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Government of Nauru

Global Environment Facility/United Nations Development Programme

Terminal Evaluation of Nauru Sustainable Land Management Project

July 2012

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Acronyms and Abbreviations

AMU	Aid Management Unit
APR	Annual Project Review
ARM	Atmospheric Radiation Measurement
AusAid	Australian Aid Agency
CBO	Community Based Organisation
CCA	Climate Change Adaptation
CETC	Community Education Training Centre
CIE	Commerce, Industry and Environment
DCIE	Department of Commerce, Industry and Environment
DHS	Demographic and Health Survey (Nauru)
DL&S	Department of Lands and Survey
DOA	Division of Agriculture
DOE	Division of Environment
DPPD	Division of Project Planning and Development
DRM	Disaster Risk Management
DSAP	Development of Sustainable Agriculture in the Pacific
EIA	Environmental Impact Assessment
EU	European Union
FAO	Food and Agriculture Organisation
GEF	Global Environment Facility
GIS	Geographic Information System
GIZ	Germany International Aid
GPS	Global Positioning System
IFS	Integrated Financing Strategy
IWRM	Integrated Water Resource and Waste-Water Management
LIS	Land Information System
Logframe	Project Logical Framework
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MSP	Medium Size Proposal
MTE	Mid Term Evaluation
MTR	Mid Term Review
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCD	Non Communicable Disease
NSDS	National Sustainable Development Strategy (Nauru)
NECC	Nauru Environment Coordinating Committee
NEMS	National Environmental Management Strategy
NGO	Non Government Organisation
NIANGO	Nauru Island Association of Non-Governmental Organisations
NLA	Nauru Landowners Association
NPC	Nauru Phosphate Commission
NRC	Nauru Rehabilitation Corporation
PACC	Pacific Adaptation to Climate Change
PAD	Planning and Aid Division of the Department of Finance
PC	Parliamentary Council
PEG	Project Executive Group

PICCAP	Pacific Islands Climate Change Action Programme
PIFS	Pacific Islands Forum Secretariat
PIR	Project Implementation Review
PMT	Project Management Team
PMU	Project Management Unit
PNG	Papua New Guinea
PSC	Project Steering Committee
RONADAPT	Republic of Nauru Framework for Adaptation to Climate Change
RONPHOSC	Republic of Nauru Phosphate Commission
SD	Sustainable Development
SIWRM	Sustainable Integrated Water Resource and Waste-Water Management
SLM	Sustainable Land Management
SOPAC	South Pacific Islands Applied Geosciences Commission
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
STAR	System for Transparent Allocation of Resources (GEF 5)
TB	Tuberculosis
TE	Terminal Evaluation
TOR	Terms of Reference
TPR	Tripartite Project Review
TWG	Technical Working Group
UNCCD	UN Convention to Combat Desertification
UNDP	UN Development Program
UNDP MCO	UN Development Program Multi Country Office
UNFCC	UN Framework Convention on Climate Change
USP	University of the South Pacific
WSSD	World Summit on Sustainable Development

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Executive Summary

The Sustainable Land Management Project in Nauru is funded by the Global Environment Facility through the United Nations Development Program Multi Country Office (UNDP MCO). The project is implemented by the Ministry of Commerce, Industry and Environment. It commenced on February 2009 and was due for completion in June 2012.

The Nauru Sustainable Land Management MSP aims to contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. This will be done by building Nauru's capacity to implement a comprehensive regime for sustainable land management and by ensuring that SLM is mainstreamed into all levels of decision-making. By the end of the project, land degradation issues should have been fully recognised in National Development Plans and sector Action Plans, such as those for urban development, transport, agriculture and biodiversity. SLM should also have been integrated into relevant policy, laws and educational/training programs, using integrated land use planning to underpin such initiatives.

A mid-term evaluation was conducted in March 2011 in accordance with UNDP MCO/GEF M&E policies and procedures, that all projects with long implementation periods are encouraged to conduct mid-term evaluations. The mid-term evaluation recommended an extension to the project until June 2012. In June 2012 UNDP MCO commissioned an independent international consultant in collaboration with a national consultant to conduct the final independent Terminal Evaluation (TE) of the project.

