areas like forestry monitoring, bird monitoring and natural resource management.
- In general, the **strengthening of the enabling environment for SLM in Fiji** has been successfully undertaken by the SLM Project. This strengthening of the enabling environment included Fiji's human resource and institutional capacity development. There are several training manuals developed in partnership with the SLM Project that included SLM approaches. Towards strengthening of institutional arrangements for SLM, the Project has assessed organizations and functions across agencies and states, and has also reviewed many legislations and policies across sectors to develop the Sustainable Land Use Policy for the nation.
- The Land Use Planning (LUP) processes were developed and established in partnership with WWF, Department of Forestry and I'Taukei Affairs. The communities in most Provinces and islands were actively involved in the LUP processes especially those living around catchments that were used as demonstration sites. Information on land use and training packages were provided to communities during the awareness workshops and "training the trainers" workshops. Partnerships with regional organizations also occurred with SPREP and SPC's Land Resources Division. The partnerships with the two regional organizations strengthened the implementation of the SLM Project in its final phase.

4.2 RATING OF PROJECT PERFORMANCES

Table 4.1 Rating of Overall Project Performances

Outcome	Project Formulation	Project Implementation	Project Results	Overall Rating
1. Increased Knowledge And Awareness of land Degradation and the Utility of SLM	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>
2. Enhanced Individual And Institutional Capacities for SLM	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>
3. Mainstreaming of SLM	<i>Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>
4. Technical Support for SLM at district, provincial and national level enhanced	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>
5. Adaptive Management & Lessons Learnt	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>

4.3 RECOMMENDATIONS

Recommendation 1: The SLM National Landcare Steering Committee (NLSC) members should be retained and to be used as an advisory board for sustainable land management for the nation. This advisory board can then be used by government agencies and relevant non-government agencies on an annual basis or meet when required to provide technical input on land governance, land management and conservation matters. The secretariat could be provided by LPRD and the advisory board could continue the work of the SLM Project by incorporating SLM concepts and principles into government policies and programs across sectors.

Recommendation 2: Every effort must be made to establish an accounting system that will be suitable for future GEF projects. It is recommended that a separate trust account is to be established for GEF funds in the Fiji Treasury so that the cash status at one given time can be traced and audited. Unless this is done, the problems of not being able to have reconciliations with financial records at the project office level and at MOF will continue to occur. The burden of managing the finances of the SLM Project by UNDP MCO FIJI should only be a temporary measure until a trust account is established.

Recommendation 3: The SLM project coordinator should be paid by the project and also have access to MOF financial systems on-line so that financial management can be more effective. Reconciliations could have been done online and records could have been cross-checked online to ease the process of financial accountability. This should be done by all GEF project staff who are responsible for finances. Reconciliations cannot be done manually as these are time consuming. The financial officer should also be paid by the Project instead of depending on government funding.

Recommendation 4: The process of Catchment or Island Planning and developing a Catchment Management Plan must be documented and carried out with the support from government agencies and other relevant funding institutions. The Process of Catchment or Island Planning and

Land use Planning have been established by the SLM Project and have been completed for 5 catchments and other island. The momentum of this process must be continued and replicated in the other catchments on the two main islands and the outer islands in Fiji.

Recommendation 5: The small grant program (SGP) from GEF could help communities to continue the process. It is important to support the SLM processes carried out by the communities and

civil societies for future sustainability of the land use activities using SLM principles as the communities or landowners have ownership over the land and sea resources in Fiji. This process can be supported by the GEF- SGP Program for the civil societies and for each village. Grant writers will be needed for this initiative in accessing GEF- SGP grants. Any future SLM project needs to take into consideration partnering with the communities, villages, settlements and farmers to implement SLM activities.

Recommendation 6: There is a need for executing agencies and UNDP to ensure that there is sufficient time given to have preparatory discussions at the project formulation stage of the SLM

Project before having the inception workshop. This will help the agencies to have the same level of understanding before having the inception workshop. Further, this could also help contribute to the discussions on detailed indicators and targets to be noted and achieved for the project. The problem of having too many indicators and activities for the Fiji SLM project could have been resolved during such discussions.

Recommendation 7: The implementing government agency should have two project staff recruited from Project funds and this could have helped improve the quality of project implementation as indicated in the last phase of the SLM project.

Recommendation 8: The absence of a full time Project Coordinator hindered the SLM Project's effectiveness. The MTE identified achievements and key issues and made appropriate recommendations to further help the future direction of the project. One of the recommendations was to appoint a full time SLM Project Coordinator and this was undertaken during the last year of the SLM Project.

Recommendation 9: The SLM Project financial audit was very useful in monitoring the project finances and expenditure for accountability The financial audit was an excellent avenue to report financial accountability.

Recommendation 10: The LRPD's Capacity in mainstreaming SLM principles is now established. This will help keep the momentum of SLM continuing. GIS is also a very important tool in sustainable land management, natural resource management, disaster risk management and climate change adaptation management.

Recommendation 11: The process of SLM mainstreaming must be continued. This process must be continued so that the impact of the SLM Project in incorporating SLM principles in various agencies' policies and plans are undertaken and are not hindered by the ending of the SLM Project.

Recommendation 12: There is a need to produce a training manual for community-based land use planning process. The Land Use Planning process has now been established and there is a need to produce a manual for the nation. This is one of the key performances of the SLM project and this could be replicated in the other islands.

Recommendation 13: There is a real need to include all SLM Project results in school curriculum (elementary and secondary) and in the Fiji National University natural resources management curriculum. The sustainability of any sustainable land management initiatives in any

nation will need to take into account the need to incorporate SLM project results into the curriculums of schools and in the university relevant subjects.

Recommendation 14: There is a need to build the capacity of SLM at the community level through the Landcare Groups and through the I Taukei Affairs. It is recommended that this should be the core of future SLM activities in Fiji funded through I’Taukei Affairs.

Recommendation: 15: There is a need to have a paradigm shift in the administration of the land resources in Fiji and this is crucial to the sustainability of managing Fiji’s environment. The level of accountability will increase if there is a shift in the paradigm in the way the Divisions in Fiji are managed. The level of governance needs to be decentralized through the Commissioners in each Division and acting as local government and almost like a state in each Division.

Recommendation 16: There is a real need to have all the materials, maps and technical reports for the SLM Project gathered and backed up and all reports finalized. It is highly recommended that at this final stage of the SLM Project that all project outputs be backed up and stored for publication and future reference for the nation.

4.4 LESSONS LEARNT

Lesson 1: The role of MTE was crucial in assessing the progress of the various outcomes and outputs for the SLM project and the recommendations provided guidance for the implementation of the last phase of the project. The SLM Project benefitted from the MTE in many ways to take stock of activities done and realign and re-direct the project.

