

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



**FINAL REPORT to UNDP and to the Republic of Palau
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FARM SURVEY BY A PALARIS STAFF



NGERDERAR NATURE RESERVE

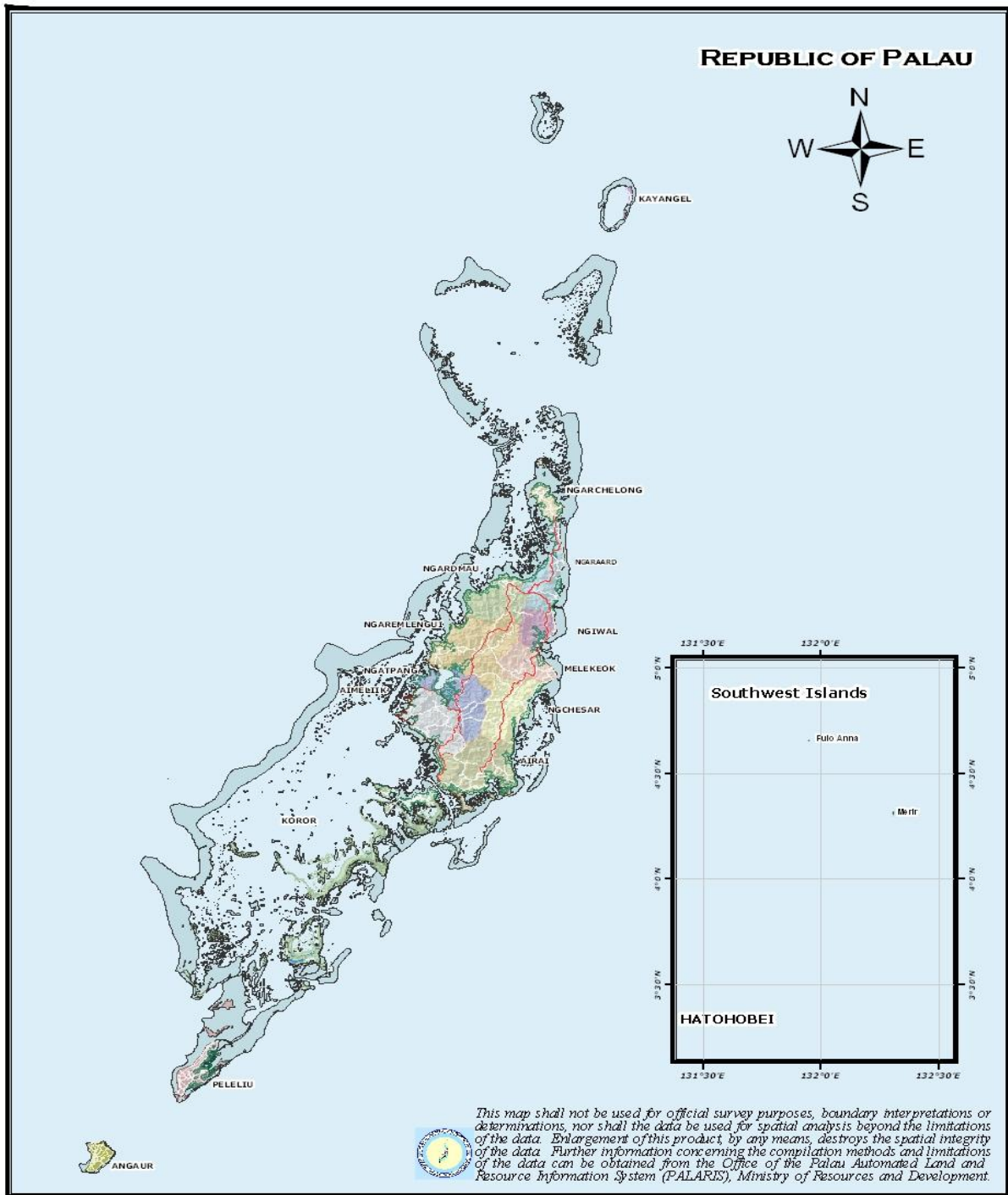


Figure 1a Map of the Republic of Palau

Acronyms

Acronyms and Abbreviations

APRs	Annual Project Reports
BITTA	Bureau of International Trade and Technical Assistance
BMP	Best Management Practice
BoA	Bureau of Agriculture
BLS	Bureau of Lands and Surveys
BMR	Bureau of Marine Resources
DMAP	National Drought Mitigation Action Plan
ENGOS	Environment Non-Government Organizations
EQPB	Environmental Quality Protection Board
EDP	Economic Development Plan
GEF	Global Environment Facility
IWP	International Waters Programme
LUMP	State Land Use Master Plan
MAP	Management Action Plan
MoF	Ministry of Finance
MOS	Ministry of State
MPIIC	Ministry of Public Infrastructure, Industries and Commerce
MTE	Mid Term Evaluation
NAP	National Action Plan
NatCom	National Communication
NBSAP	National Biodiversity Strategies and Action Plan
NEMS	National Environment Management Strategy
NISC	National Invasive Species Committee
NISS	National Invasive Species Strategy
NRCS	National Resource Conservation Service, United States Department of Agriculture
NCSA	National Capacity Self-Assessment
NEPC	National Environment Protection Council
NPC	National Project Coordinator
NSC	National Steering Committee
NGO	Non-Government Organization
OERC	Office of Environmental Response and Coordination
PALARIS	Palau Automated Lands and Resources Information System
PAN	Protected Areas Network
PCS	Palau Conservation Society
PICRIC	Palau International Coral Reef Center
PIGGAREP	Pacific Islands Greenhouse Gas Abatement through Renewable Energy Project
PNC	Palau National Code
PNMDP	Palau National Master Development Plan
PPLA	Palau Public Lands Authority

PSIP	The Public Sector Investment Program
SIUL	Institute of Sustainable Living
SLM	Sustainable Land Management
SWARS	State Wide Assessment of Forestry Resources and Resources Strategy
TE	Terminal Evaluation
TNC	The Nature Conservancy
UN	United Nations
UNCBD	United Nations Convention on Biological Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
QORs	Quarterly Operational Reports

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EXECUTIVE SUMMARY

The Republic of Palau 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 also generated greater awareness of sustainable land management amongst the public and targeted audiences such as national and state policy makers and decision makers. The SLM Project was a four year and five months initiative which commenced in January of 2007 and was completed at the end of June of 2012. It was implemented by the UNDP and executed by PALARIS (Palau Automated Lands and Resources Information System). The total funding for the four years and five months was \$500,000 from the Global Environment Facility (GEF). The SLM Project’s role was to build the capacity by strengthening the enabling environment for SLM in Palau and also to mainstream SLM into relevant policies and legislations across sectors. It recognized the importance of developing nationwide 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 undertaken in July 2012 and is reported on here. The **TE** reviewed the design, objectives and management arrangements for the Palau 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 Palau because of the need to protect its high 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. Palau'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 Palau.

The SLM Project was executed by PALARIS (Palau Automated Land and Resources Information System) under the Ministry of Public Infrastructure, Industries and Commerce (MPIIC). PALARIS executed the SLM Project in partnership with major stakeholders. The SLM Task Force was established as a Project Steering Committee and

PALARIS provided the secretariat. The Project Coordinator through the Office of PALARIS 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 SLM Task Force provided the project oversight in the management and implementation of the SLM Project. The SLM Taskforce consisted of multi-agencies and these agencies provided institutional and technical support when required. The SLM Taskforce comprised of six committees and these committees were tasked to be responsible for each of the SLM Project Outputs and Activities as outlined in the SLM Project work plan and document. These were the Executive Committee, the Technical Advisory Committee, the Legislative/Policy Review Committee, the Structure and Framework Committee, the Community Engagement Committee and the States Representatives Committee. The memberships of each committee are provided in the annexes.

The SLM Project has been executed efficiently for the last four years and five months, January 2008 to June 2012, due mainly to a competent and diligent Project Coordinator and Project Assistant with the support of the PALARIS Manager and staff as well as the UNDP staff responsible for the project. At the initial implementation of the project, the Manager of PALARIS provided the necessary leadership but by the time of the terminal evaluation, the position had been vacant for some time.

However, both the SLM project staff have had to arrange and resource a considerable number of meetings related to the project's Outputs and activities. The products of these meetings have been substantial reports and materials and these have been produced, printed and distributed to various stakeholders. Technical inputs into the project have been substantial and these have been provided cost-efficiently by consultants on short-term contracts. This process has also been demanding on project staff and has caused some unforeseen delays because of the recruitment and bureaucratic processes and difficulties.

Specifically, a SLM Finance Plan was developed by the SLM project to address SLM policies funding sources and costs of implementing the SLM related policies across sectors. A SLM Policy review was also undertaken to analyze policy documents such as national plans, national legislation, agency plans, state plans and resource management studies. The results of the review were presented in meetings and workshops and feedback was used to produce the National Land use Policy document and the final SLM Policy Review document. The SLM Best Management Practices review addressed the level of implementation and constraints to the implementation of BMPs and gaps. The SLM BMP review focused on an asset-driven assessment of existing BMP and gaps. In particular, it assessed the overall implementation, effectiveness, constraints and gaps of BMP; and the development of a national building code. The OEK modified a bill on the recommendations of the SLM Project building code meeting to establish a building code commission which is charged with developing a National Building Code for Palau within

one year and charged administering the implementation of the code for two years after that.

The Sustainable Land Use Policy of the Republic of Palau was developed by the SLM Project. The policy sets the vision for sustainable land management and for integration of land use management. The policy was developed through the review of land management in Palau, extensive consultations with numerous stakeholders through workshops, surveys and meetings. The policy has been endorsed by the National Governors Association, the Council of Chiefs, the Palau Chamber of Commerce and the President's Office. The TE considers that it would have been more appropriate to have three staff for the project noting that the tasks for project management, implementations and reporting were too demanding for two staff to handle. Two technical staff and a support staff would have been more efficient for the project.

It is worth noting that the SLM Project has been highly relevant and important to Palau and the efficiency of its implementation has been high. The SLM Project success has also centered on the political support of the SLM process at the national and state government levels. The Presidential Executive Order provided the legal framework for collaborations. The SLM best practices has also been utilized in the master planning and land use planning at the state level and also at various sectors at the national level. The capacity of SLM relevant agencies at the community level, state level and national government level has been developed and strengthened. The mainstreaming of SLM principles across sectors has occurred.

1 Introduction

1.1 PURPOSE OF THE EVALUATION MISSION

In January 25, 2008, the Republic of Palau and the UNDP Fiji Multi Country Office formally agreed and signed the UNDP/GEF Medium Sized Project (MSP) titled “Capacity Building for Sustainable Land Management (SLM) for Mitigation of Land Degradation”. The SLM Project preparatory phase began in 2007 and it ended in December of 2007. The preparatory phase was executed by OERC under the President’s Office. The second phase was implemented for four and a half years after the preparatory phase and was executed by PALARIS under the Ministry of Public Infrastructure, Industries and Commerce (MPIIC). The overall objective of the project was to *“to build capacity at the national, state, 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 work plan for the SLM Project included a provision for an independent final 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 immediately after 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

In accordance with the accountability and adaptive management policies of GEF and UNDP, **TE** approach is undertaken to comply with the GEF Monitoring and Evaluation Policy, and the Guidelines for GEF Agencies in conducting Terminal Evaluations. The UNDP Evaluation Policy of 2011 also emphasized the need to assess the efficiency and effectiveness of a project delivering its expected results during project evaluations. Furthermore, the assessment of the relevance and sustainability of project outputs in the achievements of medium and long term goals is particularly worth noting. The guidelines

provided in the Terms of Reference (ToR) by UNDP Fiji MCO in June of 2012 also guided the **TE**.

The **TE**'s aim is to identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned and repeatability, and to make recommendations regarding specific actions that might be taken to improve future project. The **TE**'s role is also to provide an evaluation of the implementation and management of the SLM Project by identifying factors that have facilitated or impeded the achievements of the project objectives and outputs. The **TE** makes recommendations and lessons learned to assist in defining future directions for any SLM future project .

The key beneficiaries for the **TE** include the GEF (and the global community), UNDP, Pacific SIDS, Republic of Palau, Pacific regional organizations, relevant donor organizations and industry and environmental non-government organizations. The objectives of the **TE**, therefore, are to examine project; promote financial accountability; and provide feedback on key project performances, and lessons learned. The background and ToR for the **TE** are presented in Annex A.

1.2.2 Approach

The Terminal Evaluation assesses and reviews: the extent to which the overall project design remains valid; the project's concept, strategy and approach. The effectiveness and the methodology of the overall project structure are also assessed. It also determines how effectively the project addresses responsibilities especially towards capacity building and challenges. The **TE** also assesses the extent to which project management has been effective, efficient and responsive.

The **TE** began on 29 June 2012 and was contracted to be completed by 20 August 2012. The field mission to the Republic of Palau to review the SLM Project was undertaken from the 4 July – 21 July 2012 (see Annex B). 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 levels of detail covered varied according to the informants' roles in the SLM Project. For example, Heads of Government Departments 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 who were 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 national governments, state governments, non-organizations and communities.

Detailed discussions were held with the main agencies and partners (PALARIS, MOF, PCS, OERC, PPLA, BOA, BMR, Airai State and Koror State) regarding Project details, deliverables, management, administration, communications and coordination, and financial effectiveness and accountability. Informants from organizations responsible for specific components (PCS, SIUL and EQPB) were interviewed on the progress and outcomes, and issues in their areas of responsibility. Biodiversity conservation issues were specifically discussed with ENGOs (PCS, TNC).

1.3 KEY ISSUES ADDRESSED

The Republic of Palau is under-going rapid development in recent years. The SLM Project is relatively small when compared to other larger initiatives by the government of Palau, 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 addition, whether the approaches and methods used will enable collaborating partners and major stakeholders to continue to undertake sustainable land management in Palau 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
- 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 ToR for the Palau 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.

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 PALARIS, review processes via the SLM Taskforce Committees 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

Project Results

The evaluation will explore the relevance, efficiency, implementation and sustainability of project operational activities and project key performances. Evidence 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, state, 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

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**) and 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 (FE) 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**.

Then finally the report concludes with the **Summary of Findings, Recommendations from the Terminal Evaluation (TE) and Lessons Learnt**.

However, the plan for the SLM Project also had a provision for an independent mid-term review and evaluation (MTE) of progress with all aspects of the project implementation at the half-way stage of the SLM Project. Unfortunately, the MTE was not carried out and there were missed opportunities to use the MTE to review project performances at the half-way stage and also to guide and direct future performances.

2 The Project and its Development

Context

2.1 PROJECT BACKGROUND

2.1.1 The Problems that the SLM Project was seeking to address

The SLM Project in the Republic of Palau was a four year and five months initiative and was implemented by the UNDP in partnership with the Palau Automated Lands and Resources Information System (PALARIS) under the Ministry of Public Infrastructure, Industries and Commerce (MPIIC). The total funding for the four years and five months was \$500,000 from the Global Environment Facility (GEF).

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 national government, state governments and community groups land use planning and strategic development.

The Republic of Palau has a total land area of 459.69 square kilometers and comprises over 700 islands and islets. It is spread over a wide area of 650 kilometers from the atoll of Kayangel to the islet of Helen Reef and Hatohobei. Only twelve islands are inhabited and there are four types of islands. These include the volcanic islands of Babeldaob, Ngarekebesang, Malakal and Western Koror islands. The Rock islands are high limestone islands; and the low platform islands are Peleliu, Angaur and the South-west islands. The atoll islands consist of Ngaruangel island of Kayangel State, Ngemelis Island in Koror State and Helen Reef in Hatohobei State. The terrain varies from high mountainous islands to low coral atoll islands. The population of Palau is around 0.02 million (2011) and has an annual growth rate of around 0.5 % (2009-2011) (www.adb.org). Most of the population (70%) is made up of indigenous Palauan and the rest (30%) are foreign workers mainly from the Philippines and Taiwan.

The majority of Palau's population lives in Koror State and Airai State (82.7% in 2010). But Koror State is one of the most urbanized areas in the country because of migration from outer islands for employment and education opportunities. Palau's geography, small market and dependence on aid and tourism make it more prone to external economic shocks, impacts of climate change and natural disasters (www.adb.org). Palau's economy grew by 5.8% in 2011 which is a slight increase over the previous year and the economy reflects a strong growth in tourism (about 50% of GDP).

Tourism will continue to be the main source of economic growth with an annual forecast of 7.5% growth in 2012 and a further growth of 6% is forecasted for 2013. The inflation rose to 2.1% in 2011 (www.adb.org). One of the top priorities of government is to reduce

poverty and hardships and to increase food security for its population. One of the ways to increase food security is through sustainable agriculture and fishing.

The SLM Project document summarizes the major causes of land degradation and its consequences on environmental damage and degradation. A brief description of the main causes of land degradation is provided in the SLM Project document. The main cause of land degradation in Palau are lack of land-use planning, unsustainable human activities, uncontrolled fires, drought, building of Compact Road, sea level rise, watershed degradation, loss of soil fertility and invasive species. The unsustainable human activities include development, over-harvesting, hunting and cutting down of trees.

However, in 2004, the United Nations Development Program (UNDP) and the GEF developed a Portfolio Project to ensure that each of the Least Developed Countries and Small Island Developing States (LCD-SIDS) develop a solid foundation for sustainable land management (SLM) within each country. This included the development of the National Action Plan (NAP) for mainstreaming SLM into national development and conservation strategies. As a result, the NAP facilitated the initial capacity development for SLM key stakeholders in each country that participated. The results of the NAP provided major incentives for countries like the Republic of Palau to participate in SLM strategies.

On 25 January 2008, the Republic of Palau and the UNDP Fiji Multi Country Office formally agreed and signed the UNDP/GEF Medium Sized Project (MSP) titled “Capacity Building for Sustainable Land Management (SLM) for Mitigation of Land Degradation” to be implemented in Palau. Previously, the Office of the Environmental

Response and Coordination (OERC) which is under the President's Office developed the MSP proposal jointly with the UNDP between 2006 and 2007. The MSP proposal was then submitted and approved for funding by the Global Environment Facility (GEF). The SLM Project preparatory phase began in 2007 and it ended in December of 2007. The second phase which is project implementation began in January, 2008 and continued until June of 2012.

2.2 PROJECT GOAL, OBJECTIVES, STRUCTURE AND OUTCOMES

2.2.1 Project Goals, Objectives and Strategy

The SLM Project was designed in 2006-2007 by a consultant commissioned by UNDP and the consultant worked closely with the Office of the Environment Response and Coordinator (OERC) under the Office of the President of Palau. A GEF Project Development Facility grant of \$25,000 was given for the preparatory phase of the SLM Project in 2007. 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. A Project Document was prepared and signed between the Office of the Environmental Response and Coordination (OERC) of the Republic of Palau and UNDP in February of 2007. The preparatory phase was executed by OERC.

The Medium Sized Project (MSP) on "Capacity Building for Sustainable Land Management (SLM) for Mitigation of Land Degradation in Palau" is a Global Environment Facility (GEF) funded project and implemented through the United Nations Development Program (UNDP).

The second phase of the project is a 4 year and five months initiative and it commenced in January, 2008 and ended in January, 2012. It was further extended from February to June, 2012.

The SLM Project goal is to sustainably manage the forest, agricultural and all terrestrial land use of Palau 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, state and community levels across sectors; and to effectively address land use planning that will assist Palau in the achievements of long term domestic and global benefits and there in MDG Goal 7. The five SLM Project Outcomes are identified in Table 1.1 and it excludes the Outcomes for Project Management; and Monitoring and Evaluation.