The purpose of the Terminal Evaluation is to review the project's performance against the stated objectives, assess the overall structure of efforts seeking to achieve sustainable land management; identify gaps in implementation which may have constrained meeting expected outcomes; and make recommendations about the future focus of similar program. The objectives of the Terminal Evaluation are:

- i) to monitor and evaluate results and impacts;
- ii) to promote accountability for resource use; and
- iii) to document, provide feedback on, and disseminate lessons learnt

Background

The Nauru economy has revolved around phosphate since 1960s, contributing towards their almost complete dependency upon imported goods, including food, energy and manufactured products. A very limited production of fruits and vegetables is confined to the coastal fringes. With the phosphate stock now almost totally depleted and with the government facing serious financial difficulties, the majority of the people of Nauru can barely afford the high cost of imported products. With the downturn in Nauru's phosphate mining, the country is unable to sustain its level of welfare to the people who are currently facing major challenges. The government, with assistance from development partners, has embarked on several initiatives to assist with providing a pathway to greater sustainability. The current GEF/UNDP MCO

funded Sustainable Land Management Project is one such initiative.

Conclusions

Achievement of the Project activities was reported by the MTE to be low at 40 per cent after 2 years of implementation. The TE found significant increase up to 79 per cent by the end of the extension phase.

The project actively involved and conducted relevant local training programs as well as facilitation of participation in overseas training of relevant staff. Various awareness raising activities for communities were successfully conducted. Sustainable land management has been incorporated into the revised National Sustainable Development Strategies. However, SLM is yet to be addressed in other National as well as Sectoral Development Plans and also the project failed to develop a Land Use Policy. A draft SLM NAP was developed by the School of Land Management and Development; University of the South Pacific. However, the preparation of the associated IFS is yet to commence.

Followings are conclusions relevant to each of the four outcomes of the project. Refer to Annex 2 for the Terminal Evaluators' "rating" of achievements of each project outcome.

Outcome 1: Increased knowledge and awareness of land degradation

The Project made modest contribution to increase knowledge and awareness of land degradation. Land Information System exists in the Department of Lands and Survey but in a limited form. There is need to upgrade technical capacity in the department through staff training and supply of relevant equipments. Land and Survey plans to make digitized data available through the internet to improve the quality of information available.

Outcome 2: Enhanced individual and institutional capacities for SLM

A nationwide outreach program covering SLM awareness and skills transfer on tree planting techniques was completed. A nursery was built and some training on nursery management provided. A training program on GIS was considered a success particularly on the mapping and understanding of the extent of the mined out areas, remaining areas of native forests and swampy areas. The Director of Lands and Survey has requested further GIS training with emphasis on both hardware and software, stating its relevancy in their quest to manage and provide digital data as an information source on all land matters.

The establishment of the TWG during extension was a significant achievement in capacity building both at individual and institutional levels amongst the major stakeholders. The TWG offered a functional working group which was developed to replace the functions intended for the NECC and PSC in providing direction for the project implementation. Some members also helped during project implementation, for example in taking the message of sustainable land management to communities during the outreach program.

Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives

The project has had limited success in its integration into government plans except for its incorporation into the revised National Sustainable Development Strategies (NSDS). The failure of the NECC and the PSC during the first 2 years of implementation was a major setback for the involvement of major stakeholders in the project. The later establishment of the TWG during extension was a successful step but rather late to make the necessary inroad into government policies and plans.

Initially the Project had utilised a wide range of stakeholders as part of the Project steering committee but didn't hold meetings per se but workshops to take into account their inputs to whichever activities that were proposed at the time. During the extension phase with the slight change of management and project structure, the PSC, which is now called TWG, was streamlined to only include the Key stakeholders targeting their technical expertise to provide guidance to the remaining high priority activities.

SLM failed to be mainstreamed directly into the MDGs. The SLM Project Goal however includes: the enhancement of sustainable livelihoods, which is a component of the Millennium Development Goal One, on Hunger and Poverty alleviation. The activities undertaken under the SLM project certainly contribute towards MDG goals.

Outcome 4: Enhanced knowledge and skills on nurseries amongst stakeholders.

A Nursery funded by the SLM project has just been completed. The Agriculture department will utilise the SLM nursery to propagate seedlings for communities and for training purposes. Training and public awareness tools have been developed including information resources and promotional activities such as the Home Gardening Manual for Nauru and the 'How to plant a tree' manual. It is expected that the activities targeting the enhancement of knowledge and skills on nurseries will be taken up by other relevant bodies including Departments of Lands and Survey, Agriculture and Environment.

Recommendations

The SLM project in Nauru has ended; therefore the following recommendations are considered achievable beyond the time of the project.