Lesson 2: The Evaluations (MTE) and Internal Evaluations were very important for the SLM Project and they gave avenues for the stakeholders to assess the Project and contribute to meaningful discussions on the issues of SLM. The specific internal evaluation in Dreketi for the SLM team prepared the SLM Project for the terminal evaluation. This was undertaken in July, 2012 and it was also the first

time during the project life that the all the teams from the western, northern and central divisions met, discussed and reviewed the SLM Project performances. It is vital for any project to prepare and to familiarize themselves on external evaluations. One of the ways to prepare is through internal evaluations and annual Tripartite Forums. These processes must be taken seriously by Project teams and coordinators.

Lesson 3: The Inception workshop and national steering committee meetings were instrumental in the successful implementation of the SLM Project. The revision of indicators, targets and outputs during the inception workshop were especially critical to the successful implementation of the project. Although the National Landcare Steering Committee was not fully functional it was fully revived during the last year of the project. This showed the need to have a fully functional national steering committee as it has a mandate to help guide the project.

Lesson 4: The Letter of Agreement (LOA) and Memorandum of Agreement (MOA) needs to be put in place for collaborating partners. The roles of collaborating partners need to be clearly identified in the discussions before the inception workshop. Further, partnerships should be formed at the inception workshop with LOA and MOU put in place to formalize the various partnerships with NGOs and agencies. These LOA and MOA must also have budgets. The partnerships are important in the successful execution of the SLM Project and especially in providing a legal framework for collaboration and partnerships amongst relevant agencies, sectors, regional organizations and communities.

Lesson 5: UNDP and the executing agency need to spend more time in the beginning before the inception workshop and after the inception workshop to refine further the indicators, targets, outputs and activities. The large numbers of activities and outputs could have been reduced if these had occurred.

Lesson 6: UNDP MCO supervisory and mentoring role in supporting the SLM Project was critical in the successful implementation of the project especially in the final phase. The TE notes that the supporting role of the UNDP MCO Fiji staff responsible for the SLM Project went beyond what was expected of him to visit sites, attend workshops and help the SLM Project implementation in its final phase in accordance with the recommendations of the MTE. In particular his role in supporting the SLM Project officers in financial disbursements with UNDP and MOF is worth noting. The commitment of the UNDP MCO Fiji staff in working out a solution for the delay in financial disbursements is commendable. The support from the UNDP administration unit and the good leadership from the UNDP's environment unit also played a key role in the successful implementation of the SLM Project in its final phase.

Lesson 7: The partnerships with WWF and the communities helped establish the land use planning process with the communities. The expertise of WWF and its two decades of working with the two communities in Fiji that were used for demonstrations sites were recognized as one of the key factor in this partnership. WWF also has an office in the Northern Division and is a good focal point on the ground. It also has a competent WWF officer who has good connections within the Sasa district which is the community-based project site.

Lesson 8: Partnerships with regional organizations such as SPREP and SPC provided synergy for the project implementation. SPC provided media coverage for the SLM project and supported the Project in technical matters. SPREP implemented the NAP's revision and alignment to the 10 year strategic plan to enhance implementation of the UNCCD.

Lesson 9: The financial audits provided detailed analysis of expenditure and the reports were very useful when trying to determine financial accountability.

Lesson 10: The commitment and dedication of the SLM Project teams at three Divisions contributed greatly to the successful implementation and the SLM Project performances. The leadership of the Director of LRDP and the team work amongst the three divisional land use sections played key roles in the successful implementation of the SLM Project.

Lesson 11: The support of the Permanent Secretary of Agriculture and other Directors within the Department of Agriculture contributed to the effective and efficient implementation of the SLM Project. The Permanent Secretary (PS) of Agriculture actively participated in discussions between the SLM Project team and the UNDP in 2012. During the TE, the PS of Agriculture was interviewed and the consultant and the SLM Project team also met and discussed the results of the SLM Project Terminal evaluation with him.

Lesson 12: The SLM Project staff activities were mainstreamed into LRPD work plan and they were involved in carrying out the mandate of mainstreaming SLM principles into the Department of Agriculture activities. The staff members had technical expertise and these were useful in implementing the project. The SLM Project team was involved in the writing of the proposal and was consulted during the design of the SLM Project.

Lesson 13: The SLM Project has demonstrated the value of using GIS tools in land use planning, environmental planning and mapping. This capacity for GIS mapping was also established in the Northern and the Western Divisional offices.

Lesson 14: The use of demonstration sites clearly showed the value of using vetiver grass and pineapple to prevent soil erosion. This was very effective in demonstration farms and in catchment areas.

Lesson 15: The technical help in demonstration sites at the Western Division and at the Northern Division were undertaken by field officers in both divisions. This shows the need to have teams that

can respond effectively to requests from each Division and also to implement project activities in each Division.

Lesson 16: Technical Capacities for Biophysical Surveys and GIS Mapping are now clearly established at LRPD and should receive recognition from the nation as having capacities to undertake SLM activities in Fiji.

Lesson 17: SLM team have acquired additional skills in conducting participatory workshops and meetings. A specific example is the ability for the SLM team to conduct the community-based “train the trainers” workshops. The SLM team members have been trained and re-trained during the lifetime of the SLM Project.

Acknowledgement

I wish to acknowledge the help given by the SLM Project Team and specifically the Project Coordinator and the SLM Project National Consultant, the Acting Director of LRPD, Western SLM team, Northern SLM Team, WWF Field officer Northern, Field officers and members of the community during the field mission to Fiji in November of 2012. I am especially grateful to the Project Coordinator and the National Consultant for providing information after the field mission. The photographs and all the illustrations used in this report belong to the SLM Project team and I am grateful for having the permission to use them. The staff of LPRD's hospitality and assistance is also gratefully acknowledged. I also wish to thank Floyd Robinson for his assistance in providing information on the project and helping to set up the field mission. My special thanks to the many people who graciously gave up their time to consult with me and to allow me to ask them questions about the SLM Project. The comments on the draft report given by the SLM Project staff and the UNDP staff helped in improving this report.

Annexes

List of Annexes

A: Terms of reference (ToR)

B: Work Plan and Field Visits

C: Itinerary

D: List of People Interviewed

E: List of Documents Reviewed

F: Composition of the National Landcare Steering Committee (NLSC)

G: Questionnaire

H: Table of Evaluation

Annex A: Terms of Reference for the Terminal Evaluation of the Fiji SLM Project

Title: Project for UNDP/GEF Project Evaluation (International Consultant)

Project: Building Capacity and Mainstreaming Sustainable Land Management in Fiji

Duration: 30 days starting no later than 19th October and completion no later than November 20th.

Supervisor(s): UNDP Multi Country Office in coordination with national executing agency, Land Resource Planning Division (LRPD), Department of Agriculture.

Duty Station: Fiji

Project Background

The Medium Sized Project (MSP) on Building Capacity and Mainstreaming Sustainable land management in Fiji is a Global Environment Facility (GEF) funded project through the United Nations Development Program (UNDP). The project is implemented by the Land Resource Planning Division (LRPD). The project duration commenced on March 14th, 2008 and completes on May 2012. The project was then granted an extension until November 2012. A mid-term evaluation of the project was undertaken in October 2012.