Table 1.1: SLM Project Objectives

Goal:	To sustainably manage the forest, agricultural and all terrestrial land use of Palau 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.
Project Objective:	To build capacity at the national, state and community levels across sectors to effectively address land use planning that will assist Palau in the achievements of long term domestic and global benefits and there in MDG Goal 7.
Outcome 1:	Determination of Coordinating and Organization Process
Outcome 2:	Institutional Assessment and Strengthening of Capacity for Land Use Planning
Outcome 3:	Community and Local Institutional Empowerment and Capacity Building
Outcome 4:	Legislative, Regulatory and Enforcement Capacity Building
Outcome 5:	Integrating and Mainstreaming Land Use Planning and SLM into state/national policies and Decision Making

The overall Project Objective is stated in the Project Document as "to build capacity at the national, state, 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 Palau 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 master plans, legislation, policies, enforcement, 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 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 Palauan 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 states. 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

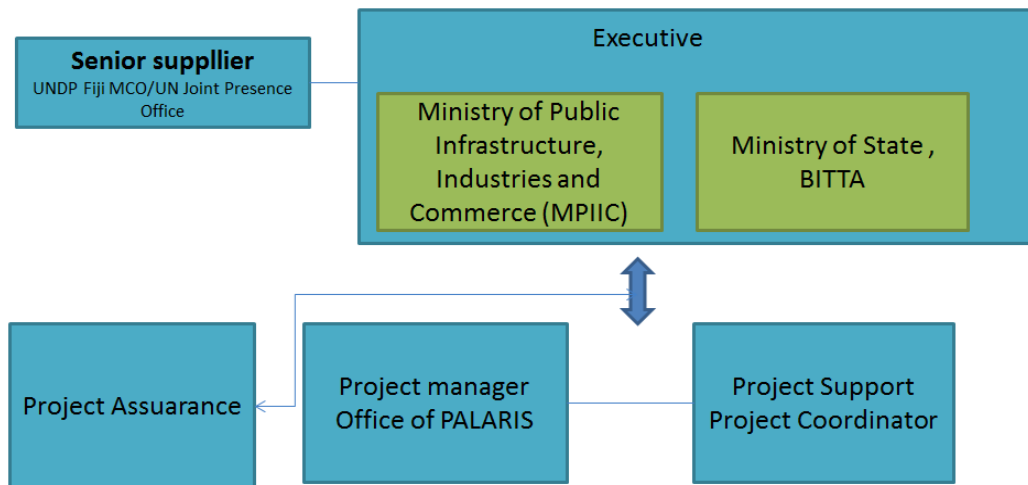
UNDP was the GEF Implementing Agency for all the SLM Projects under the LCD-SIDS Portfolio. The development and the implementation of each project in each country were supported by the UNDP-GEF headquarters in New York, the UNDP-GEF Regional Technical Advisors' Office (Bangkok), the UNDP Fiji Multi-Country Office (MCO) and the UN Joint Presence in Palau. The SLM Project was required to follow all UNDP administrative and financial procedures. The Palau Automated Land and Resources Information System (PALARIS) under the Ministry of Public Infrastructure, Industries and Commerce (MPIIC) was the national executing agency and was responsible for direct supervision of the SLM project activities. A Project Coordinator and an Assistant

Coordinator were employed under the SLM Project grant. These two project personnel were located at the Office of PALARIS.

The UNDP Fiji MCO and the UN Joint Presence played a monitoring and an oversight role to ensure the effective and efficient implementation of the SLM Project. PALARIS was the national leading executing agency and was responsible for the timely delivery of the project's objectives. PALARIS's mandate by the government of Palau was "to develop a centralized land and resource system to inventory and support the management of human, economic and natural resources of the Republic of Palau. PALARIS is used to support decision making and to enhance the formation of policies for the development of the Republic of Palau" (Presidential Executive Order 163).

The Director of the Bureau of International Trade and Technical Assistance (BITTA) under the Ministry of State (MOS) and the Office of the Environmental Response and Coordination (OERC) under the Office of the President represents the government of Palau at the international policy level. BITTA therefore is the focal point of all international affairs in Palau. However, the tripartite review team that monitored and evaluated the SLM Project in Palau was the United Nations (UN) Joint Presence Office (Palau), BITTA, and MPIIC. This is illustrated clearly on Figure 1.1.

Figure 1.1: Project Organization Structure



The project implementation arrangement is shown in Figure 1.2. Although PALARIS was the leading executing agency for the SLM Project, 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. The Office of PALARIS 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 SLM Task Force (Project Steering Committee). The Project Coordinator through the Office of PALARIS 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 SLM Task Force as established under Presidential Executive Order 258 provided the project oversight and advice in the management and implementation of the SLM Project. Auxiliary subcommittees were established to give specialized support and guidance on specialized areas of the SLM Project work plan.

As seen in Figure 1.2, the SLM Taskforce consisted of multi-agencies and these agencies provided institutional and technical support when required.

The SLM Taskforce comprised six committees and these committees were tasked to be responsible for each of the SLM Project Outputs and Activities as outlined in the SLM Project work plan and document. Each subcommittee were specifically tasked to address the needs and concerns of the various communities and sectors across Palau in relation to the development of state master plans and a national land use policy/framework as outlined in the project document. They were also mandated to help the needs of all vulnerable groups to promote equality and empowerment to all Palauan people.

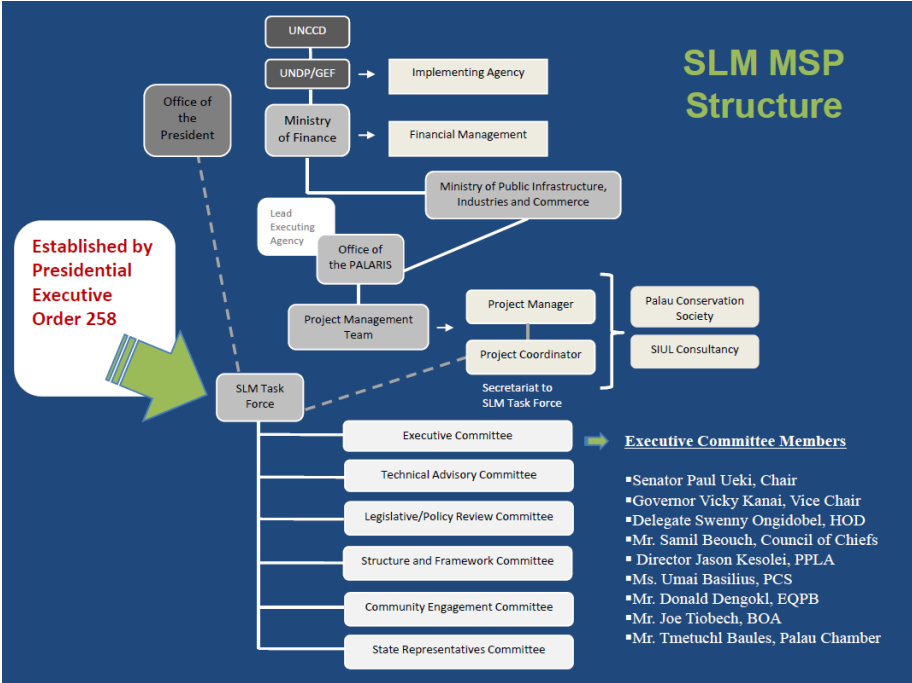
These committees were the Executive Committee, the Technical Advisory Committee, the Legislative/Policy Review Committee, the Structure and Framework Committee, the Community Engagement Committee and the States Representatives Committee (see Annex G). Each committee's composition was provided as contained in the SLM Project Inception Report of June, 2010 (see Annex G). The roles and responsibilities of the Executive and State Subcommittees are stated clearly and specified in the Presidential Executive Order (see Annex F). Examples of some of the roles of the remaining subcommittees as stated in the inception report are provided in the annexes and these are technical, structure and framework, community and engagement and legislative & policy

review subcommittees (Annex H). For example, the technical subcommittee's responsibilities included providing technical advice and oversight over the SLM Project. This also took into account the coordination between the subcommittee, executive committee and the larger SLM Taskforce. It was specifically tasked to provide technical advice/input for the National Land Use Policy/Framework on zoning, buffer zones, building codes, and other relevant practices, measures and regulations.

The structure and framework subcommittee's main responsibilities were to complete a Context and Gap/Needs Analysis by assessing existing ROP-wide processes and activities related to the use and/or management of land. It was also responsible for the development and execution of relevant education and awareness programs for the SLM Project. Further, this particular subcommittee provided advice and input for the National Land Use Policy/Framework on ROP-wide institutional structures and processes.

The Legislative and Policy Review subcommittee was to provide advice for National Land Use Policy/Framework on an overall legal framework. The community engagement subcommittee was to assess existing ROP-wide training and awareness programs related to the use and/or management of land. It also recommended types of BMPs and How-To Guides that are needed for Palau. It further assisted with the development, design and execution of relevant Model Training, Education and Awareness Programs/Campaigns.

Figure 1.2: 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 traditional community leaders from the Council of Traditional Leaders and the Mechesil Belau. The government agencies consisted of the Office of the Environmental Response and Coordination (OERC) (Office of the President), the Bureau of Land and Surveys, the Palau Automated Land Resource Information System (PALARIS), the Environment Quality Protection Board (EQPB), the Palau Public Lands Authority, the Division of Historic Preservation (Bureau of Arts and Culture), the Bureau of Agriculture (BOA), and the Bureau of Marine Resources (BMR). The stakeholders from the states included the Association of Governors and respective state authorities of the 16 state governments and the Koror State Planning Commission. The non-government organizations were represented by the Palau Conservation Society (PCS), the Palau Community Action

Agency (PCAA) and The Nature Conservancy (TNC). Other semi-government agencies included the Palau Community College (PCC), the Palau Visitor's Authority (PVA), the Palau International Coral Reef Center (PICRC), the Protected Area Network Office (PAN) and the Belau National Museum. The US federal agency was represented by the Natural Resources Conservation Service (NRCS).

The government agencies and non-government agencies were identified as stakeholders and had substantial roles in implementing aspects of the SLM Project in partnership with the executing agency. The executing agency's (PALARIS) key role was coordinating and facilitating the project's delivery through action plans in partnerships with other stakeholders.

2.2.3 Project Outcomes and Outputs

The five project outcomes and outputs are shown on Table 1.4 and this excludes the Project management; and the monitoring and evaluation of the project outcomes. The SLM Project had 7 Outcomes but Outcome 6 and Outcome 7 were classified under Project management in the ProDoc and were not included in this Outcome and Output analyses. Under the 5 Outcomes in the ProDoc, there were 17 Outputs. But these were revised to 13 Outputs by May, 2010 as stated in the Inception Workshop Report of 2010. The 5 Outputs under Outcome 4 were combined into a single Output as they were all captured by the same activities in this single Output. Under Outcome 5, there were 2 Outputs that were removed to adjust to current conditions and existing efforts.

A new Output was included under Outcome 5 to include the development of integrated financing strategy to sustain SLM and this was not in the original ProDoc. There were

also changes in the activities under some Outputs for example the original activities were reduced under Output 3.4 to have only a single activity as original activities were captured in other parts of the framework and work plan. The original activities under Output 3.2 were combined so that the number of states was reduced to maximize efforts and to optimize success.

The changes to the outputs and activities were necessary so that they can take into consideration the current initiatives in the country, for example, PCS had already been implementing community visioning at the community level. The changes to the ProDoc during the inception workshop allowed the project to focus on key outcomes to achieve the project goal (see Tables 1.2 & 1.3). Therefore, the overall effectiveness and efficiency of the Project's implementation was increased because of the revision of Outputs and activities in 2010.

Table 1.2: Matrix of Activities, Indicators, and Outputs (from Original Pro Doc)

Activities	Indicators	Outputs
II. INSTITUTIONAL ASSESSMENT AND STRENGTHENING OF CAPACITY FOR LAND USE PLANNING		
Land Use Capacity Needs Assessment and Strengthening	• Capacity Needs Assessment for Mapping/Modeling • Data Collection and Mapping/Modeling	• Maps and models identified for use in land use planning
Mapping and Modeling	• Capacity Needs Assessment for Mapping/Modeling	• Maps and models obtained and developed for use in land use planning
Review of relevant SLM and Development Plans	• Review and Evaluation	• Integration and mainstreaming of relevant policies into land use planning
Library Establishment	• Determination of Needs, etc. • Collection and compilation of relevant plans	• Library established in order to ensure that relevant policies and strategies continue to be integrated and mainstreamed at all levels.
III. COMMUNITY AND LOCAL INSTITUTIONAL EMPOWERMENT AND CAPACITY BUILDING		
Community Visioning	• Initial Workshop (16 States) • Follow-up and Finalization Workshops (16 States)	• Community Vision Statements developed • Public Awareness on SLM and land use planning • Mainstreaming of SLM and land use planning
Best Management Practices (BMPs) and How-to Guide development	• Task Team identification, roles defined, ToR defined, Priority Assessment for BMP and Guide development	• BMPs and How-to Guide developed in the key areas. Widespread dissemination of BMPs and Guides and use in Model Training and Awareness Program • Mainstreaming of SLM and land use planning at the relevant levels
Model Training and Awareness Program Development and Implementation	• Task Team Identification and Roles Defined • Model Training Area/Location identified and Workplan developed and approved by PSC • Model Training and Awareness utilizing BMPs	• Increased awareness and knowledge on SLM and best practices to prevent land degradation, and mainstreaming of SLM practices at the community level.
IV. LEGISLATIVE, REGULATORY, ENFORCEMENT CAPACITY BUILDING		
Legal and Enforcement Capacity Needs Review	• Review of existing laws and enforcement capacity relating to land use and SLM	• This review will be the basis for all activities within component IV.
Formulation of and Strengthening Associated Laws	• Laws/Regulations developed, i.e. EQPB, National, State	• Strengthened associated laws to support the implementation of SLM practices and further support the LUMPs, and prevent land degradation
Formulation of Land Use Laws	• Land Use Law Drafted	• Strengthened Laws to support the

Table 1.3 Revised Indicators and Outputs (from SLM Inception Report, July 2010)

Original Indicator	Revised Indicator	Original Output	Revised Output
Outcome 1:			
Improved harmonization and implementation of SLM at the National, state, local, and cross-sectoral levels (Coordinating mechanism and organization process established)			
Indicator 1.1:		Output 1.1	
None	Consistent collaboration between national, state, local and various sectors	Establishment of coordinating mechanism	Establishment of SLM Task Force through Presidential Executive Order
Indicator 1.2:		Output 1.2	
None	Increased awareness of SLM and land degradation across different sectors	Broad-based stakeholder inception workshop held	Broad-based stakeholder inception workshop and 1 st public forum held
Outcome 2:			
Effective information management system (IMS) that supports and informs decision-making at the national and state levels (Institutional assessment completed and capacity increased for land use planning)			
Indicator 2.1:		Output 2.1:	
None	Technical assistance and training needs identified and attained	Capacity and Needs Assessment completed	**No change
Indicator 2.2:		Output 2.2:	
None	Decision-making information readily available & accessible	Mapping and modeling completed	Data collection and mapping/modeling completed
Indicator 2.3:		Output 2.3:	
None	Library established and relevant development plans collected	Collection and review of relevant plans completed	**No change
Indicator 2.4:		Output 2.4:	
None	IMS institutional capacity strengthened and improved	Library established	Digital library established and completed
Outcome 3:			
Community and institutional capacity building and empowerment			

Indicator 3.1:		Output 3.1.1:	
None	The main watershed states have undergone community visioning exercise	Initial state consultations and 1 st phase of community visioning completed	Preliminary state consultations and “community visioning” style exercise initiated **community visioning no longer primary approach by EBM partner
		Output 3.1.2:	
		Follow up and final consultations	“State process” completed and support provided
Indicator 3.2:		Output 3.2.1:	
None	BMPs and guidelines developed and distributed to all key sectors	Priority Assessment completed	Context and gap analysis completed and priorities identified
		Output 3.2.2:	
		BMPs/guides developed, reviewed and endorsed by PSC	BMPs/guides developed, reviewed and endorsed by SLM Task Force
		Output 3.2.3:	
		Printing and distribution of BMPs/guides completed	**No change
Indicator 3.3:		Output 3.3:	
None	Increased sector-wide and community awareness	Model training and Awareness Programs developed and implemented	**No change
Outcome 4:			
Legislative, regulatory, and enforcement capacity strengthened			
Indicator 4.1:		Output 4.1.1:	
None	Review of legal, regulatory, and enforcement framework completed	Capacity needs assessment completed	Context and gap analysis completed
Indicator 4.2:		Output 4.2.1:	
None	Associated laws strengthened	Prioritize laws and regulations to be drafted or reinforced	**No change
Indicator 4.3:		Output 4.3.1:	
	Land use policy adopted by	Draft of land use laws, unified	Draft land use policy and legal

None	national congress	national building codes, and state zoning codes developed and completed	framework developed and completed
Indicator 4.4:		Output 4.4:	
None	Standard construction and building guides developed and completed	Residential housing permitting process streamlined	Building standards developed, published and executed
Indicator 4.5:		Output 4.5:	
None	State Land Use Master Plans (LUMPs) developed and implemented	Cross-sectoral partnerships developed to assist with implementation of LUMPs	State law passed to create planning commission and LUMP framework
Outcome 5:			
SLM and land use planning mainstreamed and integrated into state and national policies & decisions			
Indicator 5.1:		Output 5.1:	
None	Context and gap analysis completed	Existing Master Plans reviewed and gaps identified	Existing conditions, strategies, and plans reviewed and gaps identified
Indicator 5.2:		Output 5.2:	
None	**Original removed	**Original removed	**Original removed
Indicator 5.3:		Output 5.2:	
**New addition	National Land Use Policy endorsed by the public	None	Mid-project and Closing Public Forum held
Indicator 5.3:		Output 5.3:	
**New addition	Funds regularly allocated for SLM activities across sectors	None	Policy and legal framework carried out
Indicator 5.4:		Output 5.4:	
**New addition	SLM activities integrated in day-today state and national operations	None	Laws and regulations enforced

2.3 Results Expected

At the end of the SLM Project, the Palau national government agencies and the various state governments' agencies should have the capacity to sustainably manage the forest, agricultural and terrestrial land use of Palau because of better policies and improved 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 Palau. The SLM Project is expected to build capacity for sustainable land management for national, state, communities and civil societies and also mainstream SLM principles into government planning and strategy development.

Outcome 1: Improved harmonization and implementation of SLM at the National, state, local and cross-sectoral levels (Coordinating mechanism and organization process)
Output 1.1 Establishment of SLM taskforce through Presidential Executive Order
Output 1.2 Broad-based stakeholder inception workshops and public forum
Outcome 2: Institutional Assessment and Strengthening of Capacity for Land use Planning
Output 2.1 Capacity Needs Assessment and Strengthening
Output 2.2 Data Collection and mapping/modeling
Output 2.3 Relevant SLM and Development Plans Review
Output 2.4 Establishment of Digital Library
Outcome 3: Community and Local Institutional Capacity Building and Empowerment
Output 3.1 Gender Needs Assessment for SLM
Output 3.2 Development of Community Visioning Processes
Output 3.3 Best Management Practices (BMPs) and "How to Guides"
Output 3.4 Model Training and Awareness Program Development and Implementation
Outcome 4: Legislative, Regulatory, and Enforcement Capacity Building
Output 4.1 Legal and Enforcement Capacity Needs Review
Outcome 5: Integrating and Mainstreaming Land Use Planning and SLM into state/national policies and decision-making
Output 5.1 Integrate/Mainstream Master & Land Use Planning into National/State Development Plans & Policies
Output 5.2 Development of Integrated Financing Strategy to sustain SLM

Table 1.4: SLM Project Outcomes and Outputs

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.

3.2 PROJECT FORMULATION

3.2.1 Summary of Findings on Questions on Project formulations

Was the Project design appropriate for Palau?