- It is recommended that the process for Cabinet to endorse NAP and be submitted to UNCCD is prioritized for immediate action. Implementation of the SLM NAP is an obvious follow on from the SLM Project. Drafting of NAP commenced in 2010 and stalled due to the consultant being unable to complete the task. This was later completed by the USP School of Land Management in 2012. The interest and momentum on sustainable land management set by the project ought to be maintained to attain maximum benefit.
- It is recommended that preparation of the IFS is started immediately. The submission and eventual endorsement of the NAP will stall until the IFS is completed.

- Following on from the recommendation immediately above, it is recommended that UNDP MCO/GEF should consider allocating the leftover balance of the SLM Project funds for immediate preparation of the NAP IFS.
- In order to mainstream, replicate and maintain the lessons learnt from this project, it is recommended that the project be extended or a second phase be developed as institutional arrangements and capacity in Nauru for SLM are still at infancy and time is needed to institutionalise SLM principles and outcomes. GEF 5 (STAR allocation for Nauru is \$4.0 million) provides a key opportunity to facilitate this and Nauru should be supported to access this funding opportunity
- It is recommended that CIE should consider the establishment of a section/unit for SLM within the Department of Environment or to include SLM into the DOE functions. The unit will carry on the activities started by the project and continue with public awareness; together with DOA staff, identify and develop relevant SLM techniques suitable for planting including food plants in Nauru; and active advocacy for streamlining of SLM into national and sector policies and plans.
- It is recommended that the Government of Nauru should reconsider secondment of public servants when needed to take up employment with donor funded projects that operate within government departments. Nauru has a very limited pool of workers that could be employed. Most trained individuals are employed in Public Service and currently cannot be seconded to externally funded project. These projects are usually for durations of 3 to 5 years, thus most Public Servants opt for the security of staying in government. Outcomes of projects are compromised when suitable staff are not available.

Lessons learned

Country ownership

Ownership of initiatives such as the SLM project comes from awareness and familiarity with the program. The level of commitment to SLM by the project staff as well as members of the TWG is considered by the Terminal Evaluators to be very high. However, at the end of the project most project staff will seek employment elsewhere and may or may not be involved in other SLM activities. Members of the TWG on the other hand are expected to continue to use and teach SLM principles in their respective organizations and communities. Although awareness programs such as Inception (refer to section 3.2.2 for details) and NAP workshops, some training programs and World Food Day coconut planting were conducted, the greatest awareness program was the Community Outreach whereby the PMU together with staff from DOE, DOA, CETC and Clean and Green Project delivered the message of SLM to all 15 districts of the island. The main limitation regarding the community outreach was timing, as it was conducted at the very last 2 weeks of the project. The TE was unable to identify any specific reasons for late start of the Outreach program except perhaps to suggest that other activities were prioritized. Through the outreach, the communities gained an awareness of the

principles of SLM, building local expectation, followed by project closure. The raising of awareness at this stage of a project is not productive for the adoption of the concept of SLM. These important awareness campaigns should have been conducted at the beginning of the program to set an early awareness platform, leading to local interest and ownership of the program. This would maximize benefits and increase chances of adoption ongoing local activities conducive to SLM.

Stakeholder participation

The overall objective of the project is to strengthen human and institutional capacity for SLM. The major stakeholders of the program include relevant government and institutional officials, NGOs, CBOs and other GEF funded regional projects (refer to section 3.2.2 for membership of TWG). All major stakeholders were members of the NECC or of the planned SLM PSC. These two committees were meant to provide guidance and technical expertise to the SLM project. However, the National Environment Coordinating Committee was not utilized as it was defunct and the Project Steering Committee was impractical with a group of over 30 members for the first 2 years of the project and were replaced by a streamlined membership of technical experts to form the TWG (refer to section 3.2.2 for membership) during the project extension. Capacity building was a major part of the Project's objective and the involvement of the main stakeholders in project implementation was an important component of their capacity building. The failure of the NECC and PSC during the first 2 years also meant that these major stakeholders' involvement in implementation was significantly reduced; only involving their participation in workshops and training. This problem with NECC and the PSC indicates a weakness in project management and monitoring. It should have been identified and rectified early in the project implementation.

Need for clear Job Description and Communication Channels

Part of the issue with the National Project Coordinator during the first 2 years of project implementation could be related to uncertainty in terms of the job description and in particular the chain of command. This uncertainty contributed to the friction that resulted between the National Project Coordinator and Project Manager and others for the majority of the first 2 years of project implementation. Although the chain of command for the National Project Coordinator may be clear to most stakeholders, there remains room for someone with a vested interest to interpret it otherwise. For any future project of similar nature, very clear and detailed chain of command should be built into the job description.