Despite the growing official recognition of the problem of land degradation in the Fiji, SLM objectives have not been adequately mainstreamed into policies, regulations, strategies, plans and educational systems. There is a lack of understanding 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.

Terminal 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 TE 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 Terminal 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 evaluation team will review the project's concept, strategy and approach within the context of effective capacity development and sustainability. Specifically, the evaluation 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 evaluation team 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 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 the extent to which the project achieved the global environmental objectives
- Assess the effectiveness with which the project addressed the root causes and imminent threats identified by the project
 - 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 (describe the key factors that will require attention to improve prospects for sustainability of project outcomes)

The terminal evaluation team will use a project logical framework to determine the overall contribution of project outcomes to development and global environmental goals. The terminal evaluation team 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 evaluation team 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 evaluation team, 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, 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 evaluation team will work independently but will liaise closely with UNDP MCO, and Executing Agency. The consultant will also liaise periodically with the UNDP ensure that UNDPGEF and GEF requirements are being met.

The evaluation team 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 evaluation team 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 team 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 evaluators within the dates reflected in the evaluation schedule.

While the evaluation team is free to determine the actual layout of the terminal evaluation report, this must include the minimum content requirements mentioned earlier. The Team leader will forward the final report by e-mail to UNDP for onward distribution to all stakeholders. The Team Leader will be responsible for the contents, quality and veracity of the report.

Deliverables

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

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

The final TE report will include: i) findings and conclusions in relation to the issues to be addressed identified in this TOR; ii) assessment of gaps and/or additional measures needed that might justify future GEF investment in the country, and iii) guidance for future investments (mechanisms, scale, themes, location, etc).

The report should also include the evaluators' independent final rating on the following:

- Sustainability;
- Achievement of objectives/outcomes (the extent to which the project's environmental and development objectives and outcomes were achieved);
- Implementation Approach;
- Stakeholder Participation/Public Involvement; and
- Monitoring & Evaluation.

The final terminal report together with the annexes shall be written in English and shall be presented in electronic form in MS Word format.

Products expected from evaluation

The main products expected from the terminal evaluation are:

- presentation(s) to key stakeholders to solicit feedback/validations on preliminary findings of evaluation ;
- 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 Fiji /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
- Knowledge of process of government, development agencies (including UNDP) and NGO's is advantageous

It is essential that the consultant must not have had previous involvement in implementing the project activities or have supported project in any manner.

Proposed Methodology and Timelines

The consultant will undertake the evaluation work according to a planned schedule to be completed by November 20th. The consultant will have the overall responsibility of organizing and completing the review, submitting the final report as well as supervising the local consultant.

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 (if applicable)
Field visits to demonstrations sites in Sasa district (Vanua Levu), Wai District (Sigatoka) and Nadi Water catchment are compulsory	Travel costs
Consultations with stakeholders (government, NGO's, UNDP, regional agencies such as SPC	

and National Steering Committee) are compulsory). Most stakeholders are based in Suva.	
Living allowances	Based on the number of days spent at the respective duty station ¹
Other miscellaneous expenses	(please state)

Payment Schedule

- a) Ten per cent (10%) of the maximum payable Consultancy Fee [Professional Service] will be paid to assist with travel expenses (reimburse consultant for travel expenses paid) by 27th 16th October;
- b) Ten per cent (10%) of the maximum payable Consultancy Fee [Professional Service] will be paid immediately following acceptance of a work plan by 19th October ;
- c) Thirty per cent (30%) will be paid within eight (8) working days of receipt and acceptance by the United Nation Development Program of a draft report by 8th November ;
- d) The remaining fifty (50%) will be paid within eight (8) working days of the acceptance by the United Nations Development Program of the final Evaluation Report by 20th November ;

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%)
1	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;	15%
2	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%

¹ If consultant is based in Fiji , living expenses for Fiji are not applicable

3	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%
4	Knowledgeable and experienced in facilitating participatory monitoring and evaluation processes;	10%
5	Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress an short deadline situations;	10%
6	Excellent report writing skills	10%
B	Financial	(30%)
	Total	(100%)

Reporting Requirements:

The consultant will be monitored, overseen and supervised by UNDP Multi Country Office in coordination with national executing agency -Land Resource Planning Division .

The consultant is expected to submit a 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 October 4th either electronically to david.lumutivou@undp.org or addressed under confidential cover to:

Terminal Evaluation of SLM Project Fiji - 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 Osea Bolawaqatabu,, Project Coordinator , Email: Obolawaqatabu@agriculture.gov.fj,

Women candidates are encouraged to apply.

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

Annex 1. Evaluation Report Outline

Report should not exceed 50 pages, in addition to the annexes

Executive summary

Brief description of project, Context and purpose of the evaluation, Main conclusions, recommendations and lessons learned

Introduction

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

The project(s) and its development context

Project start and its duration, Problems that the project seek to address, Objectives of the project, Main stakeholders, Results expected

Findings and Conclusions

- Project formulation
 - Implementation approach
 - Country ownership/Driveness
 - Stakeholder participation
 - Replication approach
 - Cost-effectiveness
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Indicators
 - Management arrangements
- Implementation
 - Financial Planning

- Monitoring and evaluation
- Execution and implementation modalities
- Management by the UNDP country office
- Coordination and operational issues
- Results
 - Attainment of objectives
 - Sustainability
 - Contribution to upgrading skills of the national staff

Recommendations

- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

Future Project Strategy

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

Lessons learned

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

Annexes

- TOR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results
- Overview of co-financing and leveraged Resources
- Summary of Evaluation Findings (see below)

Annex 2

LogFrame

OBJECTIVE	MEASURABLE INDICATORS FROM PROJECT LOGFRAME	TARGET	STATUS OF DELIVERY*	RATING**

OUTCOMES	MEASURABLE INDICATORS FROM PROJECT LOGFRAME	TARGET	STATUS OF DELIVERY	RATING
* STATUS OF DELIVERY:		** RATINGS:	Highly Satisfactory = HS	
GREEN / COMPLETED	= Indicators show successful achievement		Satisfactory = S	
YELLOW	= Indicators show expected completion by end of Project		Marginally Satisfactory = MS	
RED	= Indicators show poor achievement - unlikely to be complete by end of Project		Unsatisfactory = U	