- *Project design is fundamentally sound and effective. The problems with project design issues are more related to interpretation of the design and the implementation that has flowed from that*
- *The involvement of NGOs and the state governments in implementing and resourcing the SLM project has demonstrated good partnerships because they already have been implementing similar initiatives*
- *The involvement of all the states 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 Palau*
- *There were no demonstration sites built into the SLM Project and the project design lacks the demonstration sites to showcase the SLM principles where the communities can have "hands on" experience and training*

- *The SLM Project was designed with a “top down” approach strategy and this has not been successful in Palau in the past and the lesson learnt in previous project is always best to design a project with a “bottom up” approach strategy*
- *Political leaders support has been very good*

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 workshops*
- *There has been SLM information on the national television and the information provided in the inception workshops has been simple and useful*
- *Information has been provided at all levels of governance for example at national, state and at community levels and information has been translated and presented in the Palauan language*
- *The SLM Project has done excellent work in providing information to maintain the high level of political support at the national, state and community levels*
- *Information provided by the SLM Project through various media outlets (TV, radio, talk show, awareness campaign, workshops and village meetings) has been simple and informative*

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*
- *Challenges in leadership direction because of restructure of government agencies because of leadership change*
- *Challenges with increasing vulnerability because of changing environmental conditions*
- *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*

- *One of the lesson learnt is to bring in partners (at the project formulation stage) that have been working with communities for several decades in Palau to lead community-based master planning and land use planning*
- *Lobbying and gaining support from leaders is very important and critical*
- *The Executive Order made the collaboration easier*
- *National priorities need to be clearly defined and officially stated to avoid any misunderstanding*

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

- *UNDP has established a long term relationship with the government of Palau 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*
- *The presence of the UN Joint Presence in Palau and its active involvement in the SLM Project has been very effective. UN Joint Presence has been very helpful when dealing with MOF.*
- *The close association with the UNDP Fiji MCO and the UN Joint Presence 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*

3.2.2 Commentary on Project Formulation

Stakeholder Participation

The **TE** notes that PALARIS was the main leading agency for the majority of the project outputs as noted in the ProDoc. The ProDoc could have included a budget and a term of reference for key agencies such as Bureau of Agriculture to implement some of the project activities and to help the SLM Project to move beyond what it was tasked to do in the activities.

Having noted that PALARIS was the main leading agency for project implementation, the **TE** noted that PALARIS has balanced this by working hard to bring in major partners. The SLM Project Coordinator has worked very closely with the Palau Conservation Society and the Environment Quality Protection Board (EQPB). PCS is a non-government organization established more than 20 years ago by Palau nationals to undertake community-based advocacy and project implementation at the village level. EQPB is a government agency responsible for environment protection and monitoring. The **TE** considers that PALARIS has done an excellent role in facilitating and coordinating actions by a wide range of partners and consultants instead of organizing and leading all actions on all the outputs although the ProDoc and the inception report indicated PALARIS as the main agency for implementation. The SLM Project has strengthened the community-based partnerships in conservation work by giving recognition to the Palau Conservation Society as the leading partner in community-level SLM work.

The **TE** noted that PALARIS has shared responsibilities between agencies and other consultants and non-government organizations and has engaged the state governments and the communities in all aspects of this project. This has given the SLM project greater visibility at the grass-root level especially with the state governments and with the active participation of the Association of State Governors in the Taskforce. This has also helped mainstreamed the SLM principles into the "sectoral" policies of the national government and state governments. Because of the support of both national government agencies and the state governments, the **TE** is optimistic that the SLM principles will continue to be incorporated into the

programs of the various sectors of national government agencies and also at the state government levels and at the community levels through the master planning programs and other initiatives.

The TE considers that the Executive Order provided the necessary support and the legal framework for partnership for the SLM Project. The Executive Order are legally binding orders given by the President of Palau and are used to direct government agencies and officials in the execution of laws and policies that are of national interest to the people of Palau. This Executive Order given by the President of Palau is similar to the Executive Order given by the President of the United States.

Linkages between project and other interventions within the sector

The International Water Resources Management (IWRM) and the Pacific Adaptation to Climate Change (PACC) Projects are both GEF funded and have collaborated closely with the SLM Project.

IWRM has worked with the SLM Project on the sedimentation plan and on land use planning. In particular, the IWRM demonstration sites have been used as a demonstration site for the SLM project especially on sedimentation rates in watersheds and with the development of the sediment plan.

The PACC Project which is executed by SPREP and carried out by the Bureau of Marine Resources is an excellent example of close collaboration with the SLM Project. This work has continued with PALARIS even after the SLM Project has ended. The SLM Project and PALARIS have partnered in conducting farm surveys and interviews for the PACC Project and at the same time plotting these information on the GIS map. The technical surveying and GIS skills of PALARIS staff have complemented the skills of the staff of the Bureau of Marine Resources and has contributed to the strengthening of this partnership.

Other linkages to projects in the sector were undertaken by the Project Coordinator and the Project Assistant Coordinator. All of the activities listed here the SLM Project Coordinator and Project Coordinator assumed the lead responsibilities within PALARIS to actively collaborate with partners and

also undertake their implementations. Many of these overlapped with SLM Project activities, but in many cases required additional and unrelated actions (meetings, site visits, writing of reports, etc.) to fulfill.

- (a) Administrative and management duties for PALARIS: Program Manager left in 2010, new Program Manager was information technology specialist (IT) and did not understand overall PALARIS function and linkages (budgeting/financial/performance reporting, personnel issues, operational management, grant writing, strategic planning, standing committee memberships, etc.)
- (b) PALARIS GIS activities: organized and facilitated GIS surveying/analysis projects/partnerships, trainings, and development of maps for a variety of patrons (sectors, agencies, individuals, etc.).
- (c) PACC Project: led nation-wide GIS farm survey & nation-wide socio-economic assessment (organization, training exchange, drafting of reports, logistic arrangements with each state, data collection, entry, analysis, storage and distribution, etc.)
- (d) Palau National Hydrographic Office (PNHO): facilitate the establishment of PNHO as administrative support to ad-hoc committee chaired by Ministry of State; attended regional meetings which resulted in Palau's membership to the South West Pacific Hydrographic Commission.
- (e) Protected Areas Network - GIS technical support focal point
- (f) Belau Watershed Alliance - GIS technical support focal point
- (g) Conservation Action Planning - GIS technical support focal point
- (h) Extended Continental Shelf/Maritime Boundary Delineation - GIS technical support focal point
- (i) Updating of GIS layers: lead/facilitate revision & collection of baseline data
- (j) Micronesia Challenge MPA Monitoring Protocol: GIS technical support focal point & oversight of development of regional M&E database
- (k) NCD Crisis: GIS technical support focal point
- (l) Disability Policy Development: GIS technical support focal point
- (m) Health Impact Assessment: GIS technical support focal point

- (n) Disaster Risk Reduction Management: GIS technical support focal point
- (o) IWRM: GIS technical support focal point & steering committee member
- (p) Nagoya Protocol: implementation and meeting of country requirements

Country Ownership

There is a high level of country ownership of the SLM Project from the grass root level through the involvement of communities to state level governments and also to the national government. The recognition and the partnerships with the local non-government organizations and local consultants have contributed to this high level of country ownership. The active involvement of leaders and especially the governors from the various states indicate the strong support for the SLM Project at the village and state levels.

The enormous support and backing of national government agencies and political leaders have seen the incorporation of SLM into sufficient number of government policies and programs. The strong support for the SLM Project was shown at the inception workshops where all stakeholders were able to come together for a common cause. Their participations were also reflected in their partnerships in undertaking SLM Project activities. Many village community members at the states of Melekeok, Ngardmau, Aimeliik and Airai have met and have expressed their strong support for the SLM Project because of their active participation in their state's Land Use planning, Master Planning, Community Visioning and other Conservation Area planning. Most stakeholders were informed regularly of the SLM Project progress because they were represented at the various committees of the SLM Taskforce.

3.2.3 Replication Approach

The SLM Project is expected to contribute towards the mitigation of land degradation through the promotion of sustainable land management and the maintenance of ecosystem productivity and ecological functions and also contribute directly to the environment, economic and social well-being of the country. The SLM Project is expected to build capacity for sustainable land management and also to mainstream SLM principles into government policies.

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 within a state helped to establish the process of Master Planning. Significant benefits appear to have taken place in incorporating sustainable land management practices into the planning processes and also in bringing communities together to discuss issues concerning sustainable land management.

3.2.4 Project Management Arrangements and Strategy

The project management approach was to establish an SLM Project Taskforce which was mandated through the Presidential Executive Order 258 (Annex F) . The composition of the SLM Taskforce is included in the executive order. Its powers and duties are also contained in the executive order. A summary of the powers and duties of the SLM Taskforce are presented as follows:

- Provide policy and technical advice, and guidance to the Office of PALARIS, Project Coordinator and consultants in the implementation of the SLM Project
- 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
- Meet on a bi-annual basis to review progress and reports from agencies and affiliates regarding various implementation activities related to SLM Project

- Facilitate inter-agency sharing of information and experiences relating to capacity building and land management
- Oversee and direct preparation of
 - i. Recommendations on the institutional structure and processes for SLM
 - ii. Sector policy recommendations and legislation for SLM
 - iii. A National Land Use Policy for Palau
 - iv. Best Management Practices (BMPs) for various development activities
 - v. Unified National Building Code
 - vi. State and national zoning codes
- Provide quality control of reports and publications produced under the project
- Review SLM reports for UNDP and GEF
- Help identify other potential sources of support for the implementation of SLM activities
- Help evaluate the success or otherwise of SLM activities
- Oversee UNDP reports (narrative and financial reports)
- Other duties as agreed by the SLM Taskforce from time to time

The Presidential Executive Order, therefore, provided the necessary legal framework for partnerships and collaborations in the establishment of the SLM Taskforce and its various committees and the support for sustainable land management in the country. This also indicates the strong political support from the country's leaders for sustainable land management practices in Palau.

The Project manager is the head of PALARIS and he appointed the Project Coordinator to undertake overall operational and financial management for the SLM Project. The Project Coordinator was assisted by the Project Assistant. All funding came through the Ministry of Finance before being disbursed to the Office of PALARIS. An additional task of the Project Coordinator is financial reporting to UNDP Fiji MCO in accordance with the UNDP-GEF requirements. The Project Coordinator is also responsible for coordinating

all activities with major stakeholders and other agencies and is also responsible for secretarial support to the SLM Taskforce. The Office of PALARIS, as an executing agency, also ensures the timely delivery of project outputs in accordance with the project budget.

3.2.5 Validity of Risks and Assumptions

The SLM Taskforce assessed risks for each of the SLM Project Outcomes. The most critical risks to the overall project were summarized as lack of coordination across the sectors and within the national and state government structures; and increasing vulnerability of Palau’s changing environmental conditions.

Some of the risks for the various Outcomes included:

Organizational Risks

- *Lack of coordination across sectors within national government and state governments*
- *Restructuring of government agencies*
- *Outdated and ineffective practices and regulations*
- *Competing interests*
- *Lack of collaboration across all sectors*
- *Insufficient and outdated data*

Overall Risks

- *Poor linkage to cross –cutting issues*
- *“Land” is thought about singularly as a separate entity in isolation of other natural resources*
- *Change in leadership and direction*
- *Change in direction and practices because of restructuring of government agencies*
- *Lack of support for the project*
- *Lack of knowledge of the project*

Strategic Risk

- *Lack of long term funding to address long term implementation of capacity needs and gaps*
- *Lack of participation and engagement due to distrust, competing interests and apathy*

Environmental Risk

- *Increasing vulnerability and changing environmental conditions*

Operational Risk

- *Missing data and information*
- *Poor reporting and sharing of data*

Political Risks

- *Low priority for SLM*
- *Lack of collaboration across sectors*
- *Lack of coordination across sectors*
- *The overseeing of grant management of SLM and other related grants*
- *The seeking of local funding for implementation of SLM from national budget and appropriations*
- *The enforcement of legislation for each state to create state land commissions*
- *The provision of funding to help the state land commissions carry out their functions*
- *The establishment of legislation to create a financial mechanism for implementation of land use plans once they are completed*
- *The inclusion of a representative from each state government on SLM Task Force because each state has diverse needs/landscapes and require each unique perspective*
- *The revival of functions and capacities of Domestic Affairs to serve as a liaison between the National and State Government to facilitate the SLM process.*

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
1. Determination of Coordinating Mechanism and Organization Process	<i>Highly Satisfactory</i>
2. Institutional Assessment and Strengthening Capacity	<i>Moderately Satisfactory</i>
3. Community and Local Institutional Empowerment and Capacity Building	<i>Satisfactory</i>
4. Legislative, Regulatory & Enforcement & Capacity Building	<i>Satisfactory</i>
5. Integrating and Mainstreaming Land Use Planning & SLM into state & national policies & Decision Making	<i>Highly Satisfactory</i>

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 PALARIS*
- *Good political support from leaders and technical support from agencies*
- *Improved facilities and good technical support at PALARIS*
- *The involvement of the Palau Conservation Society is a key to community participation and this helped to link land use master planning and protected area management to sustainable land management. The communities have been actively participating in land use master planning and protected area management as a conservation strategy to community-based conservation*
- *Some leaders in the key states have been the champions in the implementation of this project*
- *Key agencies such as EQPB have partnered with the SLM project to strengthen the implementation of the project especially in areas where technical skills have been lacking in the implementing agencies*
- *The strong linkages between the IWRM and the PACC projects have strengthened the SLM project implementation*
- *The use of consultants have been very rewarding and has strengthened project outputs*
- *The support of the state 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 demonstration sites and 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 video and talk shows also gave visibility on SLM issues*
- *The project should have had a budget to purchase a Land Information system to start the cataloguing of all public, state and private land. This kind of database is needed to deal with development and ownership issues*
- *The co-financing from other partner agencies and GEF 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, state and community levels concerning land issues and ownerships*
- *Lack of public awareness and education in some states. There is quite a contrast in the involvement of states. While some states were actively involved and provided co-financing, some states had minimal involvement and participated only in workshops and dissemination of information*
- *Lack of community visioning in some states. It was impossible to undertake all activities in all the 16 states and the focus on a few states was a great idea to consolidate resources*
- *Lack of state and national capacity in implementing SLM activities. This will continue to be a problem in the future as in other sectors*
- *On-going land litigations and ownership issues. Most of the land in Palau are owned by private owners and a mechanism needs to be put in place to resolve issues on ownerships and land management in general*

- *Lack of participations by some states because of diverse needs. Some states have smaller islands and atolls and these have different sustainable land management issues such as coastal erosion and beach erosion*
- *Links with watershed, coastal and marine environment needs to be addressed. Basically this issue about watershed and the coastal and marine environments needs to be addressed in any sustainable land management project in Palau. People tend to think in boxes and the link between land, watershed, coastal and marine environment needs to be strengthened and reinforced time and time again. All land activities cause major problems in the watershed, coastal areas and marine environment.*
- *Lack of collaboration and coordination, this is a major challenge and the master planning processes has helped in some ways to alleviate these problems. The SLM Project has done a great job in establishing the SLM Taskforce where most stakeholders interested in land issues and sustainable land management are represented.*
- *Delays were mainly due to change in leadership and the restructuring of government agencies. There were some delays with the financing arrangements and management. Some of these financial delays could have been resolved if the major partners were identified during the inception workshops and terms of references developed to engage them directly with UNDP. This will prevent going through the government system process of recruiting consultants and developing contracts as this takes a long time to process and is time consuming*
- *The TE feels that the level of support by UNDP for the Project Coordinator was not sufficient and country 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.

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, bookmarks, presentations, school speaking engagements, earth day celebrations, workshops, training guides, manuals, videos, radio talk shows and technical reports. These materials have been useful in disseminating information on SLM issues.

The radio talk show included general information on SLM Project. It also informed the public about the impact of fire to Palau'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 and these campaigns also led to the execution of the 'no burning' moratorium.

Awareness campaigns have been cost-efficient when undertaken to coincide with major events for example during earth day celebrations and during community based meetings. There has also been speaking engagements targeting policy and decisions makers. These had targeted specific agencies for example, the Palau Public Land Authority, the State Public Land Authority, the Palau Chamber of Commerce, Association of Governors and state meetings. The awareness campaigns had been innovative especially by focusing on presentations to leaders during lunch and breakfast meetings. Other presentations have been delivered at PACC steering committee meetings, Belau Watershed Quarterly meetings and Palau Protected Area Network meetings.

Presentations on SLM issues have also been undertaken during Non-Communicable Diseases Summit, Fire Prevention Campaign, SLM Open Forum and at health workshops. However, the Media Campaign specifically targeted the following:

- Airport Welcoming Video
- Ngerikiil watershed and education awareness video
- TV promos – short segments regarding SLM issues
- Fire awareness media campaign
- Radio Talk Shows

The videos and the promos have been successful outputs of the SLM Project produced by consultants and EQPB. These have been shown on the local television and in schools. They have also been used at village meetings to clearly outline the issues surrounding SLM. The airport welcoming video specifically targeted general awareness on the SLM Project while the radio talk show content included informing the public about the SLM Project and the danger of fire to Palau’s rainforest ecosystem. Further, the fire awareness campaign consisted of general awareness on fire prevention measures.

Cost-Effectiveness

There has been a strong focus on on-ground delivery activities 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 master planning was done during the evening at different states. 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 master planning processes. There is a strong interest in replicating the success of master planning processes in other states.

There has also been project savings from utilizing PALARIS 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 funding consultants and other agencies to deliver project outcomes. These savings have

also provided funds for partnering with other agencies on critical cross cutting issues such as health and watershed management issues.

Project Budget

The budget for each year has been revised during the implementation stage of the SLM Project to take into considerations actual expenditure, variations in costs and timing of disbursements and other changes that may have taken place. The budget was revised in May 2010 and is shown in Table 3.3. Table 3.3 also shows the original budget and the % for each Outcome for the original budget and the revised budget. The main changes made were with the Outcome 6 which is for Project management costs, which had increased by 28%. There was a slight increase (6%) in the budget for Outcome 3 while the budget for Outcome 1 remained the same. The budget for both the Outcomes 2 and 4 decreased by 7% while the budget for Outcome 5 decreased by 9 %. In contrast, there were no allocated funds for Outcome 7 and so there was no budget for monitoring and evaluation in the revised budget.

Table: 3.2 SLM Project Budget Revisions (Source: Auditors' reports & MOF)

Component costs	Original Budget		Revised Budget	
	GEF	%	GEF	%
Outcome 1	10,000	2	10,000	2
Outcome 2	190,000	40	149,000	33
Outcome 3	0	0	25,000	6
Outcome 4	73,000	15	38,000	8
Outcome 5	103,000	22	60,000	13
Outcome 6	47,000	10	172,000	38
Outcome 7	52,000	11	0	0
Totals	\$475,000	100	\$454,000	100

Expenditure and Auditing

The SLM ProDoc provided details of how the project funding was to be spent with a total of \$475,000. The amounts spent on consultancies, workshops and NGO contracts are shown in Table 3.3. The balance of the Outcomes budget was to be spent on computer hardware and software, publications, and stationery. Funds allocated to the work undertaken by the Palau Conservation Society (PCS) on an NGO contracts were equivalent to \$100,000 and these were mainly to establish the template and process on master/land use planning with the states and the communities. Other deliverables by PCS included the Airai Master Plan, Protected Area Management Plan process and template, progress report on management/land use planning activities, sediment management plan, report planning team activities, Ngardmau protected area management plan, Ngchesar protected area management plan, Ngaraard protected area management plan, Aimeliik protected area management plan, Melekeok Land use plan and the final report on lessons learned. An international consultant on land use planner was hired from Hawaii to work directly with the Airai State and Ngardamu State to develop and finalize their land use plan with a funding of \$14,000.