Need for secondment of Public Servants to work on externally funded projects

This issue was raised during the MTE and it is pertinent to raise it again at the TE. Nauru has a very limited pool of workers that could be employed in projects. Most trained individuals are employed in Public Service and currently cannot be seconded to an externally funded project. In most cases, donor agencies need fulltime staff to work in funded projects. These projects usually operate for durations of between 3 to 5 years, this is not conducive for long term job security and thus most Public Servants opt for the security of staying in government.

The former PC and one SLM project officer who thought they were seconded to the project are currently unemployed at the end of the project. Therefore, Government policies would need to take into consideration secondment opportunities as a win-win situation for short-term development projects such as SLM. Perhaps this concern should be taken up by GEF implementing agencies which should identify and discuss with executing agencies from the early stages of the project.

Sustainability of project results

The sustainability of the project results is directly related to the number and commitment of people that attended project workshops and trainings including major stakeholders who were members of the TWG. Those who received training have the opportunity to apply their learning to real situation at work and within the community. Of equal importance members of the TWG can deliver SLM principles to others within their respective areas of influence. The project failed to secure funding commitment, nor were institutional arrangements from the Nauru Government established for continuation of SLM except for the development of the NAP and establishment of linkages with other relevant national projects. UNDP MCO had linked the PMU to SPREP and SPC which have technical expertise in land and forestry issues and suggested that DCIE maintain contacts with these staff of regional agencies to provide ongoing support aimed at enhancing capacity of staff. An important lesson learnt from this evaluation is that there was a missed opportunity for greater involvement, due to the timeframe of over 2 years that it took to rectify the failure of the NECC and PSC. The NAP is a major output of the project and its implementation will enhance sustainability of land management principles.

Linkages with other national projects/initiatives

Sustainability of the SLM outcomes also relies upon linkages and coordination with other relevant national projects. It was apparent from the review that although many people involved in the project, such as the members of the TWG wear 'many hats' integration, coordination and sharing of information are still minimal and there is a tendency for projects to exist in isolation. This was the case with the SLM project during the first two years.

The review came across climate change and disaster risk management projects such as RONADAPT, the national water policy with the PACC project and the IWRM projects. All of these have linkages to SLM and deal with key risks to SLM such as droughts, coastal erosion and water management. As such it is important the SLM project be extended to provide linkages to these other national initiatives and to ensure that SLM lessons learnt are factored into these initiatives. GEF 5 provides a key opportunity to facilitate this and Nauru should be supported to access this funding opportunity

The role of M&E in project implementation

The project design has a clear M&E system built into the project. Yet, the failure of an early detection and correction of the planned roles of NECC and PSC in implementation indicates a weakness within the M&E system. The executing agency being aware that the NECC was defunct and the SLM PSC was not established should have rectified the situation within the first six months of implementation. UNDP MCO was also aware as this was mentioned in all Quarterly reports of 2009 and the first Quarterly report of 2010. The importance of the involvement of NECC and PSC is more related to the active involvement and contribution of its members rather than their role in advising/directing the implementation. The failure to fully engage the major stakeholders whenever possible in project activities was a missed opportunity that should have been identified early through project monitoring.

1. Introduction

UNDP MCO commissioned an independent international consultant in collaboration with a national consultant to conduct the final independent evaluation of the Program of ‘Capacity Building for Sustainable Land Management’ in Nauru which is also a requirement of the Global Environment Facility.

The purpose of the evaluation is to review the program’s performance against the stated objectives (see below), assess the overall structure of efforts seeking to achieve sustainable land management; identify gaps in implementation which may have constrained meeting expected outcomes; and make recommendations about the future focus of the program, including areas for improvement.

Objectives of the Terminal Evaluation

- i) to monitor and evaluate results and impacts;
- ii) to promote accountability for resource use; and
- iii) to document, provide feedback on, and disseminate lessons learnt

The report will consider how effective the project has been in building Nauru’s capacity to implement a comprehensive regime for sustainable land management and to ensure that SLM is mainstreamed into all levels of decision-making. It will also look at impact and sustainability of results, including the programs contribution towards building local capacity to furthering SLM; and will also provide recommendations and summarize lessons learnt to form a basis of any further potential efforts in this area.

1.1 Background and context

The Nauru economy has revolved around phosphate since 1960s, contributing towards their almost complete dependency upon imported goods, including food, energy and manufactured products. A very limited production of fruits and vegetables is confined to the coastal fringes. With the phosphate stock now almost totally depleted and with the government facing serious financial difficulties, the majority of the people of Nauru can barely afford the high cost of imported products.