Annex B: Work plan and Field Visits

<u>Days/Dates</u>	<u>Work Plan</u>	<u>Location</u>
Fri/2 Nov.	Travel to Fiji from Guam/Document Review	Nadi
Sat/3 Nov	Travel to Suva from Nadi/ Document Review	Suva
Sun/4 Nov	Contract Review/Document Review	Suva
Mon/5 Nov	UNDP Briefing/LRPD Briefing and Presentation	Suva
Tue/6 Nov	Interviews IUCN/SPC/USP	Suva
Wed/7 Nov	Interviews WWF/Document Review	Suva
Thu/8 Nov	Travel to Sigatoka/ Train the Trainers Workshop/IWRM	Nadi
Fri/9 Nov	Field visits in Nadi & Nadroga areas	Sigatoka
Sat/10 Nov	Document review and Planning for visit to Labasa	Suva
Sun/11 Nov	Document review and Planning for visit to Labasa	Suva
Mon/12 Nov	Field Visit to Labasa office/ Demo farms visit/WWF	Labasa
Tue/13 Nov	Travel to Suva/SLM Project Coordinator Interview	Suva
Wed/14 Nov	UNDP/ PS Agriculture/Director LWRM/ PACC staff	Suva
Thu/15 Nov	UNDP/SLM Project Consultation	Suva
Fri/16 Nov	UNDP/NLSC/SLM Project Consultations	Suva
Sat/17 No	Report Writing	Suva
Sun/18 Nov		Suva
Mon/19 Nov	Report Writing	Suva
Tue/ 20 Nov	Report Writing	Suva
Wed/21 Nov	Report Writing	Suva
Thu/ 22 Nov	Report Writing	Suva
Fri/ 23 Nov	Report Writing	Suva
Sat/ 24 Nov	Report Writing	Suva

Sun/ 25 Nov		Suva
Mon/26 Nov	Report Writing	Suva
Tue/ 27 Nov	Report Writing	Suva
Wed/28 Nov	Consultation on Draft report - SLM National Consultant	Suva
Thu/ 29 Nov	Consultation on Draft report - SLM team	Suva
Fri/ 30 Nov	Submission of Draft Report	Suva

Annex C: Itinerary		
<u>Activities/Travel</u>	<u>Date</u>	<u>Destination/Location</u>
Depart Guam	Thur, 1st Nov	Seoul/Nadi
Arrive Nadi	Fri, 2nd Nov	Nadi
Depart Nadi	Sat. 3rd Nov	Suva
Review of Documents	Sun, 4th Nov	Suva
Consultations	Mon 5th Nov - 7th Nov	Suva
Travel Sigatoka/Nadi	Thur 8th Nov	Sigatoka/Nadi
Field Visit	Fri 9th Nov	Nadi/Sigatoka
Travel to Suva	Sat. 10th Nov	Suva
Travel to Labasa/ Field Visit	Mon 12th Nov	Labasa
Travel to Suva from Labasa	Tues 12th Nov	Suva
Report Writing & Consultations	Wed 13th Nov-30th Nov	Suva
Travel to Guam	Mon 10th Dec	

Annex D: List of People Interviewed and met

Name	Title	Agency
Ropate Ligairi	PS Agriculture	Department of Agriculture
Ratu Osea Bolawaqatabu	Project Coordinator – SLM Project	LRPD, Department of Agriculture
Atish Prasad	Acting Director, LRPD	LRPD, Department of Agriculture
Luse Tareguci	National Consultant –SLM Project	LRPD, Department of Agriculture
Atunaisa	GIS Specialist	LRPD, Department of Agriculture
Solomoni Gaunavou	Agriculture Officer -GIS Specialist	LRPD, Department of Agriculture
Akuila Raibevu	Senior Technical Assistant- Western	LRPD, Department of Agriculture
Joeli Waradi	Agriculture Officer – Western	LRPD, Department of Agriculture
Avaitia Nagalevu	Fieldman– Landuse Section, Western	LRPD, Department of Agriculture
Patimio Tabuatalei	Senior Research Office, Western	LRPD, Department of Agriculture
Collin Simmons	Director, LWRM	LWRM, Department of Agriculture
Josefa Vasakula	Land Use, Northern	LRPD, Department of Agriculture- Northern
Gilbert Lewanavanua	Acting Agriculture Officer - Northern	LRPD, Department of Agriculture - Northern
Dharmendra	Fieldman -Agriculture	LRPD, Department of Agriculture - Northern
Maria Elder	SPC Staff	SPC Land Resources Division, Suva
Inoke Ratukalou	Director SPC Land Resources Division	SPC Land Resources Division, Suva
Kolinio Musudroka	Field Officer, Northern, WWF	WWF, Labasa
Alfred Ralifo	Policy Adviser, WWF	WWF, Suva
Vasiti Malani	Research Officer, WWF	WWF, Suva
Floyd Robinson	SLM Project – UNDP staff	UNDP MCO Fiji
Emma Mario	UNDP staff- Adviser	UNDP MCO Fiji
Winifereti Nainoca	UNDP staff – Environment Team Leader	UNDP MCO Fiji
Dale Kacivi	UNDP Staff – Operations	UNDP MCO Fiji
Katarina Atalifo-Malo	GEF-UNOPS	UNOPS GEF Small Grants Program
Vasiti	GEF-UNOPS	UNOPS GEF Small Grants Program
Sholto Fanifau	GEF-UNOPS	UNOPS GEF Small Grants Program
Francis Areki	Consultant	WWF

Milika Sobey	IUCN	IUCN
Luke	National Planning	Ministry of National Planning
Anare	National Planning	Ministry of National Planning
Sakiusa Tubuna	IFAD	UNDP
Paula Raguekai	USP Lecturer Land management	USP Land Management

Annex: E List of Documents Reviewed

SLM Project Documents

Capacity Building for Sustainable Land Management and for Mitigation of Land Degradation in Fiji (Expedited Medium Size Project proposal under the LDC-SIDS Portfolio Project for Sustainable Land Management (15 February 2007)

Inception Report: “FijiMedium Sized Project for Capacity Building for Sustainable Land Management and for Mitigation of Land Degradation. Based on the Inception Workshop (15 April 2009)

SLM Project Quarterly Reports

First Quarter 2012, Second Quarter 2012, Third Quarter 2012

First Quarter 2011, Second Quarter 2011, Third Quarter 2011, Fourth Quarter 2011

First Quarter 2010, Second Quarter 2010, Third Quarter 2010, Fourth Quarter 2010

First Quarter 2009, Second Quarter 2009, Third Quarter 2009, Fourth Quarter 2009

First Quarter 2008, Second Quarter 2008, Third Quarter 2008, Fourth Quarter 2008

SLM Annual Performance Review

2012 Fiji APR/PIR, 2011 Fiji APR/PIR, 2010 Fiji APR/PIR

2011Pacific APR/PIR , 2010 Pacific APR/PIR, 2009 Pacific APR/PIR

Other SLM Project Reports

Numerous records of minutes of meetings and Focus group meetings

2011 Fiji SLM Annual Work plan, 2010 Fiji SLM Annual Work plan

Annex F: National Landcare Steering Committee Members

Chair of the National Landcare Steering Committee – Ministry of National Planning
Vice-Chair Director of LRPD
Secretary of the National Landcare Steering Committee – WWF UNDP MCO Fiji representative National Consultant – SLM Project Project Coordinator – SLM Project USP Land Management representative Department of Environment Representative IFAD representative

Annex G: Questionnaire – Key Questions Used for the Interviews

Project Formulation

- 1) Was the Project design appropriate for Fiji?
- 2) Were there enough consultations? Was the project information provided to you and did you understand the project information?
- 3) What were the challenges in the project formulation and lessons learnt?
- 4) What is your overall assessment on UNDP's involvement in this project?