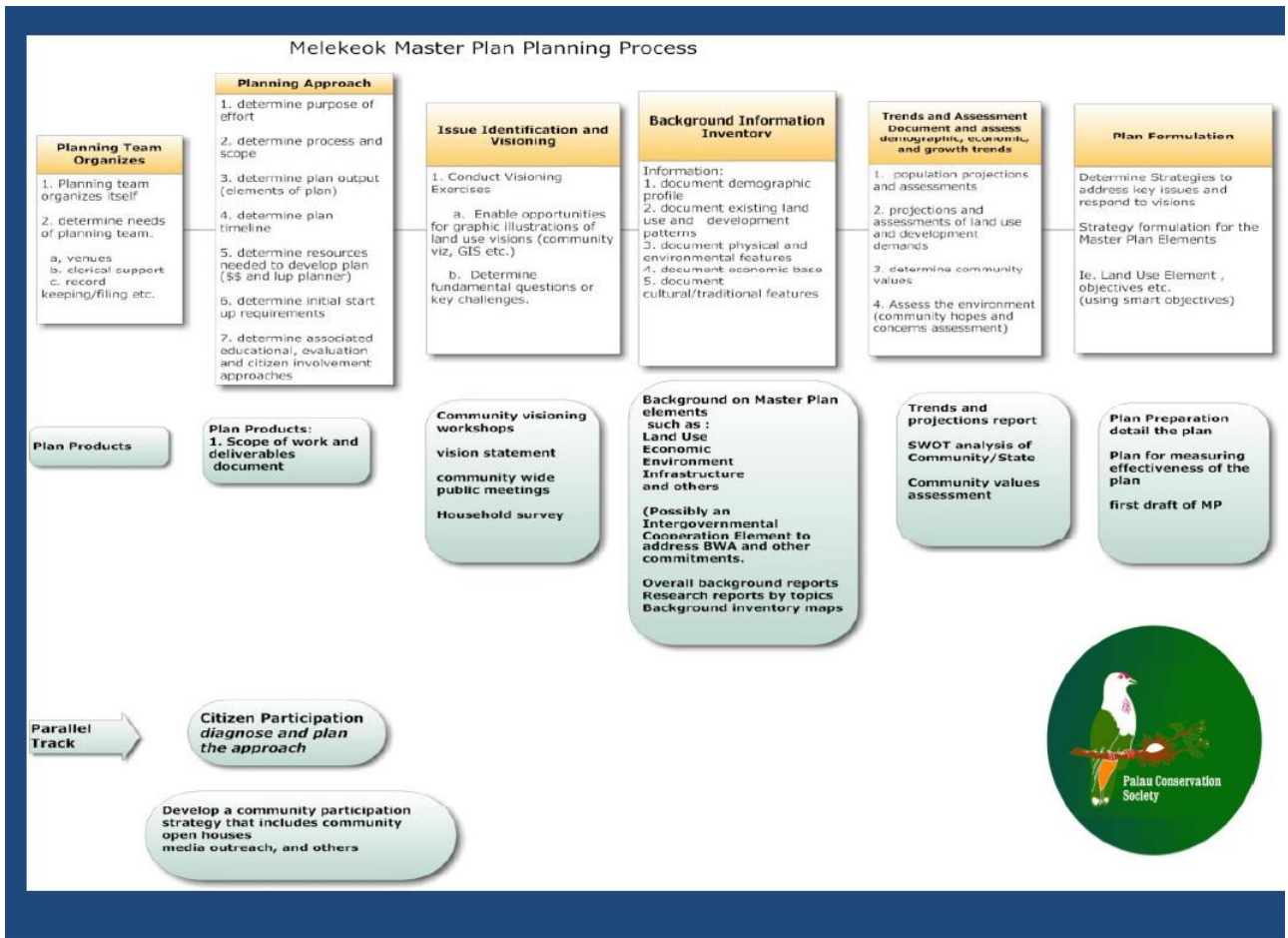


Plate 3.1 Melekeok Master Planning Process as an example of the template

A funding of \$80,000 was allocated and used to fund 4 consultants from SIUL to develop the drafting of the SLM Policy through inception workshops, follow up workshops, numerous consultations and the provision of technical reports. Roll’Em Productions/Oceania Television, a local media outlet was contracted with funding of \$18,368 to do five series of advertisements and promotions on sustainable land management and also to create awareness videos on watershed management.

Table: 3.3 Expenditure for consultants, workshops & NGO contracts

Outcome	Mode of delivery	Expenditure (\$)	sub-total
1. Establishment of Coordinating Mechanism	Project Management Team/ 2 workshops	10,000	10,000
2: Institutional Assessment & Strengthening of Capacity for Land Use Planning	4 local consultants (SIUL) /2 workshops, numerous consultations & Focus Group meetings	12,000	72,000
	PCS (NGO contract) consultant (2 locals)/ numerous consultations & Focus Group meetings	46,000	
	consultant (1) (land use planner- In'tl)	14,000	
3: Community & Local Institutional Empowerment & Capacity Building	4 consultants (SIUL) (locals) numerous consultations & Focus Group meetings	10,000	52,368
	PCS (NGO contracts) consultant (2 locals)/ numerous consultations & Focus Group meetings	24,000	
	IWRM & Roll'Em Productions/local media production company)	12,480	
	5 SLM Spots (Roll'Em Productions/local media production company)	5,888	
4. Legislation, Regulatory and Enforcement Capacity Building	4 consultants (SIUL)(local) / 2 workshops & numerous consultations & Focus Group meetings	38,000	38,000
5. Integrating and Mainstreaming Land Use Planning & SLM into State/National Policies & Decision Making	PCS (NGO contracts) consultants(2 locals)/6 workshops	20,000	40,000
	4 consultants (SIUL)(local)/ 5 workshops	20,000	
Total expenditure for consultants/ NGO contracts/workshops			212,368

KPMG and Ernst & Young also audited the SLM Project accounts from January 2007 to December 2011 and these were commissioned by UNDP. Both these accountant firms are internationally recognized and are certified external auditors based in Suva, Fiji.

KPMG reported the planning phase of the project in 2007 and the implementation from 2008 to 2010. Ernst and Young audited the financial accounts in 2011. The internal controls as assessed by the two auditors 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 and the annual work plans have been revised accordingly to suit local situation and have been authorized by UNDP Fiji MCO office.

Both audit reports 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 project staff were reviewed and were transparent and competitive.

Overall, both audit reports have found that the accounting records were well maintained by the Ministry of Finance and the SLM Project office. All records of receipts and disbursements of cash were satisfactorily maintained. However, the KPMG auditor reported that the total amount of \$21,857 for the year ending December 2007 as per the CDR could not be verified against supporting documents.

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 auditor also noted that the quarterly financial reports were compiled from the Transactions Cost-Ledger obtained from the Ministry of Finance (MOF). This was noted to be a major weakness in the project management because the SLM Project office did not maintain its own independent expenditure records based on purchased orders raised and approved. The detailed expenditure listing kept by the project office should have been continuously reconciled to the Ministry of Finance records before quarterly financial reports are prepared. These caused some confusion during the implementation of the project with financial reports not matching. But this was rectified in 2011 when the SLM Project Office improved its capacity to record and carry out reconciliation with the MOF records.

The accounting processes over the SLM Project funds indicated that the funds were received from UNDP and were deposited into Palau Treasury bank account. The bank account includes funds from other project donors and from the Palau government. There is no separate account for the SLM Project. However, the Palau Treasury Department or 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 Palau Ministry of Finance (MOF) ledger account. This is also a complaint from other GEF projects carried out in Palau and **TE** notes that this issue needs to be resolved with the Palau MOF to establish a trust account for all GEF projects undertaken in Palau. **TE** notes that the problems

with the Palau MOF cash flow can also cause problems with delays in the disbursements of GEF project funds and also project implementation delays. One of the auditors 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.

Table 3.4 presents the Management costs of the SLM project to June of 2012. It shows the budget and the expenditures to the end of the Project. The task of managing the SLM Project by two staff is enormous when one has to consider that the same staff is also responsible for SLM Project implementation, coordination, financial reporting, organizing of meetings and technical reporting.

The task of managing the finances alone can be seen as a good example of how tedious some of these challenges faced by project staff when managing the SLM Project. For example, a synopsis of the responsibilities of each project staff in relation to the preparation, certification and approval of payments and the approval of the delegated authorities is provided here.

The Project Coordinator and Project Assistant of the SLM Project prepare the purchase requisitions by preparing the Request for Payment form and the compiling of the supporting documents. The Request for Payment form is then approved by the Minister responsible for PALARIS. These documents are then given to the Ministry of Finance (MOF) for processing. Once the Request for Payment form and supporting documents are received by MOF, they are stamped “Received” and sent to the Budget Department that the funds in the SLM Project codes are available. Once the availability of fund is verified, then the documents are forwarded to the Accounts Payable department to be further processed in the accounting system. The final approvals for checks preparation and further processing are done by the Secretary of the Ministry of Finance.

Table: 3.4 General Management Costs and – Budget and Expenditure to end of Project date (30th June, 2012)

Project Management Costs (GEF funds)	Budget	Expenditure to June 2012
Project staff – Coordinator, Assistant	148,000	163,423
Vehicle	7,500	7,500
Running costs for vehicle	3,000	5,500
Computer equipment	6,000	6,000
Staff Travel	7,500	7,500
Total	172,000	189,923

(Source: PIRs and SLM Inception Report)

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 \$500,000. There was \$25,000 committed to the preparatory phase in 2007 and this was executed by OERC. However, co-funding element of the project is captured in the ProDoc and in the PIRs and is reflected on Table: 3.5. The co-financing funds committed to the project was a total of \$1,969,170. The average co-funding was much higher than what was originally projected and **TE** noted that it could be much higher than what is accounted for because of major partnerships contributions. The SLM project went beyond its scope in the Inception report.

Table: 3.5 Co-financing Contributions by Agencies

	Amount Committed in the ProDoc	Amount Committed after Project Approval	Total Disbursed at end of Project
PALARIS	50,000	50,000	50,000
BOA	225,000	225,000	225,000
EQPB	65,000	350,000	350,000
PCS	302,700	302,700	302,700
Environment Inc.	10,000	10,000	10,000
USDA	500,000	500,000	500,000
Ngardmau State	36,000	50,000	50,000
Ngaraard State	8,000	0	0
Ngarchelong State	3,000	0	0
Airai State	211,470	211,470	211,470
Angaur State	8,000	0	0
Ngaremlengui State	0	50,000	50,000
Ngchesar State	0	50,000	50,000
Melekeok	0	50,000	50,000
Aimeliik State	0	50,000	50,000
Belau National Museum	0	70,000	70,000
Total	1,419,170	1,969,170	1,969,170

Source: Inception report, PIRs.

Adaptive Management

The establishment of the SLM Taskforce and its various committees helped the SLM Project in many ways to adapt to local conditions. This process of adapting the project to what is needed in Palau was further enhanced by the support of various committee members in the SLM Taskforce from sector agencies and also from different national and state agencies and communities.

The Inception workshop played an important role and was instrumental in adapting the Project to what the people of Palau wanted the project to do. This was done by linking the SLM Project's activities to the five-year Medium Term Development (MTD) strategies. Further the "inception workshop" ensured that the SLM activities were relevant, productive, feasible and meaningful in relation to the Palau government strategies and the current conditions in Palau. 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 Project Assistant 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 other agencies and organizations provided synergy and strengthened project implementation and results. The outsourcing of activities undertaken by consultants also strengthened the delivery of the project activities and the technical reporting of the SLM Project. There has been willingness in using consultants and other non-government organizations to ensure that satisfactory project performance is achieved at the end of the SLM Project. In particular, the ability of PCS to take the lead in the master planning and working with communities at the grass root level is a good example.

The effective 12-step processes for effective SLM Project implementation in the states in Palau were established as follows:

- Site leadership meeting
- Community engagement
- MOU or Pledge
- SLM Advisory Committee selection
- State Focus and Action Plan
- Identification of Capacity Needs
- Community Engagement
- Development of LUMP
- Community Engagement
- Implementation of LUMP through coordinated partnerships
- National Land use Policy recommendations
- State Presentation

Project Reporting

The SLM Project technical reports are of high quality and the list is 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 2009 Narrative Report from Jan 2009 to March 2009
- Second quarter 2009 Narrative Report from April 2009 to June 2009
- Third quarter 2009 Narrative Report from July 2009 to Sept 2009
- Fourth quarter 2009 Narrative Report from Oct 2009 to Dec 2009
- First quarter 2010 Narrative Report from Jan 2010 to March 2010
- Second quarter 2010 Narrative Report from April 2010 to June 2010
- Third quarter 2010 Narrative Report from July 2010 to Sept 2010
- Fourth quarter 2010 Narrative Report from Oct 2010 to Dec 2010
- First quarter 2011 Narrative Report from Jan 2011 to March 2011
- Second quarter 2011 Narrative Report from April 2011 to June 2011
- Third quarter 2011 Narrative Report from July 2011 to Sept 2011
- Fourth quarter 2011 Narrative Report from Oct 2011 to Dec 2011
- First quarter 2012 Narrative Report from Jan 2012 to March 2012
- Second quarter 2012 Narrative Report from April 2012 to June 2012
- LDC-SID PIR 2012 Republic of Palau
- LDC-SID PIR 2011 Republic of Palau
- LDC-SID PIR 2010 Republic of Palau
- LDC-SID PIR 2009 Republic of Palau

- LDC-SID PIR 2011 Pacific
- LDC-SID PIR 2010 Pacific
- LDC-SID PIR 2009 Pacific

Monitoring and Evaluation

PALARIS and UNDP Fiji MCO have been systematic and efficient in the preparation of regular reports as required for the project. These project reports has contributed as a major component of the Project's M & E and have been of high 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 all SLM Taskforce committees for their considerations, endorsements, and approval.

Technical reports produced by the SLM Project on specific activities have been circulated to the relevant committee of the SLM Taskforce to keep everyone well informed and up to date with the progress of the SLM Project. Technical reports were of high quality and the **TE** noted that these were not submitted to UNDP Fiji MCO as project deliverables. UNDP Fiji MCO must now consider publishing some of these technical reports as major project outputs for GEF project in the Pacific Region so they can be accessible to other countries. These technical reports could also be available on UNDP Fiji MCO websites.

The revision of the SLM Project indicators during the inception workshop was sufficient to measure the effectiveness of the implementation of the SLM Project. The **TE** notes that the revised indicators were generally relevant but still lacked details to guide the implementation of the SLM Project. The UNDP Fiji MCO could have provided further help in refining the indicators after the inception workshop.

Initially, the project staff had felt obligated to implement activities in line with the Project plan, despite feelings that it was not the most effective way to proceed. As a consequence, adaptive management had to be carried out during the Project implementation. The roles of the various committees and the technical expertise in the SLM Taskforce helped in giving direction to the Project. The absence of the MTE in assessing the progress of the various outcomes and outputs also hindered the SLM Project's effectiveness. The MTE could have identified achievements and key issues and make appropriate recommendations to further help the future direction of the project.

3.3.3 Overview of Findings

Table 3.6 Rating for Project Implementation

Outcome	Project Implementation
1. Determination of Coordinating Mechanism and Organization Process	<i>Highly Satisfactory</i>
2. Institutional Assessment and Strengthening Capacity	<i>Moderately Satisfactory</i>
3. Community and Local Institutional Empowerment and Capacity Building	<i>Highly Satisfactory</i>
4. Legislative, Regulatory & Enforcement & Capacity Building	<i>Highly Satisfactory</i>
5. Integrating and Mainstreaming Land Use Planning & SLM into state & national policies & Decision Making	<i>Highly Satisfactory</i>

3.4 PROJECT RESULTS

3.4.1 Summary of Findings on Questions 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 five and a half years. The SLM Project begun in January 2008 and ended at the end of June of 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 in national policies, regulations, plans and programs 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?

- *Media Awareness and Community-based awareness on SLM principles*
- *Land Use Planning Template*
- *Fire Prevention Campaign leading to “no burning” moratorium*
- *Digital Library Established*
- *Master Planning Processes Established and Master Planning Template developed*
- *Policy development*
 - *Policy Review and Gap Analysis*
 - *PALARIS Capacity Needs Assessment*
 - *SLM Best Management Practices Developed*
 - *Development and Revision of Palau’s National Building Code*
 - *National SLM Gender Assessment*
 - *Community Visioning in several states*
 - *National Sustainable Land Use Policy*

- *Financial Plan for SLM*
- *Land Management Policy Review*

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

- *The members of the SLM Taskforce committees consisted of all stakeholders and information on the SLM Project progress of activities and project implementation is passed on to all stakeholders and this is one of the best way to disseminate information and have impact on the ground*
- *Presentations of project results were disseminated to political leaders, Governor's Association, traditional leaders, schools, state leaders and village communities*
- *Project results were disseminated through videos, promos and through awareness campaigns*
- *Master planning process in village communities also provide 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)

- *Excellent project coordination and communication with all relevant stakeholders and very good political support*
- *State level leaders actively participated at all levels and there were good linkages between the state leaders with national agencies and the communities*
- *The task is enormous for two people to undertake and yet they were committed far beyond their call of duty. They were working long hours to ensure excellent project coordination and excellent stakeholder participation*
- *The involvement of various stakeholders from all sectors of society in the various committees was a good indication of how the SLM Project was effectively undertaken*
- *It would have been good to have actively involved research and education institutions in the project to help them include the project results in the education curriculum for long term sustainability*

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

- *This has been adequate but reporting processes have been time consuming*
- *The quarterly reports, Annual Project Reports (APR) and Project Implementation Review (PIR) provide oversight and monitoring of activities*
- *The two annual reviews of 2010 and 2011 are good avenues for providing project monitoring and reviewing from the main stakeholders.*
- *There was no Mid-Term review of the SLM project and this could have provided additional insight into project monitoring at the half way stage*
- *The inception workshops were very useful to provide information and to disseminate 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 two SLM Project financial audits were very useful in monitoring the project finances and expenditure for accountability but the financial audit did not take into consideration the assessments project outcomes and outputs and the progress of projects results.*
- *The TE feels that the roles of UNDP and the UN Joint Presence Office in Palau in supporting the SLM Project and the executing agency were vital for monitoring, reporting and reviewing of the SLM Project.*
- *The TE considers that although there were quite a large number of various committees and technical working groups established under the project but they provided the necessary technical, administrative and networking support for the SLM Project for monitoring, reporting, reviewing and accountability.*

Has the training for capacity building been successful?

- *The training on land planning and infrastructure development in Taiwan for the project coordinator was successfully undertaken*
- *Technical assistance and training for mapping and modeling helped built capacity for PALARIS*
- *Lack of training for modeling*

- *Further training was needed for the establishment of the digital library*
- *No training in the Land Information System operations at the government agency level and at the state level*
- *Lack of training at the state level in land management and conflict resolution on land issues*

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

- *The delivery of project activities has been beyond expectations*
- *The project partnerships with EQPB and PCS for example has strengthened project activities delivery and has utilized well the expertise from both organizations*
- *Further partnerships could have been developed for delivery of other activities but the project has done more than enough*
- *The support staff at PALARIS have contributed to the success of the delivery of activities especially in areas such as GIS mapping to provide services and support to the master planning at the different states*

Outcome 1: Determination and Coordinating mechanism and Organization Process for SLM

Indicators and Targets

The revised indicator of Outcome 1 was to have consistent collaboration between national, state, local communities and various sectors. The target for this particular indicator was to establish a coordinating mechanism. The increased awareness of SLM and land degradation across different sectors was the second indicator for this outcome and the target for this particular indicator was to complete inception workshops. In addition, the two planned outputs for Outcome 1 were:

RESULTS OF OUTCOME 1 AGAINST OUTPUTS

Output 1.1 Establishment of SLM taskforce through President Executive Order

- SLM Taskforce established with Presidential Executive Order No. 258
- SLM Taskforce Committees established and TOR for various committees developed

Output 1.2 Broad- based stakeholder inception workshop and public forum held

- Two inception workshops with stakeholders and various awareness activities undertaken in partnerships with various agencies and stakeholders

Commentary on Outcome 1

The activities for this Outcome have focused mainly on increasing awareness of SLM principles across different sectors. The activities also included meetings and workshops to collaborate consistently with the other stakeholders especially at the national, state and community level of governance. A major achievement for this Outcome is the establishment of an SLM Taskforce through Presidential Executive Order No. 258 and having the coordinating mechanism and organization process established with all stakeholders participating.

The establishment of the SLM Taskforce through the Executive Order provided the legal framework for collaborations and participations of all agencies, sectors and communities. In addition the SLM Taskforce provided technical, financial resources and political support for the SLM Project. This process shows the commitment and the tremendous support by the Palauan government in supporting the SLM Project and its implementation.

The Projector Coordinator and the Project Assistant Coordinator were recruited to help in the organizing of meetings, to collaborate with the other stakeholders and also to help establish the SLM Taskforce. The roles and responsibilities of the stakeholders and the members of the SLM Taskforce and members of each of the committees were clearly laid out in their terms of references.

The SLM Taskforce composition as stated in the Executive Order required the full participation of the states representatives as key stakeholders as land use planning will eventually be the responsibility of the state as resource owners.

The composition of the SLM Taskforce took into account all national resource agencies, NGOs and other partners such as the Palau Chamber of Commerce to ensure all sectors fully participated in the process of developing an SLM framework and policy that would eventually impact them. The consequences of developing such a framework and a policy will eventually impact their future operations and functions in the larger social setting.