Nauru is one of the world’s smallest independent nations in the Pacific Ocean and is located approximately 50km south of the equator East-North East of Papua New Guinea. It is a single raised coral island with a maximum elevation of 71 m, approximately 6 km long (NE-SW) by 4 km wide (NW-SE). The Nauru Island has a volcanic base seamount capped by about 500 m of limestone.

The total land area is only 22 sq. km (22,000 ha). Of this 70 percent has been used for phosphate mining. The remainder of the land area is used for domestic, commercial, industrial and government purposes, with the international airport occupying a significant proportion of this area. The lack of land for urban development and secure ground water supply are serious issues for Nauru. The lack of land is further exacerbated by the rise in

population from 9,919 (1992 statistics) to 10,065 (2002 statistics) making urban development and secure ground water supply serious issues for Nauru. It must be noted that this conservative rise in population is due to the fact that around 1000 Kiribati and Tuvalu expatriate workers working for mining have recently returned to their respective countries. This also contributed to a decline in the population, hence it is likely that the population rise in this period was a lot higher than recorded statistics suggest.

The island is surrounded by coral fringing reef, 120-300 m wide, which drops sharply on the seaward edge, at an angle of 40 degrees, to a depth of about 4000m. Its 200-mile Exclusive Economic Zone covers an area of approximately 320000 km sq.

Nauru is located in the dry belt of the equatorial oceanic zone, with diurnal temperatures of ranging from 26 C to 35 C, and night temperatures between 22 – 34 C. Annual rainfall is extremely variable. Averaging 2126 mm pa, with a range of 280 – 4590 mm. Rains are more frequent between December and April. Prolonged droughts are common causing severe stress on natural species. During the drier months of May to November, the prevailing wind direction is generally easterly at 5-10 knots. During the wetter months, the winds are generally from the west at 10-18 knots. Nauru does not experience tropical cyclones, although it is subject to strong winds and sea squalls from time to time.

The only significant freshwater resource in Nauru is a lens of often slightly brackish water hydrostatically ‘floating’ on high density sea water. The population of Nauru currently relies on rainwater, and two reverse osmosis units for their freshwater supply. During times of drought, the waiting list for water delivery from the government owned reverse osmosis plants could be up to two months. A Pacific Action for Climate Change (PACC) project currently trialled a solar water purification system in some locations to clean well and brackish water for home use. The PACC project is also repairing the former NPC salt water reticulation system for use in areas prone to extreme water shortages. The system fell into disrepair since the late 1990s and was not in use since. The PACC project with a different GEF funding is in the process of renewing the piping of the system. Generally, however, Water supply has improved in Nauru with two reverse osmosis units now operational, with a combined capacity of 360kl of water daily. This equates to 32 litres per person per day, This supply is supplemented by rainwater harvesting through the installation of new rainwater tanks and delivery of water has been improved though the deployment of new delivery trucks. According to the 2007 DHS, access to water stands at 90 per cent, with no disparity between urban and rural areas. Ongoing efforts are made to increase current supply and delivery capacity to ensure that access to water improves. Water quality standards have not been established in Nauru and efforts will be made to develop guidelines for such standards.

Nauru’s small size, limited habitat diversity and physical isolation from other land masses, makes it very limited in terms of indigenous flora and vegetation. There are only 60 recorded indigenous species of vascular plants. Although these constitute only 16.5 per cent of the total species, they are amongst the most culturally useful and ecologically important.

Nauru’s main indigenous land animals are birds, insects and some land crabs. There are no indigenous mammals.

Nauruans are Micronesians, with evidence of Melanesian and Polynesian influences, who have inhabited the island for around 3000 years. The Nauruan language is distinct from other Pacific languages although there are common words with other Micronesian islands such as Kiribati and the Marshall Island. The society is matrilineal and the people are drawn from 12 tribes that are totemic in origin.

Land ownership is an important symbol for the Nauruan identity. The concept of ‘angam’ refers to the strong emotional tie between Nauruans and their homeland. This concept of ‘angam’ enhances the importance of SLM in relation to the Nauru identity. The issue of land shareholding rights and traditional ‘individual’ rights is an important consideration in efforts at land development and rehabilitation.

1.1.1 Socio-economic context

Given the limited natural resources, and the downturn in Nauru’s phosphate mining, the country is unable to sustain its level of welfare to the people who are currently facing major challenges. The government, with assistance from development partners, has embarked on several initiatives to assist with providing a pathway to greater sustainability. Some of the measures include: possible secondary mining of the phosphate; and rehabilitation of the degraded areas that were previously mined.