Project Implementation

- 5) Has the project being effectively, efficiently and sustainably implemented with the current institutional arrangements?
- 6) Are the budget and work planning appropriate for the goals of the project and have they been effective?
- 7) What were the constraints, challenges, delays and difficulties in project implementation?

Project Results

- 8) What are the key performances of the SLM Project?
- 9) Is the mechanism for information dissemination (awareness & advocacy) of project results effective?
- 10) How effective has the Project coordination and communication been with relevant stakeholders?

ANNEX H : ASSESSMENT BASED PRIMARILY ON DATA AND INFORMATION FROM INTERVIEWS, TECHNICAL REPORTS, INCEPTION REPORT, QUARTERLY REPORTS and NARRATIVE REPORTS

Not Completed
Moderately Satisfactory
Highly Satisfactory/Satisfactory

Outcome	Output	Project Activities and Verifications	Achievement Ranking
<p>Outcome1: Increased knowledge & awareness on land degradation and the utility of SLM</p>	<p><i>Output 1.1: Generation and improvement of information systems for SLM</i></p>	<p>1.1.1 Conduct pilot land degradation assessment surveys</p> <ul style="list-style-type: none"> • Biophysical surveys of Tuva and Veivatuloa catchments on Viti Levu island @ western and central division • Biophysical surveys of Nayau Island in the Lau Group of Islands • Biophysical surveys of Tabia catchment in Sasa district in Macuata province on the island of Vanua Levu <p>1.1.2 Generate resources information databases</p> <ul style="list-style-type: none"> • Socio economic and participatory land use planning survey, Naceva district, Kadavu • National Agriculture census • Biophysical surveys (LUC, soils, present land use, land tenure) <ul style="list-style-type: none"> • Naceva district, Kadavu • Dawasamu, Tailevu • Tokaimalo district, Ra • Nadi catchment • Sawaieke district Gau • Navatusila and Nasikawa district, Nadroga/Navosa • Labasa cathment 	<p><i>Highly Satisfactory</i></p>

		<ul style="list-style-type: none"> • Cadastral • Topography • Vegetation • Soils • Land use capability <p>1.1.3 Upgrade GIS hardware and software</p> <ul style="list-style-type: none"> • Purchased plotters, printers, binding machines and scanners • Land Resource mapping and analysis using quantum GIS-training workshop <p>1.1.4 Acquire and convert field data</p> <ul style="list-style-type: none"> • Storage, analysis and manipulation of land use data • Registered aerial photographs • Acquire field data, analyze data and use GIS to convert field data to maps • Convert land ownership data into maps for awareness work <p>1.1.5 Link up or join existing local and regional e-networks</p> <ul style="list-style-type: none"> • Linked with SPC Land Resources Regional Network • Actively use SPC website to promote SLM Project in Fiji • Linked with SPREP Regional Networks • Linked with UNDP SLM Network • Fiji Land Information Systems • iTaukei Land Trust Board leases • GIS users Forum <p>1.1.6 Facilitate the establishment of resources information centers for SLM</p> <ul style="list-style-type: none"> • Database continuously updated with new soils, land use, land use capability, tenure data after every biophysical surveys • In house hands on –GIS training in the Western, Central and Northern Divisions <p>1.1.7 Develop training modules on sustainable farming systems from experiences</p>	
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		<p style="text-align: center;">gained during the project</p> <ul style="list-style-type: none"> • Increased awareness of SLM and land degradation across different sectors • Trainers the trainers workshops on SLM 	
	<p>Output 1.2 Community awareness on SLM Technologies</p>	<p>1.2.1 Develop and carry out community training and awareness programs on SLM</p> <ul style="list-style-type: none"> • Awareness raising activitie@-national events • Arbour week • Environment week • World Food Day • PSC week • World Day to Combat desertification (UNCCD Day) • International Year of Forests • National Agriculture show <ul style="list-style-type: none"> • Revised indicators, outputs and activities which improved SLM Project deliveries of results • Direction of the project was supported by all stakeholders • Vunimoli village & Waisavulu settlements in Labasa, Sasa, Macuata, Vanua Levu island • Partnership engagement through MoU Agreement with WWF for the Sasa District on awareness and SLM work • Navunitawa village, Ba, Western Division, Viti Levu island • District of Wai and Tuva in the Province of Nadroga along Tuva catchment on SLM awareness • Partnership with WWF on SLM awareness in the district of Wai which is one of the long term sites for WWF <p>1.2.2 Establish demonstration farms in selected localities</p> <ul style="list-style-type: none"> • 11 demo farms were established before the MTE Vavinaqiri, Nadroga Navunikabi, Namosi 	<p style="text-align: center;">Highly Satisfactory</p>

		<p>Koromakawa, Cakaudrove Namoli, Ovalau Naiyala, Wainibuka Wailoa Power station, Naitasiri (FEA towers) FNU-FCAE, Nasinu Lomati , Kadavu RFMF Coqeloa Primary School Cikobia Island Yavuna</p> <ul style="list-style-type: none"> • After the MTE these farms were established • Demo farms were established in 10 villages in the district of Sasa, in the Province of Macuata, Northern Division, Vanua Levu Island • Specific demo farms were established in the villages of Korovuli, Tabia, Navakasobu and Nasele • Nurseries were established for 2 villages, the villages of Sasa and Nasele • There were LandCare Groups established in Korovuli, Korotubu, Navaksobu, Nasele, and Viriqilau villages • In the Western Division, demonstration farms were established in Navunitawa, Nadi and Ba • There were demonstration farms in the 3 villages of Wai district and 3 villages in the district of Tuva • There were 2 demo farms established in Semo village and Navutu village • Nurseries were established in Nabau and Navutu • LandCare Groups were established in Semo, Navutu and Nabau <p>1.2.3 Compilation, reproduction, and dissemination of awareness materials</p> <ul style="list-style-type: none"> • Soils Posters • Soil Erosion Posters • Impact of soil Erosion On Farms Posters • Impact of Soil erosion Off farms Posters • Vetiver Grass Posters • Land Use Capability-Fijian Posters • Land Use Capability-English Posters • Stages on Sustainable Land Management Project in Koromakawa Posters • Stages of SLM project, Vavinaqiri Posters 	
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		<ul style="list-style-type: none"> • Land Degradation –United Nation Convention to Combat Desertification (UNCCD) Posters • Sloping Agriculture Land Technology (SALT) Posters • 3 x Documentary on Sustainable Land Management • Display boards • Models • Radio programmes <p>1.2.4 Create district and provincial networks</p> <ul style="list-style-type: none"> • Tuva catchment network amongst 7 districts • Nadi catchment network • Tabia cathment network • Labasa catchment network • Ba catchment network • Sasa district network • Nadroga provincial network • Macuata provincial network 	
Outcome2: Enhanced individual and institutional capacities for SLM	<i>Output 2.1 National stakeholders' training & workshops</i>	<p>2.1.1 Conduct workshop to review the Fiji Land Use Capability Guideline</p> <ul style="list-style-type: none"> • workshops, numerous meetings and consultations • Focus group meetings with relevant stakeholders • Technical report on land use Capacity Needs Assessment & Strengthened • Joint National SLM, LRPD & SPC National workshops in the Central, Western and Norther Divisions on LUC Awareness workshops for senior government officials and land administrators, environment officers and provincial government officers. • Participants in the Central Division – 40 officers from Agriculture, Forestry, Lands, Environment, I taukei Land Trust Board, Live and Learn, Partners in Community Development Fiji, SPC, USP, and UNDP • LUC Awareness Workshop in the Western Division- 29 participants from 4 Provinces, Agriculture, SPC, UNDP, Forestry, Lands, Environment. • LUC Awareness Workshop in the Northern Division – 37 participants from the Provinces of Bua and Macuata, Agriculture, Environment, Lands, Forestry, I Taukei Land Trust Board, & 	<i>Satisfactory</i>