Therefore, the SLM Taskforce provided greater opportunities for partnerships that did not exist prior to the SLM project. Further, the SLM Taskforce provided the needed opportunities for extensive dialogue, awareness and sharing of knowledge between national government sectors, agencies and communities. According to the Project Coordinator, the very existence of the SLM Taskforce affirms the idea that “*SLM is everyone’s business*” and the implementation of the SLM Project needed a collaborative effort from all parties.

Outcome 2: Institutional Assessment and Strengthening of Capacity for Land Use Planning

Indicators and Targets for Outcome 2

The indicators for Outcome 2 were as follows:

- Technical Assistance and training needs identified and attained
- Decision making information readily available & accessible
- Library established & relevant development plans collected
- Institutional capacity strengthened and improved

The targets for Outcome 2 were listed as:

- Assessment and Gap Analyses Completed. Land Use Planner hired to assist with State Planning
- State and National Land Use Mapping Needs determined
- Mapping and visual tools made available to states and SLM relevant agencies
- Collection and review of documents completed
- Digital library established

Results for Outcome 2 Against Outputs

Output 2.1 Land Use Capacity Needs Assessment and Strengthening

- Two workshops, numerous consultations and Focus group meetings
- Four local consultants/ two locals on NGO contract/ One international consultant
- Technical Report on Land Use Capacity Needs Assessment & Strengthening Produced
- Technical assistance training in land policy studies overseas (six weeks)

Output 2.2 Mapping and Modelling

- Mapping and Modelling Completed
- Nation-wide farm survey using GIS to map agriculture/aquaculture farms/types and no. of crops & livestock
- Technical assistance and training for mapping and modeling. The capacities for mapping and modeling were strengthened for the PALARIS office and thus provided required technical support for mapping during land and environmental surveys for communities and the state governments.
- National bird monitoring to measure health of forests and bird populations for the National Bird Monitoring
- State wide assessment of forest resources and resource strategy on soil erosion, sedimentation mitigation and forest health measures with other partners. Examples of partners included the Palau Conservation Society, The Nature Conservancy, EQPB and the Belau Watershed Alliance.

Output 2.3 Relevant SLM and Development Plans Reviews

- Collection and review of relevant documents completed
- Land Use Master Plan
- Buffer Zone Policy
- National Land Use Policy
- Unified National Building Code

Output 2.4 Library Establishment

- Digital Library established but not completed

Commentary on Outcome 2

Under Outcome 2, the Capacity development component of the Project has focused on training and especially in assisting technical training. The activities also included identifying training needs and making decisions on information readily available and accessible through data collection, mapping and modeling. Under this Outcome, a digital library was developed and established but this was not completed at the end of the Project. The digital library was established to catalogue and store SLM literature in digital format, store maps and satellite images and these were used for decision making. The digital library was housed at PALARIS. Further work on the digital library need further financing to ensure completion. The reason for not completing the digital library is mainly due to the capacity needs and training that the digital library required. It needed a qualified librarian to further help in cataloguing information and also manpower is needed to scan images and store them in a database. The **TE** noted during the evaluation that high school students were helping PALARIS in scanning documents for the digital library.

The digital library could have been developed with partnership with the Palau Community College, a local higher education institution with library capacity. Further training could also have been undertaken at other

research institutions in the Pacific Region for example at the Secretariat of the Pacific Community in New Caledonia which has a digital library available online. This should be a national initiative and needs further collaboration and partnerships with other agencies and parties.

A second aspect of work on Outcome 2 is the capacity development focusing on strengthening the institutional arrangements for SLM in Palau. PALARIS capability in GIS and modeling has been strengthened through the upgrading of GIS and mapping facilities. PALARIS staff also benefitted from training funded by the SLM Project in land management and in GIS training. There is still a need to strengthen the capacity of relevant national and state agencies in SLM work. In particular, the Bureau of Agriculture's Forestry program could be strengthened by recruiting extra personnel to resource this national agency to provide technical resources for national and state advisory. The states' technical capacities in forestry, watershed and terrestrial environment assessments and management must be a priority in strengthening the capacity of Palau SLM work in the future.

Capacity developments are also undertaken by partnering with the state wide assessment of forest resources with the Bureau of Agriculture Forestry Program and the eventual development of SWARS (Statewide Assessment of Forest Resources Strategy). The survey assessed Palau's forest conditions and trends and also delineated rural and urban forest landscapes to help develop a nation-wide strategy. Other surveys undertaken in partnership with the SLM Project included the national bird monitoring surveys and the nation-wide farm survey using GIS to map agriculture farms, aquaculture farms, crops and livestock. Some of these examples are explained in detail here.

Under Outcome 2, three key national activities and programs integrated SLM practices in to its land use planning and sustainable development. These were as follows:

a) Mapping and Modeling: This referred to two major activities listed that allowed complex GIS analyses to support decision-making processes and also ensured the development planning visual aids. These were :

- i) the collection of baseline data of conservation areas, protected areas, waterways, historic sites, building and infrastructure layers, demographics, sedimentation routes, erosion routes, watersheds, fire hydrants, emergency responses, hospital sub-stations, tourism sites etc.
- ii) Climate change modeling, hydrological modeling, remote sensing, feasibility studies (solid waste management, sewer and water lines etc.)

b) National Bird Monitoring: This program provided an opportunity to partner in undertaking a standardized assessment for land use decision making. A selection of endemic birds was chosen as measures for determining whether or not development should be done in any given area. The bird monitoring program provided information on the role of bird species in maintaining the health and diversity of forest habitats in conservation areas and in the entire forest ecosystems. Long-term monitoring of these indicator species provided an efficient monitoring program for evaluating impacts on terrestrial habitats from climate change in support of the Framework Convention on Climate Change. The bird monitoring program proved valuable in providing essential information for sustainable land management at the following levels:

(a) Local level through the monitoring of local reserves and bird sanctuaries in Melekeok and Ngaremlengui

(b) The national watershed level for monitoring water quality and ecosystem health through the GEF Integrated Watershed Resource Management (IWRM) Project (Ngerikiil Watershed)

(c) The regional level through its use in a pilot project for the US Forest Service Micronesia Reforestation Project.

(c) Statewide Assessment of Forest Resources & Resource Strategy (SWARS) - This assessment analyzed Palau's current and projected forest conditions and trends and delineated priority rural and urban forest landscapes from which a nation-wide strategy was developed. The focus of this assessment was based upon three themes: conserve working forests; protect forests from harm; and enhance the benefits from trees and forests. This geospatial based assessment used the best available data to describe forest conditions on all land ownerships in the Republic and to identify forest related benefits, services and threats to forest resources. This assessment highlighted issues and trends of concern and opportunities for action and delineated high priority forest landscapes.

The Republic of Palau SWARS was developed around the issues facing Palau's forest and tree resources rather than based on the forest resources themselves. With input from the community at all levels, the Palau Bureau of Agriculture's Forestry Section program managers identified seven primary issues of rural and urban forests in Palau. These were climate change, population growth and urbanization, water quality and quantity, wildfire prevention, conservation and protection, sustainable use of forest resources and urban forest sustainability.

Outcome: 3 Community and Local Institutional Empowerment and Capacity Building

Indicators and Targets for Outcome 3

The indicators included in the inception report were as follows:

- The main watershed states have undergone community visioning exercise
- Gender Needs Assessment for SLM
- BMPs and guidelines developed and distributed to all key sectors
- Increased sector wide and community awareness

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

- Preliminary state consultations and "community visioning" style exercise was initiated. State process completed and support provided.
- Gender is integral part of land use planning and management
- Team selected, assessment completed and BMP schedule developed. Priority BMPs approved
- Annual Campaigns and education materials created and published

Results for Outcome 3 against Outputs

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

Output 3.1: Gender Needs Assessment for SLM

- two gender national assessment report completed and distributed
- two gender national workshops completed
- numerous consultations and focus group meetings on gender

Output 3.2: Development of Community Visioning

- The state visioning was completed in priority states for the planned

Output 3.3: Best Management Practices (BMPs) and “How to Guides”

- BMP guides were developed, reviewed, endorsed and distributed

Output 3.4: Model Training and Awareness Program

- Model training and awareness programs developed and implemented
- Involved in Eco-Paradise talk show and awareness on SLM strategies

Commentary on Outcome 3

There were two gender assessment workshops under this Outcome 3. The second workshop was a follow-up to the first workshop on gender assessment. There were 2 technical reports completed on gender assessments and one was specifically written by the Project Coordinator in the context of Palau and sustainable land management. The gender assessment in Palau is probably one of the first GEF project in the Pacific that has seriously undertaken the study of this important issue as an Outcome instead of treating it as a cross cutting issue. The gender issue was mainstreamed into the SLM National Land Use Policy and into the Master Planning Processes.

Under the Outcome 3, the Best Management Practices workshops were also successfully undertaken with the participation and engagement of technical practitioners in the development and coordination of BMPs for land use and management. The State Visioning in priority states was also completed.

The weekly Palau Conservation Talk Show engaged the Project Coordinator to speak about the SLM Project principles and strategies as part of its awareness campaign. Further awareness was also undertaken with the Fire Department through its Fire Prevention Campaign and using the Road signage program to promote awareness on impact of fire on land and the environment. This led to a major breakthrough in executing the “no burning” moratorium and this was passed by EQPB. Similarly, a partnership with EQPB during its yearly Earth Day Awareness Programs led to increasing the SLM Project’s awareness campaign through existing programs and partnerships.

Outcome 4: Legislative, Regulatory, Enforcement Capacity Building

Indicators and Targets for Outcome 4

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

- Review of Legal regulatory and enforcement framework completed
- Associated laws strengthened
- Land use policy adopted by national congress
- Standard construction and building guides developed and completed
- Standard Land Use Master Plan (LUMPs) developed and implemented

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

- Review and analyses completed and published
- Buffer zone policy drafted, reviewed, endorsed and published
- National Land Use Policy drafted, reviewed and endorsed
- Unified National Building Codes passed by Congress
- National Land Use Policy drafted, reviewed and endorsed

Results for Outcome 4 against Outputs

Output 4.1: Legislative regulators and enforcement capacity strengthened

- Context and gap analysis completed
- 2 workshops by SIUL consultants
- Land use policy and legal framework developed and completed
- Building standards developed, published and executed
- State laws passed to create planning commission and LUMP framework

Commentary on Outcome 4

Under this Outcome, the legal, regulatory and enforcement framework were reviewed and completed. A capacity needs assessment for legal, regulatory and enforcement work was also undertaken. Gap analysis was also completed. The associated laws and regulations associated with SLM were prioritized for drafting and were reinforced and strengthened. This particular is important for the future conservation work and for the SLM principles to be incorporated into other legislations and regulatory measures.

The land-use policy was also developed and written to reflect land use laws, unified building codes and state zoning codes. The land use policy was adopted by the national congress. A standard construction and building guides were developed and completed and residential housing permitting process was developed and completed.

In addition, under this Outcome, the State Land Use Master Plans (LUMPs) were developed and implemented in 3 states. While developing the Master Plans, a cross-sectoral partnership was developed to assist with the implementation of LUMPs. State laws were passed to create Commissions and the LUMP framework was also developed. Under this Outcome, the results of the Community Visioning was incorporated into the formulation of Land use laws, Draft Land Use laws, draft Unified National Building Code and also in the drafting of the state zoning codes.

Outcome 5: Integrating and Mainstreaming Land Use Planning and SLM into state/national policies & Decision-Making.

Indicators and Targets for Outcome 5

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

- Develop Effective Master/Land Use Planning Process
- Develop a Sustainable Financing Mechanism for long term SLM activities
- Conduct Workshop to review the IFS and obtain official endorsement

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

- Process for Master Planning & LUP implementation established
- IFS completed
- The IFS is reviewed, endorsed and published

Results Against Outputs for Outcome 5

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

Output 5.1 Integrate/Mainstream Master Plan & LUP into state, national development plans & policies

- Existing conditions, strategies, and plans reviewed
- 6 workshops by PCS on NGO contracts
- 5 workshops by SIUL consultants
- Mid-project and closing public forums
- Airai Master Plan & Land Use Plan completed & passed by State Legislature, Zoning Code for Airai underway
- Melekeok State Master Plan & Land Use Planning completed
- Aimeliik Master Plan & Land Use Planning completed

- Ngardmau Master Plan & Land Use Planning half way

Output 5.2 Development of Integrated Financing Strategy to sustain SLM

- Policy and legal framework carried out
- Project coordinator attended 2 weeks training on designing integrated financing strategy
- 1x Workshop on IFS
- IFS completed
- Laws and regulations enforced

Commentary on Outcome 5

The SLM principles and Land Use planning were mainstreamed and integrated into state and national policies and decision making. The existing Master Plans were reviewed and gaps were identified through gap analysis. Existing conditions, strategies and plans were also further reviewed. Under the Outcome 5, the Airai state master and land use plans were completed in partnership with the SLM Project partner, the Palau Conservation Society.

The Airai master and land use plans were passed by the state legislature. The zoning code at Airai had also begun and will continue. Both the master plan and land use plans for the states of Melekeok and Aimeliik were undertaken and completed. The Ngardmau master plan and land use plan had begun and is currently at a half-way stage. During the terminal evaluation, the process of master planning and land use planning were observed at the community level at Ngardmau and the **TE** notes that the process was continued despite the SLM Project ending in June of 2012.

The National Land Use Policy was endorsed by the public during the mid-project and public forum held for discussions and at the state level community discussions. The review on policy and legal framework were also undertaken across sectors. SLM activities were integrated in to day to day state and national operations.

The mainstreaming activities have focused on compiling, collating, reviewing and disseminating several documents, namely the SLM Policy Review, Sustainable Land Management: Best Management Practices, SLM Community Visioning Report, Gender Needs Assessment, Gender Needs Assessment Report in the Context of Palau Land use and Management, Community Visioning Report and Building Standards in Palau. Compilation, validation, review, promotion and dissemination of reports have also involved numerous consultations and workshops with government agencies, state agencies, communities, non-government organizations and other national stakeholders. Each of these reports has been a major work output for the SLM Project and has been undertaken by the Project Coordinator and the Assistant Project Coordinator, different local consultants and international consultants.

From the review of documents and interviews with stakeholders, there is progress towards the mainstreaming of this Outcome. There are evidences that the policies, plans and programs have been greatly influenced by the SLM Project for example the Public Lands Authority has been reviewing its policies and legislations to include SLM principles. The **TE** notes that 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 in the future and are not hindered by the ending of the SLM Project.

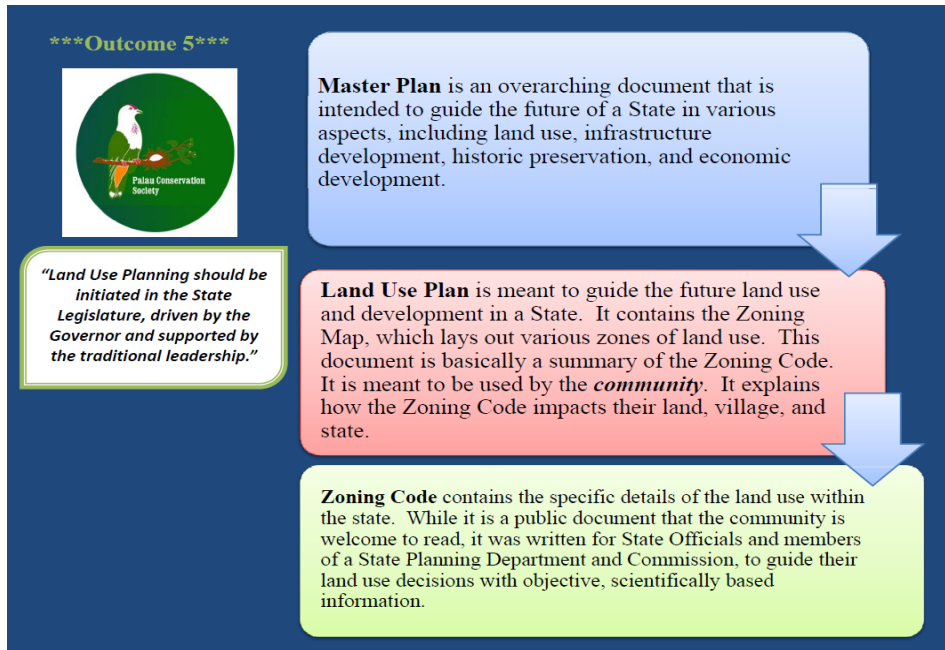


Plate 3.2 Master Plan, Land Use Plan and Zoning Code

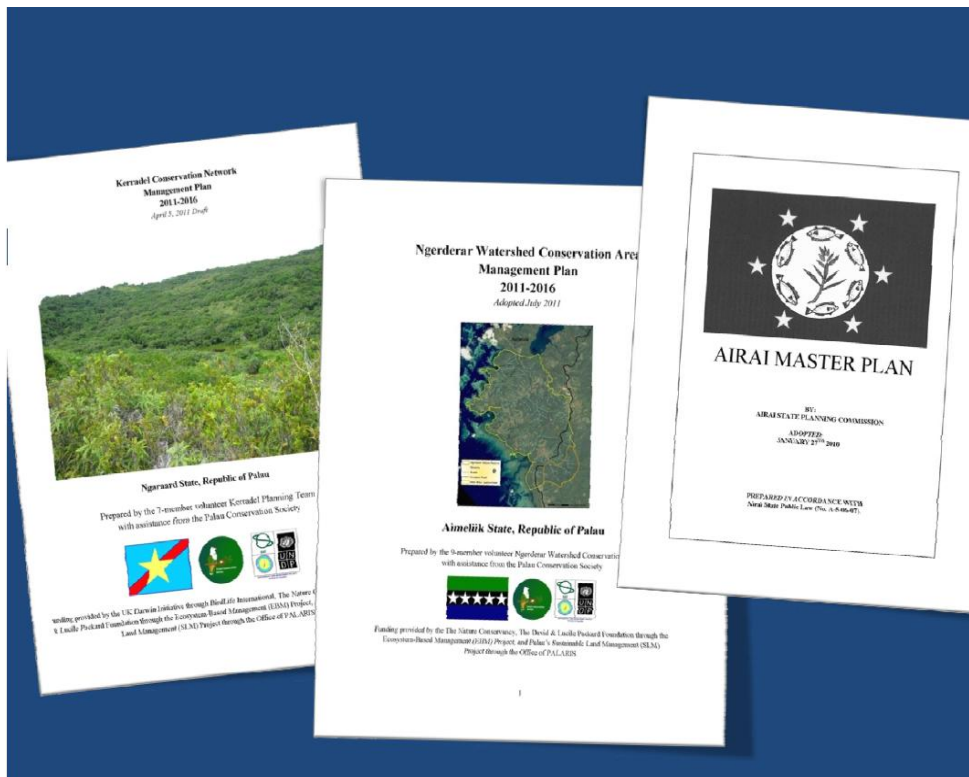


Plate 3.3 Master Plans documents produced by the SLM Project

3.4.2 Commentary on Impacts of the SLM Project Results

It is quite evident that the SLM measures are important to the government agencies, for examples SLM measures are now being incorporated into regular work of the agencies such as EQPB and the Bureau of Agriculture. The state level policies and legislations are also being changed to incorporate SLM measures. The **TE** considers that the purpose of mainstreaming SLM measures has been adequate and should be encouraged with other agencies that are actively participating in land use, forestry and agriculture resources management regimes and especially at the state level.

The **TE** considers that the SLM Project has facilitated the introduction of specific SLM strategies and measures to find solutions into priority sector policies and programs and to ensure that they are SLM compatible. The SLM project has selected cross-cutting programs such as the Babeldoub Watershed Alliance to partner in watershed management and to work with relevant agencies to develop effective SLM Programs. In addition, specific principles of SLM have been incorporated into government programs in forestry, agriculture and watershed management policies in each relevant ministry policy.

The legal aspect of the SLM Policy such as the Building Code Bill is currently in Congress for approval. The other regulations pertaining to the SLM Policy at the agency, state and national levels are to address the gaps and establish an enabling environment for SLM implementation. A good example is the SLM assessment of the EQPB regulations that have encouraged a comprehensive review of EQPB regulations and these were undertaken by various entities which specialize in the different components of EQPB regulations - water, earthmoving, etc). In addition, SLM Project work with the states is encouraging and the states are beginning to institute their own development guidelines (like state zoning, building codes, buffer zones, earth moving permits, etc).