		<p>government officers</p> <p>2.1.2 <i>Prepare and publish the Fiji Land Use Capability Guideline</i></p> <ul style="list-style-type: none"> • Fiji Land Use Capability Classification System Guideline published • Launching of the Guideline during the National Agriculture Show in Lautoka • 2000 copies of the guideline printed and distributed <p>2.1.3 <i>Set up and interagency working groups for SLM</i></p> <ul style="list-style-type: none"> • Assessment of mapping needs and GIS needs for the nation • National Landcare Steering Committee was established • NGO Land Care Committee was established <p>2.1.4 <i>Conduct workshops/trainings for stakeholders</i></p> <p>See 2.1.1.</p> <p>2.1.5 <i>Technology transfer to farmers for stakeholders and land users in the field</i></p> <ul style="list-style-type: none"> • Demonstration and model farms established in most districts and along catchments • Nurseries for districts developed and established <p>2.1.6 <i>Formalize trainings for resource persons</i></p> <ul style="list-style-type: none"> • Numerous meetings. Consultations and focus group meetings on development plan review at national and state levels 	
	<p><i>Output 2.2 SLM related policies and legislations strengthened</i></p>	<p>2.2.1 <i>Finalize the amended Land Conservation & Improvement Act</i></p> <ul style="list-style-type: none"> • Proposed amendments to the Land Conservation and Improvement Act submitted to Solicitor General's office for legal reviewing and cabinet endorsement • Report on the Reviewed LCIA • Draft Land and Water Resource Management Decree • Preparation of cabinet paper (DSC) 	

		<p>2.2.2 Contribute to the review and development of other policies and strategies to promote SLM</p> <ul style="list-style-type: none"> • Several Stakeholder consultations on LWRM decree • Finalization of the LWRM decree • Collection of relevant plans and data input • Attachment of college and university student assistants to collect and input data • Collection of relevant maps for land use planning tools <p>2.2.3 Develop policy briefs on SLM components that are in existing Policy documents</p> <ul style="list-style-type: none"> • proposed amendments to the Land Conservation and Improvement Act (LCIA) • submitted to the Solicitor General’s office for legal review and cabinet endorsement; • a report on the reviewed LCIA; • a draft Land and Water Resource Management Decree; • preparation of cabinet paper <p>2.2.4 Develop Agricultural Land Use Policy</p> <ul style="list-style-type: none"> • Consultations on LWRM decree • Land use policy guideline 	
	<p>Output 2.3 Skilled Community based facilitators</p>	<p>2.3.1 Train community based facilitators</p> <ul style="list-style-type: none"> • Train the trainers workshop for the Wai district and Tuva Districts along the Tuva catchment in the western Division • Train the trainers’ workshop for facilitators in the Nadi catchment in the western division • Train the trainers workshop for the Sasa district in the Northern Division • Training of facilitators in Waisavulu settlement and Vunimoli village in the Northern Division 	<p><i>Satisfactory</i></p>

		<p>2.3.2 Facilitate networking among collaborators and communities</p> <ul style="list-style-type: none"> • Facilitated networking among communities living along major catchments at district level and village levels • Facilitated communities to visit each other. Foreexample communities living in lower catchment travelled to the upper catchment areas and people living in the upper catchment travelled to the lower catchment areas to observe “first- hand” how their activities in the upper catchment affected communities in the lower catchment areas. <p>2.3.3 Organize workshops, seminars, and awareness on Landcare to community facilitators and community-based organizations</p> <ul style="list-style-type: none"> • Collaborated with WWF in 2 districts of Wai and Sasa. • Collaborated with Landcare groups • Numerous workshops, presentations and awareness of SLM to communities in all Divisions of Fiji <p>2.3.4 Develop from existing information and experiences, tools, manuals, and guidelines on SLM community facilitation</p> <ul style="list-style-type: none"> • Numerous maps developed during participatory land use surveys • Numerous presentations on SLM awareness <p>2.3.5 Develop partnerships based on Landcare concept</p> <ul style="list-style-type: none"> • Landcare Groups established in major areas in Fiji • WWF partnership strengthened and will continue after the SLM project • Partnership with the IWRM will continue in the Nadi catchment after the SLM Project • Partnership with PACC will continue after the SLM Project • Partnership with villages undertaking GEF-SGP Projects will continue into the future 	
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<p>Outcome 3: Mainstreaming of SLM</p>	<p><i>Output 3.1 Elaboration of the NAP and identification of specific on the ground investments required in the medium to long term</i></p>	<p>3.1.1 Conduct high level stakeholder workshop to promote SLM and NAP</p> <ul style="list-style-type: none"> • Engaged SPREP as consultants through NLSC • Review of NAP by SPREP • Consultations with consultants & meetings • 1st high level National stakeholder’s workshop for the alignment of NAP. 49 participants from Foreign Affairs, National Planning, Primary Industry, Local governments, NGOs (WCS, Live & learn), SPREP, SPC and UNDP, Road Authority, Sugar Research Institute, Sugar Industry Tribunal, Fiji Agro-Marketing and Fiji Pine • 2nd National high level National stakeholder’s workshop on alignment of NAP. NAP draft available and discussed. 33 participants from Conservation International, SPC, SPREP, UNDP, Ministry of Planning, Agriculture, Forestry, Ministry of Primary Industry, Local governments & other NGOs • 2nd Draft copy of NAP alignment was available at the time of the TE. <p>3.1.2 Incorporate NAP activities into sectoral plans</p> <ul style="list-style-type: none"> • NAP 2nd draft document provided detailed NAP activities into sectoral plans, agriculture, forestry etc. • Discussions on the NAP activities have been undertaken in 2 National workshops in a participatory manner <p>3.1.3 Review NAP</p> <ul style="list-style-type: none"> • NAP was reviewed by SPREP • NAP 2nd draft document available to the TE <p>3.1.4 Public sector investment programs (PSIP) submitted for government funding</p> <ul style="list-style-type: none"> • Proposal submitted for government funding • Core funding approved from the main LRPD core budget • Collaborations with other government sectors such as Public works, dredging and agriculture 	<p>Satisfactory</p>
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	<p>Output 3.2 <i>Mainstreaming of SLM into SEEDS</i></p>	<p>3.2.1 Integrate SLM into National MDGs</p> <ul style="list-style-type: none"> • SLM is integrated into statistics information for agriculture sector • SLM mapping capabilities in all Divisions have been used for development planning • SLM land use mapping have been used for agricultural development and production <p>3.2.2 Organize high-level awareness-raising workshops, seminars, meetings on SLM to decision/policy makers</p> <ul style="list-style-type: none"> • See 3.1.1 <p>3.2.3 Integrate SLM into agriculture, forestry, tourism, urban and rural development policies and plans</p> <ul style="list-style-type: none"> • Plan for different sectors have been developed and reviewed using the NAP • SLM integrated into agriculture, IWRM and PACC • SLM integrated into forestry policies and in awareness of impacts of cutting down of trees <p>3.2.4 Participate in consultation processes to incorporate SLM components into land-related development plans</p> <ul style="list-style-type: none"> • National consultations workshops in the Western, Northern and Central Divisions for high level administrators and stakeholders • Consultations with landowners and in catchment areas and at district levels 	<p>Satisfactory</p>
	<p>Output 3.3 <i>A medium term SLM investment plan on selected proposals submitted and to be used as a model for a longer term SLM investment plan</i></p>	<p>3.3.1 Identify priority SLM needs and opportunities for all sectors</p> <ul style="list-style-type: none"> • Catchment strategies and island strategies • Catchment planning identified as priorities for all communities in the catchments of Nadi, Ba, Tuva, Labasa and Tabia • Island management plan is needed for each island in Fiji • Zoning of Fiji is a priority especially in the two main islands and a zoning land use code is needed urgently for Viti Levu and Vanua Levu <p>3.3.2 Conduct donor round table discussions/awareness</p>	<p>Satisfactory</p>

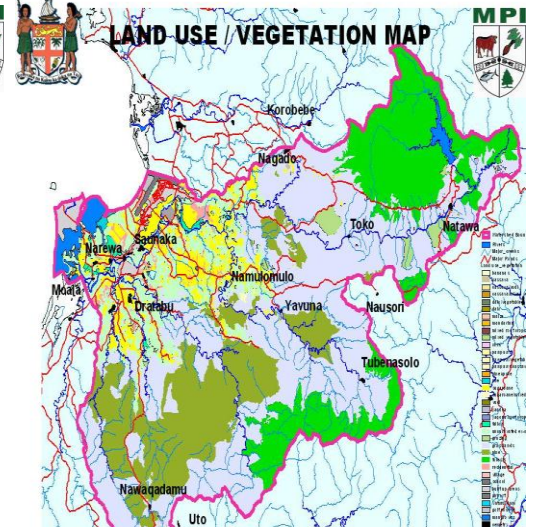
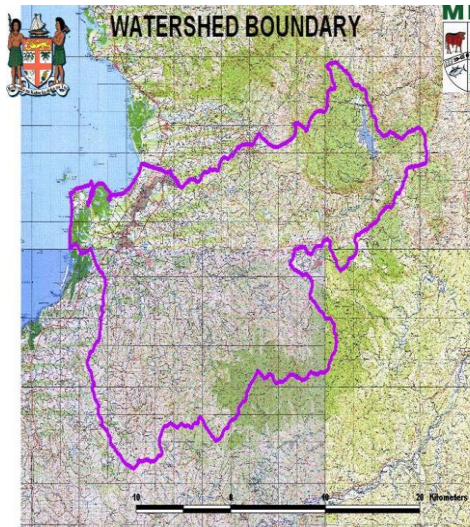
		<p>to promote SLM projects for funding</p> <ul style="list-style-type: none"> • Project proposal for Fiji government funding (PSIIP) • GEF 5 Star – Ridge to Reef Concept Paper Proposal • GEF 5 Star – Ridge to Reef Site Visits @ 3 sites on Viti Levu island and Vanua Levu island <p>3.3.3 Develop proposals for SLM development agencies</p> <ul style="list-style-type: none"> • GEF 5 Star Ridge to Reef • Watershed Project Proposal <p>3.3.4 Develop costed medium term SLM investment plan for selected proposals</p> <ul style="list-style-type: none"> • Assisted communities for UNDP-GEF small grants program (SGP) • Implemented biophysical surveys in the islands for the UNDP-GEF SGP Projects in outer islands of Fiji 	
<p>Outcome 4 : Technical support for SLM at district, provincial and national level enhanced</p>	<p><i>Output 4.1 SLM training and awareness materials reprinted and reproduced</i></p>	<p>4.1.1. Compile and organize existing promotional materials relevant for SLM</p> <ul style="list-style-type: none"> • Soil Erosion • Impact of soil Erosion On Farms • Impact of Soil erosion Off farms • Vetiver Grass • Land Use Capability-Fijian • Land Use Capability-English • Stages on Sustainable Land Management Project in Koromakawa • Land Degradation –United Nation Convention to Combat Desertification (UNCCD) • Sloping Agriculture Land Technology (SALT) • Three Documentaries on Sustainable Land Management <p>4.1.2 Reprint, reproduce pamphlets, leaflets, documentaries, handbooks, manuals and other awareness and training materials</p> <ul style="list-style-type: none"> • Soil Erosion • Impact of soil Erosion On Farms • Impact of Soil erosion Off farms • Vetiver Grass 	<p><i>Highly Satisfactory</i></p>

		<ul style="list-style-type: none"> • Land Use Capability-Fijian • Land Use Capability-English • Stages on Sustainable Land Management Project in Koromakawa • Land Degradation –United Nation Convention to Combat Desertification (UNCCD) • Sloping Agriculture Land Technology (SALT) • Three Documentaries on Sustainable Land Management 	
	Output 4.2 SLM knowledge sharing improved	4.2.1 Incorporate and promote new techniques into existing system <ul style="list-style-type: none"> • Demonstration farms in the Western, Northern and Central Divisions and along catchments • Nurseries to grow native species and planting of trees in farms • Erosions control measures using vetiver grass and pineapple • No burning in farms while clearing • No clearing of trees and selective cutting of trees 	Highly Satisfactory
	Output 4.3 Mapping, monitoring and evaluation improved	4.3.1. Conduct surveys to identify land uses and assess impacts <ul style="list-style-type: none"> • Conducted surveys in the Tuva catchment (7 districts, 27,000 hectares) in Nadroga, Viti Levu Island • Land use Surveys of Veivatuloa district (14,000 hectares) on Namosi, Viti Levu island • Surveys of Nayau Island in the Lau Group of islands • Surveys of Tabia Catchment in Sasa district, Macuata, Vanua Levu island • Biophysical surveys • Naceva district, Kadavu • Dawasamu, Tailevu • Tokaimalo district, Ra • Nadi catchment • Sawaieke district Gau • Navatusila and Nasikawa district, Nadroga/Navosa • Labasa cathment 	Highly Satisfactory