Some of the priorities that still needs addressing are the land management issues such as land tenure and land ownership. The SLM Project has identified several practices and processes for improving and addressing the land conflicts, but there is so much more work to be done to keep the momentum going. Through the SLM Project, the national Public Lands Authority (PPLA) and the state Public Lands Authorities (SPLA) were brought to the same table to begin the dialogue on addressing the issues that they have faced with regard to resolving land tenure conflicts. The SLM Project also initiated further dialogue between the Land Court, Bureau of Lands & Surveys and the Clerk of Courts (Supreme Court) to map out their land registration process and determine whether improvements can be made to the court process for more expedited processing. The land management systems in Palau needs to be addressed in future projects and capacity building at all levels needs to be in place especially at the state level and national level.

3.4.3 Assessment of Sustainability of Project Outcomes

The sustainability of the process is mainly attributed to the commitment by the community leaders and the members of the community to the completion of the planning process. The **TE** notes that the community members have taken ownership of the process and Ngardmau has members who are capable of completing the process. For example the former director of PCS is a member of the community and resides in Ngardmau state.

The SLM Policy recommended that PALARIS become the coordinating agency for SLM until a formal structure can be established. Several different suggestions were made during the policy development consultations and workshops. The main questions were 1) which ministry would SLM be best under 2) what would its mandate/functions be 3) what funding mechanism would support it and 4) how would it best link up with the other processes/systems that are already in place. There is, however, a recent threat to the closure to PALARIS. PALARIS has suffered from budgetary cuts each year, these has caused further problems in carrying out its GIS mandate for the nation. The SLM Project has for four and a half years supplemented and supported the operational budget of the PALARIS's office.

With the closure of the SLM Project, PALARIS is at high risk of closing. The PALARIS Capacity Assessment that was done under the SLM Project illustrates the tremendous value and potential of this office not only to continue its GIS work, but to further add value to existing development and planning activities across the nation. However, the assessment shows that in order for PALARIS to meet its highest potential, additional funding and resources are necessary to undergo basic upgrades to equipment and enhance GIS technological capacities of its staff through capacity building. PALARIS is the key component to the sustainability of the SLM project outcomes/objectives and for the SLM Policy to get implemented and for momentum to continue to progress.

Table:3.7 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

<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 state level to continue the master planning processes with the communities. Community level financing can be sought from the GEF small grant program (SGP). The OEK can also budget for some individual agencies and the states to guide implementation of SLM Policies. The new financial mechanism for Palau's PAN can also be utilized to provide financing for SLM particularly in community-based conservation initiatives</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 closure of PALARIS will slow the current momentum of SLM implementation. But the structure of the State government and the communities are stable and can continue with the process with some level of support from various national agencies and sectors</p>
<p>Institutional Framework and governance: Do the legal 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 SLM Taskforce can continue in an advisory role further the SLM work in the country. The possible closure of PALARIS will pose some risk. There is a need to build capacity for sustainable land management at the state level and community 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>ML</p>	<p>Climate change is a risk to SLM work and this has already been considered by the SLM taskforce and PALARIS. Tourism is increasing in Palau and may pose a risk but if the current level is maintained this risk can be minimized in the future.</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>Overall Rating of Sustainability</p>	<p>ML</p>	

3.4.4 Over-arching Issues

The issues identified in the inception workshop report of 2010 indicated several issues to be important in the overall effectiveness of the SLM project in the Republic of Palau. These are the lack of national priorities, lack of national coordination, economic dependence, politic of whispering, on-going land disputes, behavioral change, ideological change and decision making processes. Some of these issues are explained in further detail in this section of the report.

Lack of National Priorities and Coordination

Palau's 2020 Master Development Plan (2020) identified priority areas for the nation's long term development. The ADB also helped developed a 5-year Medium Term Development Strategy (MTDS) based in the 2020 MDP. The previous and the current Palau government administration have not endorsed the MTDS as a guideline for the future. This has caused problems with many stakeholders developing their own strategic plans because of unclear direction. These are often done in isolation without any connection to the MTDS or 2020 MDP. The international donor communities have stated the need for Palau's national priorities and strategies to be endorsed so that project activities can then be funded in accordance with these priorities.

The lack of national coordination and collaboration efforts across different sectors has been a challenge and is very weak. 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 unified national vision and unclear priorities and strategies. Although there are existing national coordinating mechanisms and partnerships, these are weak and are not operational.

Economic dependency

Palau is economically dependent on US foreign aid (through Compact funds) and other donor agencies, although tourism has in recent years improved its contribution to the economy. Most of these donor agencies have stipulations for their interests rather than for the national interest of Palau.

Land Disputes and Lack of Land Use Planning

Litigations over land rights have deterred progress in state and national planning which involve zoning, leasing and development programs and strategies. These litigations are often drawn out and involve individuals, states, individuals and states, individuals and the national government and; the states and the national government.

There are often conflicts between the Palau Public Land Authority (PPLA), a national government agency and the state government agency, the State Public Land Authority over matters concerning existing laws and policies. There is also a lack of knowledge and awareness on some of these laws and policies.

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 includes the situation analysis in Palau and it clearly reports that the strengthening of the enabling environment and the strengthening of sustainable land management practices are highly applicable, important, are of **great relevance** and is an urgent matter for the country.*

- *The Project has worked **efficiently** over the four and a half years of its implementation. Technical reports, workshop reports and training materials have been substantial. The reports, manual, videos, media products, guidelines, legislations have been the major component of the products planned for the Project. At present, the reports 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 country visit and also while writing the report.*
- *The **efficiency** of the SLM Project has been mainly due to having a capable and competent Project Coordinator, good support from the Project Assistant and general assistance and support from PALARIS staff. The UNDP Fiji MCO and the UN Joint Presence have been very supportive to the SLM Project process and implementation.*
- *The **efficiency** of the Project was reduced to some extent by the ATLAS accounting system of UNDP which is not compatible with the Palau government accounting system. The Project Coordinator and the Assistant Coordinator has to spend quite a lot of effort in trying to make sure that the systems of accounting can be reconciled. As a result, the number of hours spent working on the Project record keeping at PALARIS and at the Ministry of Finance was high.*
- *The revision of Project indicators of the SLM Project during the Inception Workshop contributed to the successful implementation of the SLM Project*

- *There has been key achievements in work programs of government agencies, NGOs, state governments using SLM Best Practices*
- *Therefore the work of the SLM Project towards Capacity Building and Mainstreaming has been relevant and has been undertaken with **very high efficiency**. It is also clear that at the State level three of the states have used the SLM Project approaches in developing their Master Planning and have completed their Master Plan. The fourth state has also implemented the process and is currently on the half way mark.*
- *The future SLM Project sustainability is **rated very high** for Palau*

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 government officials, state government officials, NGOs and the different communities. The majority of these stakeholders have been the rural communities that live in hamlets in different states and have recognized the consequences of land degradation and the need to do something about controlling it.

It is interesting to note that most of the reports from the community visioning actually reported some of the underlying causes and drivers of land degradation as mentioned by the different communities. The reports indicate that the communities are aware of the causes of land degradation. The strong partnerships with GEF projects such as PACC and IWRM demonstrated causes of land degradation. The media awareness campaign and the master planning processes provided avenues for discussions on the root causes of land degradation.

It is clear from the records of meetings and reports that technical inputs were provided by consultants on short term contracts hired locally and in exceptional circumstances a few were hired from overseas. These hiring of

consultants were found by the **TE** to be a cost-efficient mechanism for the Project implementation and to complement the technical expertise provided by the national government and state government agencies.

The **TE** considers that the SLM Project could also have additional benefits from the technical expertise of staff from the various agencies such as Bureau of Agriculture to have work attachment at PALARIS for short periods of time. The **TE** notes that high school students were having summer attachments at PALARIS during the summer vacation and this is a great opportunity to involve the younger generation in sustainable land management. These high school students participated in the farm surveys, field visits, survey analysis and report writing.

The **TE** considers that the SLM Project management could have been more effective if it employed an additional technical staff. The reason for this is that the second technical person could have been responsible for financial reporting, project reporting and working across sectors to implement demonstration sites.

This would have helped the SLM Project to have the Project Coordinator focus on project management, organizing of meetings, social science aspects of the project and share the project implementation with the technical staff. Even if the technical person was attached from other government or semi-government agencies like Agriculture or from EQPB, PICRIC or Forestry, or PCC that would have helped tremendously with the technical aspects of the Project implementation.

The Project Assistant would have assisted both personnel to undertake responsibilities as dictated by the Project work plan. The **TE** considers that the SLM Project success was partly due to the dedication and commitment of the project staff and the input from the PALARIS staff. The Project Coordinators and the Project Assistant undertook tasks beyond their normal working hours.

The **TE** considers that there must be a way to code according to UNDP's coding system within the Ministry of Finance system so that the task of extracting data for reporting to UNDP is not exhausting and inefficient. During the course of the **TE**, most GEF in country project coordinators were trying to find a solution to this problem. The **TE** considers this issue to be an important matter of consideration by UNDP and by the Ministry of Finance to determine a solution to this problem of having records not matching because of different accounting systems.

It was suggested by some partners in other government agencies and by the Project Coordinator to have a separate finance person dedicated to the GEF projects in the Ministry of Finance. The **TE** notes that this will not solve this problem as the problems lie in the cash flow problems within the Ministry of Finance and the policies of the Ministry of Finance as suggested by an interviewee. In addition, the problem of keeping good records at the project management section should also be taken into account.

Although, all GEF grants are currently deposited into the Ministry of Finance accounts and into the same pool as other government funds. The **TE** considers that a separate trust account within MOF should have been considered. The limited cash flow in the MOF may cause delays in the implementation of projects.

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.

The **TE** considers that the key measure of the project's **effectiveness** is for SLM best practices to be included in development planning, agriculture, development and forestry management at all levels of governance and especially at State and national levels of governance. The **TE considers** this to be one of the key achievements of the SLM Project.

After four years and five months of the SLM Project it is quite evident that there have been some positive changes in the work programs of NGOs, state governments, national governments and aid projects and those that have been involved in the training workshops and the awareness programs.

It is also very clear that the state level governments have indicated their strong support for the mainstreaming of SLM principles into their development planning, master planning and programs. This is indicated mainly with their support for the Master Planning process in each state where SLM land use planning principles have been undertaken and supported at the community level for the State.

The **TE** notes that the three state governors that have endorsed and supported the SLM Project approaches are all women governors. It is envisaged that the SLM best practices will be well utilized by these states in land use planning, conservation management and master planning within the states and the target is to replicate these processes into the other 12 states master planning.

The **TE** considers that the **sustainability** of the stakeholder's efforts towards SLM will continue and will be supported as indicated by the 3 states that have completed their master planning by incorporating the SLM principles. The **TE** notes that Master Planning has continued in one of the States that was visited during the course of the terminal evaluation despite the project ending in June of 2012. Although, the possible closure of PALARIS can cause a real threat to the SLM process and it will be hard to keep the momentum going especially when the SLM Project has ended.

3.4.6 Overview of Evaluation Findings and Rating

Table: 3.8 Rating of Project Results

Outcome	Project Results
1. Determination of Coordinating Mechanism and Organization Process	<i>Highly Satisfactory</i>
2. Institutional Assessment and Strengthening Capacity	<i>Moderately Satisfactory</i>
3. Community and Local Institutional Empowerment and Capacity Building	<i>Satisfactory</i>
4. Legislative, Regulatory & Enforcement & Capacity Building	<i>Highly Satisfactory</i>
5. Integrating and Mainstreaming Land Use Planning & SLM into state & national policies & Decision Making	<i>Highly Satisfactory</i>

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>Highly Satisfactory</i>
Implementation Approach	<i>Highly Satisfactory</i>
Stakeholder Participation and Public Involvement	<i>Highly Satisfactory</i>
Monitoring and Evaluation	<i>Satisfactory</i>

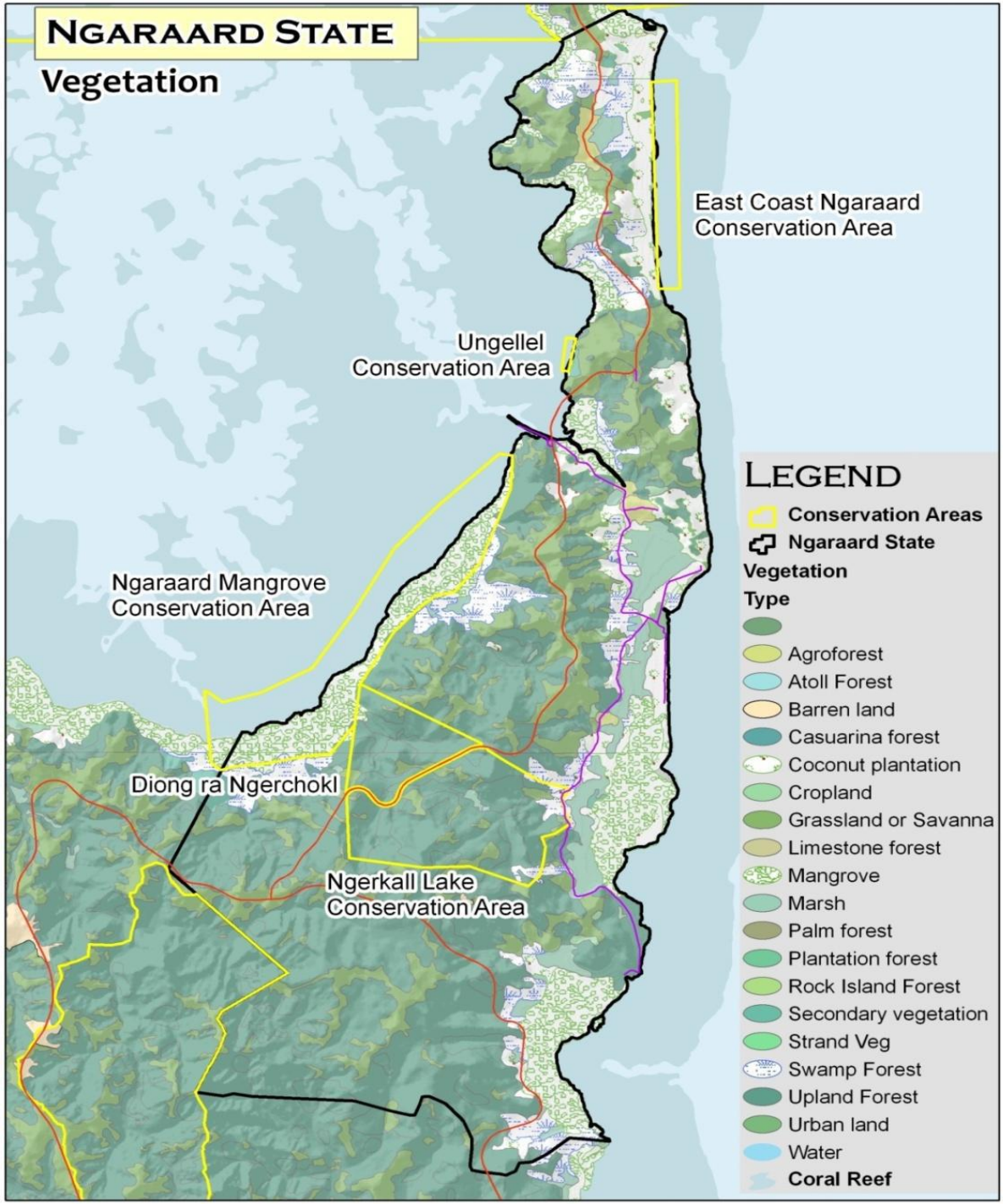


Plate 3.4 : Example of Conservation Area in Ngaraad State

4 Summary, Recommendations and Lessons Learnt

4.1 SUMMARY

- The SLM Project's strategy in the ProDoc focused on the “enabling environment”. 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 SLM Project strategy was therefore designed to "**develop capacities**" and to "**mainstream**" outcomes in order to solve land degradation issues in Palau. The strategy was supported during the Inception Workshop to reflect the real need of the country as there have been initiatives in the past to show demonstration sites on the root causes of land degradation by many national agencies, state agencies and NGOs.
- The revision of the SLM Project outputs, indicators, targets and activities during the Inception workshop was critical in the successful project implementation and project results. The indicators focused on the “enabling environment” and the removal of barriers to sustainable land management. The changes were made to take into account previous and current initiatives. The “enabling environment” for SLM was one of the gaps needed in Palau as revealed during the inception workshop and during the initial consultations. As a result of the inception workshop, the SLM Project collaborated mainly with other partners to show examples of SLM to demonstrate land degradation issues. These examples were used to incorporate into the strengthened policies, improved capacities and funding mechanisms.

- The **TE** notes that the overall Project objectives of the SLM Project has been achieved because the enabling environment for sustainable management in Palau has been strengthened and the SLM Project has gained political and community support for the process of mainstreaming SLM. In particular, the lower level Outcome objectives of strengthening the enabling environment (policies, plans and capacities) have been very successful and have resulted in greater awareness of SLM at the grass root level.
- The **absence of the MTE** in assessing the progress of the various outcomes and outputs has hindered the SLM Project's effectiveness. There were lost opportunities with MTE not carried out as MTE could have identified achievements and key issues and make appropriate recommendations to further help the future direction of the project.
- The **TE** considers that the **sustainability** of the stakeholder's efforts towards SLM will continue and will be supported as indicated by the 3 states that have completed their master planning by incorporating the SLM principles. The Master Planning process has now being established and must be supported and replicated in the other 12 states with financial support for the process from PAN and other national and state governments. The possible closure of PALARIS could slow the momentum of SLM process and especially with the SLM Project ending in of June 2012.
- The **SLM Taskforce** was developed as a coordinating mechanism for the SLM Project in Palau. The SLM Taskforce resolved the problem of lack of coordination across sectors within the national and state governments and the communities. A key factor in the successful implementation of the SLM Project is the establishment of the SLM Taskforce. It showed the commitment of the people of Palau and its leaders to come together for a common cause and

work on the SLM Project. The Presidential Executive Order was instrumental in providing the legal framework for this collaboration across agencies, sectors, states, NGOs and communities.

- The SLM Project has also **improved the capacity in mapping capability** of the implementing partner PALARIS. PALARIS has been the focal point for many projects on GIS in the nation and this shows the important role it plays in nation building and in natural resource management. The SLM Project has provided GIS training and applying GIS capability to other areas like health, climate change and planning.
- In general, the **strengthening of the enabling environment for SLM in Palau** has been successfully undertaken by the SLM Project. This strengthening of the enabling environment included Palau'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 Master Planning and Land Use Planning processes were developed and established in partnership with the Palau Conservation Society, state governments and community leaders. The Master Planning and LUP processes were completed in 3 states and another state has reached the half way mark.
- The Palau government has set annual National Priorities with each government ministry establishing its annual action plan and budget. The government has also a 20 year Strategy to which all ministries are contributing. The SLM Project mainstreaming component has also

ensures that the directions set by these instruments of governance are in line with sustainable land use, forestry and agriculture resource management. The SLM Project has had good political and technical support through the SLM Taskforce and through the state level agencies and has further undertaken analyses of current situation and has been actively involved in the policy formulations of relevant government agencies.

4.2 RATING OF PROJECT PERFORMANCES

Table 4.1 Rating of Overall Project Performances

Outcome	Project Formulation	Project Implementation	Project Results	Overall Rating
1. Determination of Coordinating Mechanism and Organization Process	<i>Highly</i>	<i>Highly</i>	<i>Highly</i>	<i>Highly</i>
	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>
2. Institutional Assessment and Strengthening Capacity	<i>Moderately</i>	<i>Moderately</i>	<i>Moderately</i>	<i>Moderately</i>
	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>
3. Community and Local Institutional Empowerment and Capacity Building	<i>Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>
4. Legislative, Regulatory & Enforcement and Capacity Building	<i>Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>
5. Integrating and Mainstreaming Land Use Planning & SLM into State/national policies & Decision Making	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>	<i>Highly Satisfactory</i>

4.3 RECOMMENDATIONS

Recommendation 1: The SLM Taskforce Executive Committee members could be retained and be used as an advisory board for sustainable land management for the national government and state governments. This advisory board can then be used by state and national governments and relevant 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 PALARIS and the advisory board could work on continuing the work of the SLM Project by incorporating SLM concepts and principles into government policies and programs.

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 Palau 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.

Recommendation 3: It is also recommended that the coding system for UNDP to be included in the MOF database to ease the extracting of data using excel spreadsheet. This will help alleviate the burden on project officers in trying to extract data from MOF and input it into the UNDP system of accounting. This will help ease the process of trying to fulfill the project officers' obligations to UNDP regarding financial reporting

Recommendation 4: The SLM project coordinator should have had 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.

Recommendation 5: The process of Master Planning must be replicated in the 12 remaining states with support from national and state agencies and other relevant funding institutions. The Process of Master Planning and Land use Planning have been established by the SLM Project and has been completed in 3 states and another state is half way through the process. The momentum of this process must be continued and replicated in the other 12 states.

Recommendation 6: The small grant program (SGP) from GEF, grants from PAN and any future SLM Project could help these states to continue the process. It is important to support the master planning processes carried out by the States for future sustainability of the land use activities using SLM principles as the states have ownership over the land and sea resources in Palau. This process can be supported by the GEF SGP Program for the states and for each hamlet. Grant writers will be needed for this initiative in accessing GEF SGP grants. The Republic of Palau has the Protected Area Network (PAN) grants that can also be accessed by the states and the communities for SLM work especially grants to support conservation. Any future SLM project needs to take into consideration partnering with the state government to implement SLM activities.

Recommendation 7: There is a need for executing agencies and UNDP to ensure that there is sufficient time give 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 discussion on detailed indicators and targets to be noted and achieved for the project.

Recommendation 8: The implementing government agency should have been included at the preparatory phase of the project and this could have helped improve the quality of project implementation.

Recommendation 9: The creation of a position for a National Planner who will be responsible for executing and implementing policies and laws on land use; and also recommend policies and to work with the states. The need for this position was first raised at the inception workshop and other stakeholders meetings. The work of the independent consultant with Airai State supported the need for this position.

Recommendation 10: The absence of the MTE in assessing the progress of the various outcomes and outputs has also hindered the SLM Project's effectiveness. The MTE could have identified achievements and key issues and make appropriate recommendations to further help the future direction of the project.

Recommendation 11: The two SLM Project financial audits were very useful in monitoring the project finances and expenditure for accountability but this should not have replaced the MTE. While the two financial audits were excellent avenues to report financial accountability, these audits cannot replace the MTE. There are independent consultants in Palau who could have carried out this task within the country without having to necessarily hiring from outside the country.

Recommendation 12: The Republic of Palau should seriously consider the importance of keeping PALARIS in operation. This will help keep the momentum of SLM continuing and GIS is also a very important tool in sustainable land management, natural resource management, disaster risk management and climate change adaptation management. It should consider a revised version of the SLM Taskforce as an advisory board that can continue the work of SLM in the country. PALARIS could continue to play the secretariat role for the SLM Taskforce in the future.

Recommendation 13: 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 14: The land management information systems for the nation and for the state needs to be seriously considered for future projects. This requires capacity building and land information systems upgrade at all agencies for land management and in particular at the Palau Public Lands Authority and at all States Public Land Authority agencies. There is an urgent need to undertake this task and to improve land management systems in Palau. A specific project delivery needs to target this issue of land management systems especially when noting the issues of land ownership, land tenure, leasing, land development etc.

Recommendation 15: There is a need to produce a training manual for community-based master planning process. The Master Planning process has now been established and there is a need to produce a manual for the nation and link this process to the entire Pacific Islands. This is one of the key performances of the SLM project and this could be replicated in the other states in Palau but has relevance to sustainable land management processes and conservation efforts for Micronesia and the rest of the Pacific islands.

Recommendation 16: There is a real need to include all SLM Project results in school curriculum (elementary and secondary) and in the college 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 the college in relevant subjects.

Recommendation 17: There is a need to build the capacity of SLM at the state level at the community level. It is recommended that this should be the core of future SLM activities in the Republic of Palau.

Recommendation 18: There is a need to work closely with crop agencies such as the Secretariat of the Pacific Community. It is recommended that UNDP work closely with the Secretariat of the Pacific Community's North Regional Office in Pohnpei to help give technical input into the SLM Project.

Recommendation 19: There is a need to include demonstration sites in the ProDoc instead of relying on the Project Coordinator to facilitate collaborations on demonstration sites.

Demonstration sites are also recommended to have specific budget.

4.4 LESSONS LEARNT

Lesson 1: The absence of the MTE in assessing the progress of the various outcomes and outputs is an important lesson learnt. The task of undertaking the terminal evaluation was more challenging because of the absence of the MTE. The SLM Project could have benefitted from the MTE in many ways to take stock of activities done and realign and re-direct the project.

Lesson 2: The two annual reviews 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.

Lesson 3: The Inception report was 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.

Lesson 4: The Presidential Executive Order played an important role in the successful execution of the SLM Project and especially in providing a legal framework for collaboration and partnerships amongst relevant

agencies, sectors, states and communities. The Executive Order provided the political will and support from the leaders that SLM is a serious issue for the nation to resolve and for its people to undertake.

Lesson 5: The executing government agency should help prepare the proposal during the preparatory phase.

The SLM Project executing agency was different from the one that prepared the project proposal. The lesson learned is to involve the agency executing the project during the preparatory phase so they can have a good grasp of the project concepts and processes at the formulation stage.

Lesson 6: 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

Lesson 7: UN Joint Presence's role in supporting the SLM Project was critical in its successful implementation of the project. The TE notes that the supporting role of the UN Joint Presence went beyond what was expected of the office. In particular its role in supporting the SLM Project officers in financial disbursements with UNDP and MOF is worth noting. The commitment of the UN Joint Presence to various project outcomes and especially to the inception workshops and the two project annual reviews is commendable.

Lesson 8: The partnerships with the NGOs, national agencies, state agencies and the communities helped established the master planning process with the communities. The expertise of the Palau Conservation Society (PCS) and its two decades of working with communities were recognized as one of the key factor in this partnership.

Lesson 9: The hiring of local consultants provided synergy for the project implementation. Currently local consultants are available in Palau to help in project implementation. Some of these consultants are continuing the work of master planning in some states.

Lesson 10: The two financial audits provided detailed analysis of expenditure also the reports were useful when trying to determine financial accountability.

Lesson 11: The commitment and dedication of the SLM Project Coordinator and the Project Assistant contributed greatly to the successful implementation and performance of the SLM Project. The lesson is to make sure that care must be taken to recruit capable people to implement projects.

Lesson 12: The support of the Minister and the support staff at PALARIS contributed to the effective and efficient implementation of the SLM Project.

Lesson 13: The SLM Project staff activities were mainstreamed into PALARIS work plan and they were involved in carrying out the mandate of PALARIS.

Lesson 14: The SLM Project in Palau has demonstrated the value of using GIS tools in land use planning, environmental planning and mapping.

Lesson 15: The use of demonstration sites to clearly show the value of solving soil erosion is very effective and should be considered as necessary in the project implementation and should be included in the project budget.

Lesson 16: The technical help given by crop agencies demonstrated the need to collaborate with existing crop agencies in the region to provide additional technical expertise and partnership when necessary.

Acknowledgement

I wish to acknowledge the help given by the SLM Project Coordinator and the SLM Project Assistant during the field mission to Palau. I am especially grateful to the Project Coordinator for providing information after the field mission. The photographs and all the illustrations used in this report belong to the SLM Project and I am grateful for having the permission to use them. The staff of PALARIS 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 given by the SLM Project staff, the UN Joint Presence and the UNDP staff helped in improving this report.

Annexes

List of Annexes

A: Terms of reference (ToR)

B: Itinerary

C: Work Plan and Field Visit

D: List of People Interviewed and Met

E: List of Documents Reviewed

F: Executive Order

G: Sub-Committees of the SLM Taskforce Composition

H: Terms of Reference for Sub-Committees of the SLM Taskforce

I: Questionnaire

J: Table of Evaluation

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

Title: Team Leader for UNDP/GEF Project Evaluation

Project: Building Capacity and Mainstreaming Sustainable Land Management in Republic of Palau

Duration: 30 days to be completed by no later than June 28th, starting no later than May 29th

Supervisor(s): UNDP Multi Country Office in coordination with national executing agency (Office of the PALARIS, Ministry of Public Infrastructure, Industries and Commerce)

Duty Station: Palau

Project Background

The Medium Sized Project (MSP) on Building Capacity and Mainstreaming Sustainable land management in is a Global Environment Facility (GEF) funded project through the United Nations Development Program (UNDP). The project is implemented by the Ministry of Public Infrastructure, Industries and Commerce. The project duration commenced on January 31st , 2008 and completed January 31st , 2012 . Following a review of progress the project was granted an extension until June 2012.

Despite the growing official recognition of the problem of land degradation in the Palau, 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 ;V 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 ;V 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 ;V 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 Program structure, how effectively the Program 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 programmed 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 UNDP-GEF 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 under sections 2 and 3 of 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 Nauru/Pacific and /or developing countries either through management and/or implementation or through consultancies in evaluation of land related projects. Understanding of local actions contributing to global benefits is crucial;
- Highly knowledgeable of participatory monitoring and evaluation processes;
- Excellent English writing and communication skills

Proposed Methodology and Timelines

The consultant will undertake the evaluation work according to a planned schedule to be completed by June 28th, 2012. 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:
- ii) How the applicant meets the selection criteria
- iii) Evaluation approach and methodology
- iv) 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 three sites compulsory, Travel costs, Living allowances, Based on the number of days spent at the respective duty station, 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 May;
- b) Ten per cent (10%) of the maximum payable Consultancy Fee [Professional Service] will be paid immediately following acceptance of a work plan by May 28th ;
- 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 June 11th ;
- 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 June 28th ; If consultant is based in Palau, living expenses for Palau are not applicable

Evaluation Method

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

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

- A) Technical (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; (10%)
 - 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%)
 - 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; (15%)
 - 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 (Office of PALARIS, Ministry of Public Infrastructure, Industries and Commerce)

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 May 20th either electronically to david.lumutivou@undp.org or addressed under confidential cover to:

Terminal Evaluation of SLM Project Palau - 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 Madelsar Ngrairingas, Project Coordinator , Email: madelsar.ngrairingas@gmail.com, Office of the PALARIS, Ministry of Public Infrastructure, Industries and Commerce, Phone: 488-6654/6838

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/Drivenness
- 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

Annex C: Work plan and Field Visits

<i>Days/Dates</i>	<i><u>Work Plan</u></i>	<i>Location</i>
Fri/29th June	Finalisation of Contract with UNDP	Suva
Sat/30th June	Review of Documents/Planning	Suva
Sun/1st July	Travel to Nadi	Nadi
Mon/2nd July	Travel to Guam	transit
Tue/3rd July	Document Review/Planning	Seoul
Wed/4th July	Travel to Palau	Guam
Thur/5th July	PALARIS Consultations/ Review Documents	Palau
Fri/6th July	PALARIS Consultations/ Review Documents	Palau
Sat/7th July	Field Visit Babaldeoub & Belau National Museum	Palau
Sun/8th July	Review of Documents and Planning	Palau
Mon/9th July	Public Holiday/Review Financial Documents	Palau
Tues/10th July	OERC/EQPB Consultations & Interviews	Palau
Wed/11th July	Ministry of Finance/Bureau of Agriculture/Forestry/Field Visit Ngatmau- Master Planning	Palau
Thur/12th July	Airai State Field Visit/Consultants & Governor Airai Interviews & Consultations	Palau
Fri/13th July	Palau Conservation Society/ The Nature Conservancy	Palau
Sat/14th July	Field Visit Koror State	Palau
Sun/15th July		Palau
Mon/16th July	The Nature Conservancy/Palau International Coral Reef Center/	Palau
Tue/17th July	Koror State Zoning and Planning/Koror State Building and Plans/	Palau
Wed/18th July	Belau Watershed Alliance/Palau Visitor's Authority/ Palau Chamber of Commerce	Guam
Thur/19th July	Palau Community Action Plan Agency/Bureau of Marine Resources/Palau Community College	Guam
Fri/20th July	Field Visit Rock Islands/Chairman of the SLM Taskforce/ Field Visit Topside Village	Guam
Sat/21st July	Travel to Guam	Guam

Sun/22nd July		
Mon/23rd July	Analyses of Data	Guam
Tues/24th July	Analyses of Data	Guam
Wed/25th July	Report Writing	Guam
Thur/26th July	Report Writing	Guam
Fri/27th July	Report Writing	Guam
Sat/28th July	Report Writing	
Sun/29th July		
Mon/30th July	Report Writing	Guam
Tue/31st July	Draft Preparation	Guam
Wed/1st August	Submission of Draft Report	Guam
Thurs/2nd August	Submission of Final Report	Guam
Friday 3rd August	Draft Report Consultation	Guam
Friday 4th August	Draft Report Consultation	Guam
Saturday 5th August	Draft Report Consultation	Guam
Sunday 6th August		Guam
Monday 7th August	Draft Report Consultation	Guam
Tuesday 8th August	Draft Report Review	Guam
Wednesday 9th August		
Thursday 28th August	Final Report Compilation & revision and input of comments	Guam
Friday 29th August		
Saturday 30th August	Final Report Submission	Guam

Name	Title	Agency
Anne Kitalong	Biologist Consultant	SIUL/TEI
Jason Kesolei	Exec. Director	Palau Public Lands Authority
Kimie Ngirchechol	Acting Director	Environment Quality Public Board
Steven Victor	Conservation Planner	The Nature Conservancy
Senator Paul Ueki, SLM Chair	Senator	Palau National Congress
Tmetuchl Baules	Information Officer	Palau Public Utilities Corporation
Umich Sengebau	Executive Director	The Nature Conservancy
Vicky Ngirat kaki-Kanai	Governor	Airai State Government
Fred Sengebau	Director	Bureau of Agriculture
Sebastian Marino	Executive Director	OERC
Lukes Isechal	Researcher	PICRIC
Percy Rechelluul	Fisheries Technician	Bureau of Marine Resources
Joe Tiobech	Invasive Coordinator/Forestry	Bureau of Agriculture
Madelsar Ngiraingas	Project Coordinator for SLM	SLM Project
Edumyle Otobed	SLM Assistant Coordinator	SLM Project
Phoebe Sengebau	Assistant GIS Analyst	PALARIS
Irene Guzman	Assistant GIS Analyst	PALARIS
Darylene Takeo	Assistant GIS Analyst	PALARIS
Maggy Antonio	Executive Officer	Koror State Government
Elbuchel Sadang	Executive Director	Palau Conservation Society
Lolita Gibbons-Decherong	Programme Manager	Palau Conservation Society
Ghandhi Ngirmidol	Senior Accountant	Ministry of Finance, Palau National Government
Vera Dilsils Kanai	Executive Director	Koror State Public Lands Authority, Koror State Government
Melson Miko	Community Support & Services Manager	Palau Visitors Authority
Minister Tina	Minister for Women	OEK
Melekrul		PALARIS
Taka		PALARIS
Joshua Kumangai		Ngardmau State
Vice Chairman		Ngardmau State
Joe		Bureau of Surveying
Leonard Basilius	Executive Director	Palau Community Action

Annex D: List of people interviewed and met

Annex: E List of Documents Reviewed

SLM Project Documents

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

Inception Report "Palau Medium 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

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

SLM Annual Performance Review

2012 Palau APR/PIR

2011 Palau APR/PIR

2010 Palau APR/PIR

2011 Pacific APR/PIR

2010 Pacific APR/PIR

2009 Pacific APR/PIR

Other SLM Project Reports

Numerous records of minutes of meetings and Focus group meetings

Airai Master Plan

2011 Palau SLM Annual Work plan

2010 Palau SLM Annual Work plan

Demographic and Land Use Trends for Babeldaob Island by Madelsar Ngiraingas, July 2009

Ernst & Young Audit Report of Palau SLM, December 2011

KPMG Audit Report of Palau SLM, May 2011

Palau National SLM Policy Review Report

Palau National SLM Policy

Palau SLM Gender Assessment Report

Palau SLM Gender Assessment Report in the Context of Palau

Palau SLM Project Summary Report, February 2012

Palau SLM Strategic Results Framework, Revised May, 2010

Palau SLM Best Management Practices Report

Palau SLM Institutional Assessment Report

Palau SLM Community Visioning Report

Palau Policy Recommendations and Guidelines for Land Use Planning

Palau SLM Sustainable Finance Plan

Palau SLM Best Management Practices Recommendations

Palau Sediment Management Plan

Annex F: Executive Order

Appendix A: Executive Order 258



Republic of Palau
Office of the President

JOHNSON TORIBIONG
President

P.O. Box 6051, Palau, PW 96940
Tel. (680) 767-2532/2541/8732
Fax. (680) 767-1662/2424
email:rop.president@palaunet.com

EXECUTIVE ORDER NO. 258

Establishing a Sustainable Land Management Task Force

WHEREAS, In 1999, the Republic of Palau ratified the United Nations Convention to Combat Desertification and Land Degradation (UNCCD) thus formalizing the work on land degradation in Palau; and

WHEREAS, since ratification of the UNCCD, the Republic of Palau completed its National Action Program (NAP) to combat land degradation in 2004, which established the following priority program activities for sustainable land management practices, (i) providing enabling conditions; (ii) establishing land degradation inventory and monitoring; (iii) promoting agroforestry; (iv) monitoring and mitigating the impact of drought; (v) preventing land degradation; (vi) rehabilitating degraded lands; (vii) improving water delivery system and increasing water conservation activities; (viii) monitoring and evaluating climatic variation; (ix) empowering local communities and local institutions; and (x) establishing sustainable land management plans; and

WHEREAS, the Sustainable Land Management Medium Sized Project (SLM MSP) is a United Nations Development Programme (UNDP)/ Global Environment Facility (GEF) funded endeavor through the Republic of Palau's membership to the UNCCD; and

WHEREAS, the SLM MSP aims to (i) develop partnerships with local institutions, community and nongovernmental organizations including gender and youth groups, the private sector, and across all government sectors, in order to effectively implement sustainable land practices and measures; and (ii) address national and state policy gaps in natural resource use and management by developing sustainable land use management plans, as well as regulatory and policy plans that equitably engage stakeholders at all levels; and

WHEREAS, the overall objective of SLM MSP is to help build capacity at the national, state, and community levels across sectors to effectively address sustainable land management and land use planning that will assist Palau in the achievement of sustainable development as outlined in the Medium Term Development Strategy (MTDS); and



WHEREAS, the MTDS - described as “Actions for Palau’s Future” - was prepared by the Government of Palau with the assistance of the Facility for Economic and Infrastructure Management and the support of the Asian Development Bank and sets out the key strategies and actions to help achieve economic, social, environmental and cultural goals over the 5 year period 2009-2014.

WHEREAS, SLM MSP relates to, intersects with and will have an impact on activities and discussions across the various public and private (social, political, environmental, economic, and cultural) sectors and will require extensive collaboration with key stakeholders from these sectors to achieve the key strategies and actions in the MTDS.

NOW THEREFORE, by virtue of the authority vested in me as President of the Republic of Palau, pursuant to the Constitution and applicable laws of the Republic, it is hereby ordered as follows:

1. **Creation of Sustainable Land Management Task Force.** There is hereby established a Sustainable Land Management Task Force (“*Task Force*”).
2. **Composition.** The Task Force shall be composed of the following members:
 - One member appointed by the President;
 - One member appointed by the Council of Traditional Leaders;
 - One member appointed by the Senate;
 - One member appointed by the House of Delegates;
 - One member appointed by the Governor’s Association;
 - Minister of Public Infrastructure, Industries and Commerce;
 - One member appointed by Koror State Planning Commission;
 - One member appointed by the Environmental Quality Protection Board;
 - One member appointed by the Palau Conservation Society;
 - Project Coordinator of the Ecosystem-Based Management Initiative;
 - One member appointed by Palau Public Lands Authority;
 - One member appointed by Palau Community Action Agency;
 - One member appointed by the Belau National Museum;
 - One member appointed by the Ministry of Education;
 - Two members appointed by Office of Environmental Response and Coordination, one representing the area of Climate Change and one representing PAN;
 - Two members appointed by the Tri-Org, one representing the Chamber of Commerce and one representing the tourism sector;



- Two members appointed by the Ministry of Public Infrastructure, Industries and Commerce, one representing the Bureau of Public Works and one representing the Bureau of Commercial Development;
- Two members appointed by the Ministry of Natural Resources, Environment and Tourism, one representing the Bureau of Agriculture and one representing the Bureau of Marine Resources;
- Two members appointed by the Ministry of Health, one representing the Bureau of Public Health and one representing the Division of Environmental Health;
- Three members appointed by the Ministry of Community and Cultural Affairs, one representing the Bureau of Arts and Culture/Historic Preservation Office, one representing the Division of Youth and one representing the Office of Gender;
- The Project Coordinator, SLM MSP or his/her designee; and
- Other members as determined by the Task Force.