		<p>4.3.2 Produce thematic maps</p> <ul style="list-style-type: none"> • Numerous thematic maps were produced and printed • Most of these thematic maps were utilized for awareness workshops for example in all the catchments for Ba, Nadi, Tuva, Tabia and Labasa. All the sites surveyed had thematic produced and were used specifically to target each community where the awareness took place • Examples are as follows: • Land Use Capabilities and Classification of Labasa catchment • Land use capability of Naceva district in Kadavu • Watershed Boundary of Nadi catchment • Present Land Use and vegetation map of Nadi catchment 	
	<p>Output 4.4 Community based participatory land use planning adopted</p>	<p>4.4.1 Conduct a national workshop to develop a participatory land use planning manual for Fiji</p> <ul style="list-style-type: none"> • Divisional workshops have been conducted to use the guide developed by SLM • Guide has been actively used in workshops in the three divisions and in the islands targeted for training • Guide will need to be modified before it can be published <p>4.4.2 Prepare and publish participatory land use planning (PLUP) manual for Fiji</p> <ul style="list-style-type: none"> • A guide was developed for the participatory land use planning (PLUP) • This guide has been used actively for the awareness work and also for training the trainers' workshops <p>4.4.3 Conduct participatory appraisals on needs based land use</p> <ul style="list-style-type: none"> • Community-based participatory land use planning for the following villages and districts • Naceva district, Kadavu • Yavuna village, Nadi • Nabukelevu, Kadavu 	<p>Highly Satisfactory</p>

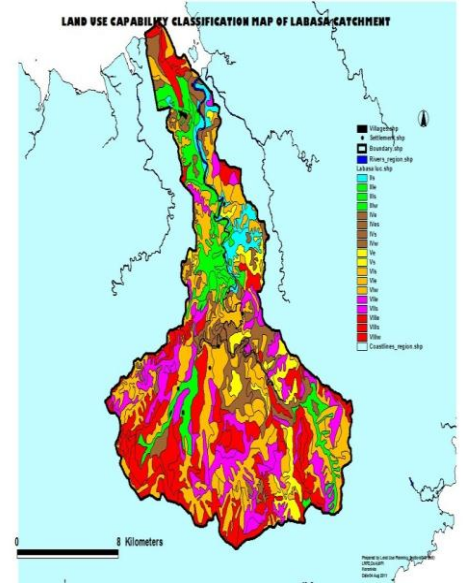
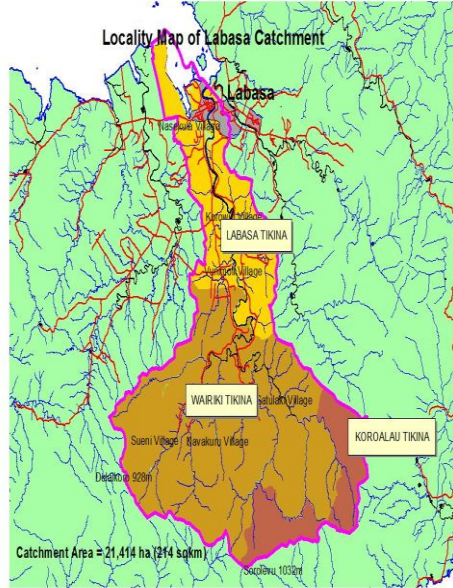
		<p>4.4.4 Identify alternative land uses</p> <ul style="list-style-type: none"> Planting of sandalwood plants and native species were developed by using nurseries with the help of forestry The planting of pineapples as a soil erosion measure and farmers could also benefit from selling pineapples Rehabilitation of degraded areas from logging to be used for planting trees <p>4.4.5 Promote community based land use planning</p> <ul style="list-style-type: none"> Naceva district, Kadavu Yavuna village, Nadi Nabukelevu, Kadavu <p>4.4.6 Integrate PLUP in sectoral development plans</p> <ul style="list-style-type: none"> Draft participatory land use planning guide produced Participatory land use plans and action plans integrated Integrated PLUP in catchment development plans Integrated PLUP in management of sites eg. Gravel extraction, sand extraction, pine planting, logging etc. 	
<p>Outcome5: Adaptive management and Lessons learnt</p>	<p>Output 5.1 Effective Monitoring & Evaluation of the Project</p>	<p>5.1.1 Develop participatory monitoring based on the Resource Kit</p> <ul style="list-style-type: none"> Participatory land use plan for all the villages surveyed and also districts surveyed and visited were developed The participatory monitoring plan and action plan were presented back to the communities, government agencies, NGOs at all sites visited <p>5.1.2 Conduct and compile monitoring data on a 6-monthly basis</p> <ul style="list-style-type: none"> Narrative reporting to UNDP MCO Fiji Financial reporting to UNDP MCO Fiji Technical reporting Draft media release on SLM Projects <p>5.1.3 Hold team meetings to discuss lessons learnt</p> <ul style="list-style-type: none"> Coordinate and service internal evaluation meeting 	<p>Satisfactory</p>

		<p><i>in Dreketi in the final phase</i></p> <ul style="list-style-type: none"> • <i>Hold meetings before external evaluations</i> • <i>Coordinate and service Divisional and inter-divisional meetings on SLM outputs and lessons learnt</i> 	
	<p>Output 5.2 Efficient Project Management Unit</p>	<p>5.2.1 Resourcing of PMU</p> <ul style="list-style-type: none"> • <i>Full time national consultant appointed</i> • <i>Full time Project Coordinator appointed</i> • <i>Revise annual work plan and log frame</i> <p>5.2.2 Conduct Inception Workshop</p> <ul style="list-style-type: none"> • <i>Inception workshop conducted</i> • <i>Inception workshop report</i> • <i>Meetings on revising of work plans</i> <p>5.2.3 Convene and Coordinate NCB meetings</p> <ul style="list-style-type: none"> • <i>National Landcare Steering Committee (NLSC) established</i> • <i>Revival of NLSC in the last phase</i> • <i>Numerous meetings & co-ordinations between Divisions</i> • <i>Numerous meetings and field sites coordination for evaluators and UNDP MCO Fiji staff</i> <p>5.2.4 Miscellaneous</p> <ul style="list-style-type: none"> • <i>Attendance at National Meetings</i> • <i>Media coverage of SLM</i> • <i>Press release of SLM</i> 	<p>Satisfactory</p>



Nadi Watershed (in Collaboration with UNDP & MSP)

- Biophysical Data survey (PLUS, LUC & Soil)-4 Tikina
- Participatory Land Use Planning Survey (PLUP)
- stakeholder workshop
- Training of Trainers
- Awareness Training – SLM
- Demo Plot Establishment



- Labasa Catchment-
(partnership with WWF & UNCCD/UNDP)
- Bio-physical survey(3 Tikina & Labasa Municipal)
 - Training of trainers(jointly with Ba)
 - Stakeholders workshop
 - 2nd phase- awareness training, Demo farm establishment, Land care group formation)