The initial Chair of the Task Force shall be the Minister of Public Infrastructure, Industries and Commerce. The SLM MSP Coordinator shall serve as the permanent Secretariat for the Task Force. The Task Force shall elect a permanent Chair and Vice-Chair for the Task Force at its initial meeting.

3. Powers and Duties of the Task Force. The powers and duties of the Task Force are as follows:

- (a) Provide policy and technical advice, and guidance to the Office of PALARIS, Project Coordinator and consultants in the implementation of the SLM MSP.
- (b) Ensure project activities are carried out in accordance with SLM MSP work plan and budget.
- (c) Facilitate and participate in national consultation workshops involving SLM stakeholders.
- (d) Meet on a bi-annual basis to review progress in the implementation of the project.
 - i. Report to/from agencies or affiliates regarding various activities related to SLM being carried out or conducted.
- (e) Facilitate inter-agency sharing of information and experience relating to capacity building and land management.



- (f) Oversee and direct the preparation of:
 - i. Recommendations on the institutional structure and processes for SLM
 - ii. Sector policy recommendations and legislation for SLM
 - iii. A National Land Use Policy for the ROP
 - iv. Best Management Practices (BMPs) for various development activities
 - v. Unified National Building Codes
 - vi. State and national zoning codes

- (g) Provide quality control of reports and publications produced under the project.
- (h) Review SLM reports to UNDP and GEF.
- (i) Help identify other potential sources of support for the implementation of SLM MSP.
- (j) Help evaluate the success or otherwise of SLM MSP activities.
- (k) Other duties as agreed by the Task Force from time to time.

- 4. **Meetings.** The initial Chair of the Task Force shall call a meeting of the Task Force on or before May 1, 2009, and shall meet on or before the second week of December and June every year thereafter. A quorum shall constitute 60% of the Task Force composition.

- 5. **Administrative Support.** Administrative support for the Task Force shall be provided through grant funding and, where appropriate and approved by the Task Force, from PALARIS and other partner governmental and nongovernmental agencies and affiliates.

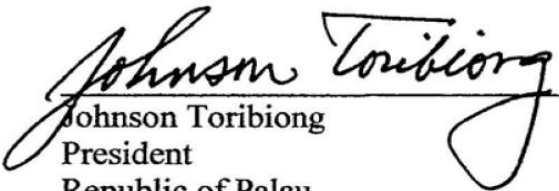
- 6. **Reporting.** The Task Force shall submit a copy of the Inception Report and issue bi-annual reports to the President delineating the progress of the Task Force in pursuing the



duties of the SLM MSP as set forth herein. The Task Force shall also provide a final report of its findings and recommendations.

- 7. Duration of Task Force.** The Task Force shall remain in existence until terminated by the President and for the duration of the SLM MSP.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal
this 9th day of April, 2009.


Johnson Toribiong
President
Republic of Palau

Annex G: SLM Taskforce Sub-Committee Compositions

SLM Taskforce Executive Committee
Chair of the SLM Taskforce & Rep. of the Senate Vice-Chair of SLM Taskforce & Governor of Airai Secretariat of SLM Taskforce & SLM Project Coord. Community Engagement Rep. & staff of Palau Conservation Society Structure/Framework Committee Rep. and Director of Palau Public Land Authority Legislative & Regulatory Committee Rep. & Executive Director of Chamber of Commerce Technical Committee Rep. & Bureau of Agriculture (Forest Specialist) House of Traditional Leaders Rep. House of Delegates Rep. Office of the President Rep.

Membership of the Community Engagement Committee
Ngardmau State Rep. (Chair) Council of Chiefs Rep. & Director of OERC Rep. of the Senate & Chair of SLM Taskforce Palau Conservation Society Rep. and Ecosystem Based Management Rep Division of Youth Rep. Palau Community Action Programme Rep. Airai State Rep. Public Safety & Fire Department Rep. Governor Association Rep and Airai State Governor Protected Area Network (PAN)

Membership of the Legislative and Policy Review Committee
Chair and Representative of Chamber of Commerce Vice-Chair and Bureau of Arts and Culture Rep. of the Office of the Environmental and Coordination Rep. of the Office of the President Rep. of Bureau of Public Health Rep. of the Bureau of Marine Resources Rep. of State government Rep. of State government Rep. of State government

Structure and Framework Committee

Chair and Rep. of Palau Public Land Authority
Rep. of Bureau of Agriculture
Rep. of the House of Delegates
Rep. of Ministry of Public Infrastructure, Industry and Commerce
Rep. of the Palau Visitor' s Authority
Rep. of the Gender Office
Rep. of the Office of the President
Rep. of Airai State
Rep. of State
Rep. of State

Membership of the Technical Committee

Chair & Rep. of the Bureau of Agriculture
Vice- Chair and Rep. of the Ministry of Education
Rep. of Palau Conservation Society & Ecosystem Based Management
Rep. of Babeldaob Watershed Alliance
Rep. of the Division of Environment
Rep. of Division of Environment
Rep. of the Bureau of National Museum
Rep. of Ngiwal State
Representative of State government

Membership of the State Committee

Governor of Aimeliik
Governor of Airai
Rep. of Angaur
Rep. of Hatohobei
Rep. of Kayangel
Nominated Rep. of Koror
Nominated Rep. of Melekeok
Rep. of Ngaraad
Nominated Rep. of Ngarchelong
Nominated Rep. of Ngardmau
Nominated Rep. of Ngaremlengiu
Nominated Rep. of Ngatpang
Rep. of Ngiwal
Nominated Rep. of Peleliu
Nominated Rep. of Sonsorol

Annex H: Term of References of Subcommittees as provided in the Inception report

The **Technical Subcommittee**'s responsibilities as specified in the Terms of Reference provided in the inception report were as follows:

1. Provide technical advice and oversight to state and national agencies, other SLM Partners/stakeholders, the Project Coordinator/Manager, and any SLM Consultants on matters related to SLM.
2. Ensure that there is close coordination between the Technical Subcommittee, the Executive Committee and the larger Task Force.
3. Report, through the Chair of the Subcommittee, to the Executive Committee on all matters related to the implementation of the Subcommittee's work.
4. Approve the TOR and recruitment of SLM Consultants.
5. Facilitate and review the work of SLM Consultants.
6. Complete a Context and Gap/Needs Analysis, submitted as a formal report to the Executive Committee. This analysis shall:
 - a. Assess existing ROP-wide measures and regulations related to the use and/or management of land.
 - b. Identify priority areas for state and national planning
7. Oversee the development and publication of relevant BMPs and How-To Guides.
8. Assist with the development and execution of relevant Education and Awareness Programs.
9. Provide technical advice/input for the National Land Use Policy/Framework on zoning, buffer zones, building codes, and other relevant practices, measures and regulations.
10. Ensure that SLM activities are carried out in accordance with the Project work plans.
11. Set other duties as deemed necessary for the success of the Subcommittee.

The roles and responsibilities of the **Structure & Framework Subcommittee** were to undertake the following specific functions for the SLM Project:

1. Provide oversight to state and national agencies, other SLM Partners/stakeholders, the Project Coordinator/Manager, and any SLM Consultants on matters related to SLM.
2. Ensure that there is close coordination between the Structure & Framework Subcommittee, the Executive Committee and the larger Task Force.
3. Report, through the Chair of the Subcommittee, to the Executive Committee on all matters related to the implementation of the Subcommittee's work.
4. Approve the TOR and recruitment of SLM Consultants.
5. Facilitate and review the work of SLM Consultants.
6. Complete a Context and Gap/Needs Analysis, submitted as a formal report to the Executive Committee. This analysis shall:
 - a. Assess existing ROP-wide processes and activities related to the use and/or management of land.

- b. Identify priority areas for state and national planning
- 7. Assist with the development and execution of relevant Education and Awareness Programs.
- 8. Provide advice/input for the National Land Use Policy/Framework on ROP-wide institutional structures and processes.
- 9. Ensure that SLM activities are carried out in accordance with the Project work plans.
- 10. Set other duties as deemed necessary for the success of the Structure & Framework Subcommittee.

The **Legislative/Policy Review Subcommittee** was to carry out the following specific responsibilities for the SLM Project:

- 1. Provide oversight to state and national agencies, other SLM Partners/stakeholders, the Project Coordinator/Manager, and any SLM Consultants on matters related to SLM.
- 2. Ensure that there is close coordination between the Technical Subcommittee, the Executive Committee and the larger Task Force.
- 3. Report, through the Chair of the Subcommittee, to the Executive Committee on all matters related to the implementation of the Subcommittee's work.
- 4. Approve the TOR and recruitment of SLM Consultants.
- 5. Facilitate and review the work of SLM Consultants.
- 6. Complete a Context and Gap/Needs Analysis, submitted as a formal report to the Executive Committee. This analysis shall:
 - a. Assess existing ROP-wide laws, policies and directives related to the use and/or management of land.
 - b. Identify priority areas for state and national planning
 - 7. Assist with the development and execution of relevant Education and Awareness Programs.
 - 8. Provide advice/input for National Land Use Policy/Framework on an overall legal framework.
 - 9. Ensure that SLM activities are carried out in accordance with the Project work plans.
 - 10. Set other duties as deemed necessary for the success of the Subcommittee.

The **Community Engagement Subcommittee** responsibilities were as follows:

- 1. Provide oversight to state and national agencies, other SLM Partners/stakeholders, the Project Coordinator/Manager, and any SLM Consultants on matters related to SLM.
- 2. Ensure that there is close coordination between the Community Engagement Subcommittee, the Executive Committee and the larger Task Force.
- 3. Report, through the Chair of the Subcommittee, to the Executive Committee on all matters related to the implementation of the Subcommittee's work.
- 4. Approve the TOR and recruitment of SLM Consultants.
- 5. Facilitate and review the work of SLM Consultants.
- 6. Complete a Context and Gap/Needs Analysis, submitted as a formal report to the Executive Committee. This analysis shall:
 - a. Assess existing ROP-wide training and awareness programs related to the use and/or management of land.
 - b. Recommend types of BMPs and How-To Guides that are needed and/or desired

7. Oversee the development and publication of relevant BMPs and How-To Guides.
8. Assist with the development/design and execution of relevant Model Training, Education and Awareness Programs/Campaigns.
9. Provide advice/input for the National Land Use Policy/Framework.
10. Ensure that SLM activities are carried out in accordance with the Project work plans.
11. Set other duties as deemed necessary for the success of the Subcommittee

Annex I: Questionnaire – Key Questions Used for the Interviews

Project Formulation

- 1) Was the Project design appropriate for Palau?
- 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 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 J : 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
Outcome1: Determination of Coordinating Mechanism	<i>Output 1.1: Establishment of Coordinating Mechanism</i>	1.1.1 Establish institutional mechanism to coordinate implementation of SLM activities <ul style="list-style-type: none"> Consistent collaboration between national, state, local communities and various sectors and agencies Coordinating Mechanism established Presidential Executive Order No. 258 provided the legal framework for collaboration & partnerships Subcommittees established – executive, state, technical, legislative/policy, community engagement and structure & framework to provide support and guidance for SLM Project 	Highly Satisfactory
	<i>Output 1.2 Broad-based Stakeholder Inception Workshop</i>	1.2.1 Hold Stakeholder Inception Workshop <ul style="list-style-type: none"> Inception workshop held with major stakeholder & public forum Increased awareness of SLM and land degradation across different sectors Revised indicators, outputs and activities which improved SLM Project deliveries of results Direction of the project was supported by all stakeholders 	Highly Satisfactory
Outcome2: Institutional Assessment and Strengthening of Capacity for	<i>Output 2.1 Land Use Capacity Needs Assessment & Strengthening</i>	2.1.1 Capacity Needs Assessment <ul style="list-style-type: none"> Capacity Needs assessment for SLM completed 2 workshops, numerous meetings and consultations Focus group meetings with relevant stakeholders Technical report on land use Capacity Needs Assessment & Strengthening 	Satisfactory

Land Use Planning			
		2.1.2 LUP Technical Assistance and Training <ul style="list-style-type: none"> Overseas technical training in land policy studies (6 weeks) 	Satisfactory
	Output 2.2 Mapping and Modelling	2.2.1 Capacity Needs Assessment for Mapping/Modelling <ul style="list-style-type: none"> Assessment of mapping and modeling needs for SLM Assessment of mapping needs and GIS needs for the nation 	Moderately Satisfactory
		2.2.2 Data Collection, Quickbird Statellite Imagery, Soil Survey, and Mapping/Modelling <ul style="list-style-type: none"> Nation-wide farm survey using GIS to map agriculture farm types (land use activities) & no. of crops and livestock National bird monitoring to examine trends and changes in forest and coastal bird population and worked in partnership with PAN and Belau Museum State wide assessment of forest resources and resource strategy on soil erosion, sedimentation mitigation and forest health measure with other partners Soil map of Palau developed and produced using GIS and data collected Mapping of States and resources were produced using GIS and these were used as tools for master planning and land use planning workshops 	Satisfactory
		2.2.3 Technical Assistance and Training for mapping/Modelling Nature Conservation Technical Assistance <ul style="list-style-type: none"> Technical assistance and training for mapping and modeling Technical training in GIS Technical assistance in surveying of farms Two high school students trained in field surveys using surveying tools eg. GPS and mapping tools GIS Technical assistance and GIS focal point for NCD Crisis GIS Technical assistance and GIS focal point for Disability Policy development GIS technical support and GIS focal point for health impact assessment GIS technical support and GIS focal point for Disaster Risk reduction management GIS technical support and GIS focal point for IWRM GIS technical support and GIS focal point for Belau Watershed Alliance and watershed activities GIS technical support and GIS focal point for Palau PAN GIS technical support for Palau National Hydrographic office GIS technical support for PALARIS GIS activities GIS technical support for Conservation Action Planning (CAP) and GIS focal point 	Highly Satisfactory

		<ul style="list-style-type: none"> • GIS technical support for Micronesia Challenge MPA monitoring protocol and GIS focal point • GIS technical support for extended continental shelf and maritime boundary delineation and GIS focal point • Partnership with PACC Climate change project and lead nation-wide GIS farm surveys and nation-wide socio-economic assessment • Updating of GIS layers and revision and collection of baseline data 	
	Output 2.3 Relevant SLM and Development Plans Review	2.3.1 Review and Evaluation <ul style="list-style-type: none"> • Collection and review of relevant documents • Numerous meetings. Consultations and focus group meetings on development plan review at national and state levels 	Satisfactory
	Output 2.4 Library Establishment	2.4.1 Determination of Needs, Design and Acquisition <ul style="list-style-type: none"> • Digital Library established but not completed 	Not completed
		2.4.2 Collection of relevant plans (hardcopy) , data inputting (soft copy) <ul style="list-style-type: none"> • Collection of relevant plans and data input • Attachment of high school student assistants to collect and input data • Collection of relevant maps for master planning tools 	Moderately Satisfactory
Outcome 3: Community and Local Institutional Empowerment and Capacity Building	Output 3.1 Gender Needs Assessment	3.1.1 Gender Mainstreaming training for SLM MSP project proponents <ul style="list-style-type: none"> • Two gender workshops completed • Two gender national assessment reports completed, one of the report is in the context of Palau • Numerous consultations and Focus group meetings • Gender is integral part of land use planning and management 	Highly Satisfactory
		3.1.2 Determine land management gender specific needs (policy, planning & community) <ul style="list-style-type: none"> • Gender specific land management needs assessed and incorporated into the community visioning and master planning 	Moderately Satisfactory
		3.1.3 Incorporate gender dimension and concerns into community visioning component <ul style="list-style-type: none"> • Gender dimension and concerns incorporated in community visioning • Women important stakeholder in community visioning 	Moderately Satisfactory
	Output 3.2 Development of Community Visioning	3.2.1 Community Visioning workshops in priority states <ul style="list-style-type: none"> • Community Visioning completed in priority states • Community Visioning process established • Community Visioning template produced 	Highly Satisfactory
	Output 3.3 Best Management Practices (BMPs) and “How to” Guides	3.3.1 Task Team identification, TOR development, Priority Assessment for BMPs and Guide Development <ul style="list-style-type: none"> • Team of four consultants selected and ToR developed • Assessment for BMPs and Guide • Workshop on BMP assessment 	Highly Satisfactory

		3.3.2 Development Review, Endorsement of various BMP's and Guide Development <ul style="list-style-type: none"> • Two workshops on BMP • BMP recommendations completed • BMP workshop on policy and guidelines 	Highly Satisfactory
	Output 3.4 Model Training and Awareness Programme Development and Implementation	3.4.1 Execution of BMP's and Education/Awareness Programs for identified priority areas <ul style="list-style-type: none"> • BMP Report completed and endorsed • Video on watershed management • Five Promos for national television • Earth Day Awareness • State meetings during master planning • Presentations to key stakeholders • Belau water summit – successful dialogue on water issues • Radio talk show 	Highly Satisfactory
Outcome4:Legislative, Regulatory, and Enforcement Capacity Building	Output 4.1 Legal and Enforcement Capacity Needs Review	4.1.1. Legal Framework Review and Gap Analysis <ul style="list-style-type: none"> • Two workshops by SIUL Consultants • Numerous meetings and consultations • Legal framework review and gap analyses completed 	Highly Satisfactory
		4.1.2. Develop Buffer Zone Guidelines/Policy <ul style="list-style-type: none"> • Buffer zone policy drafted, reviewed and endorsed • SLM assessment of EQPB regulations • Comprehensive review of EQPB regulations related to SLM and comprehensive review of all EQPB regulation • Review of selected states' development guidelines on Buffer zone 	Highly Satisfactory
		4.1.3 Develop National Land Use Policy <ul style="list-style-type: none"> • National Land use Policy developed and completed • Legal framework for national land use policy developed and completed • Workshop on Policy recommendations and Guidelines for land use planning 	Highly Satisfactory
		4.1.4 Adopted National Building Codes <ul style="list-style-type: none"> • Building standards developed and executed • Review of national Building Codes • Workshop on National Building Codes revision with developers, states, agencies, construction companies etc. • Major revision of Building Codes and the adoption of the national building codes 	Satisfactory
Outcome 5: Integrating and Mainstreaming Land Use Planning and SLM into state/national policies & Decision	Output 5.1 Integrate/Mainstream and Use Planning into State/National Development Plans	5.1.1 Develop effective Master/Land Use Planning process <ul style="list-style-type: none"> • Master Planning process refined and established • Master Planning template completed and established • Land Use planning process developed, refined and established • Land Use template completed and established 	

Making	and Policies	<ul style="list-style-type: none"> • Airai Master Plan completed and passed by Airai State legislature • Protected Areas management plan process completed • Protected Areas management plan template completed • Sediment management plan completed • Ngardmau State Protected Area Management Plan completed • Ngchesar Protected Area Management Plan completed • Ngaraard Protected Area Management Plan completed • Ameliik Protected Area Management Plan completed • Melekeok Land Use plan completed • Melekeok Master Plan completed • Ameliik Master Plan completed • Ngardmau State Land Policy • Airai State land Use Plan 	Highly Satisfactory
	Output 5.2 Development of Integrated Financing Strategy to sustain SLM	5.2.1 Develop a sustainable financing mechanism for long term SLM activities <ul style="list-style-type: none"> • Workshop Training (2 weeks) on Designing IFS workshop in Fiji • IFS Workshop for cabinet, head of agencies & SLM partners on IFS 	Highly Satisfactory
		5.2.2 Conduct workshop to review the IFS and obtain official endorsement <ul style="list-style-type: none"> • IFS completed and consultations carried out with partners 	Moderately Satisfactory