The National Sustainable Development Strategies (NSDS), developed after widespread consultations with all stakeholders represents the development pathway for a better quality of life for Nauru was launched in 2005 and revised in 2007 and 2009. The identified priorities include: an improvement in education and health standards; a stronger economic base; improved access to energy, water and communications; better institutional and legislative frameworks for good governance and building capacity of Nauruans.

The fiscal and economic situation for Nauru has steadily deteriorated since the 1990s primarily due to the reduction in the ability of the phosphate industry and external assets to support the national economy. This fiscal and economic deterioration has largely been attributed to poor management. This has impacted on the financial position of the Government, and also the living standards of all Nauruans. Earnings from phosphate exports once provided wealth and sustained the Nauru economy and Government budget. The economy of Nauru is currently dominated by the public sector with almost every aspect of economic activity being affected (or driven) by either central government or its instrumentalities.

Decreasing financial resources have led to a sharp drop in the provision of basic health services. Policies, programs and projects are inadequate to meet the socio-economic needs and regulations are largely ineffective. Public resources do not achieve intended goals especially in education and public health. While there are some programs targeting the prevention of malnutrition, however implementation is weak. There are limited standards and epidemiological information available. Limited funding is available for preventative and curative services. There are limited policies for HIV/AIDS, TB and NCDs are in place and yet national awareness of these programs is inadequate. A growing proportion of the

population cannot afford the financial burden from illness including the care of women and children.

Education is free and compulsory to Year 10 or age 16 years. However, teaching and student learning standards are low. Truancy has been high at 60 per cent for some schools; however the overall national rate has been 34 percent (reference). With prevailing economic and social conditions, student non-attendance has risen to very high levels; teacher non-attendance is also on the rise. Literacy is declining. Post secondary vocational training does not exist and success rate for tertiary studies through the USP Centre averages 10 per cent. The majority of students who seek to enrol cannot afford the financial burden of continuing education locally or overseas. Spending is not adequate to meet teacher appropriation, training and teaching resources.

1.1.2 Millennium Development Goals and Targets: Assessment of Progress

Nauru has endeavoured to integrate the Millennium Development Goals (MDG) in the context of its sustainable development strategy, and its status in terms of meeting the goals. The revised NSDS (2009) stated mixed results in terms of attaining the targets, given the economic situation in Nauru. Some areas of focus have advanced more than others, but the Government is extremely aware of its obligations and gives them high priority within its available resources. In terms of the environmental policies and strategies, these have been articulated but are yet to be implemented. Sectoral ministries need to do more to integrate environmental concerns into their planning with realistic monitoring to ensure that objectives are met. Efforts towards rehabilitation of mined-out phosphate lands has commenced but at a very low scale. A reef conservation strategy does not exist and sustainable practices are difficult to implement with an inadequate land based domestic food supply.

The World Summit on Sustainable Development (WSSD) in September 2002 recognized the fight against land degradation and desertification as one major tool for poverty eradication and achieving the MDG. In the local context, this has highlighted the links between MDGs and SLM as a key tool to address land degradation and improve sustainability and livelihood in Nauru.

1.1.3 Environment context

Nauru's major environmental risk relates to the mined-out phosphate lands that cover almost 90 per cent of the island. Effective land rehabilitation has commenced but at a very low scale. There is generally a lack of commitment to environmental concerns. For example:

- A national environmental management strategy exists but implementation has stalled.
- Adequate environmental legislation is not in place.
- A draft Environment Management Bill has been prepared, but requires further work before being presented to Parliament.
- In addition, environmental issues are not included in planning by sectoral ministries.

- A proposed marine reserve has also not been established, nor has a reef conservation strategy been developed.
- Sectoral ministries do not incorporate environmental concerns and environmental public awareness and education are not provided.

Subsequently sustainable management of natural resources, covering fisheries, environment, energy including renewable energy, marine and coastal areas, agriculture and land issues needs strengthening in all aspects of planning and implementation.

While a basic recognition of the need for greater land use efforts exists, effective land use planning is not practiced. In response to the need for local food production, various projects involving aquaculture, piggeries, poultry farms and garden nurseries are being supported by development partners. Owing to the lack of a land use plan for the coastal strip known as ‘coconut land’, these activities are largely unplanned, and the sites for the projects are determined by the generosity of the landowners in terms of the use of their land for these purposes.

Housing and building arrangements are based on ownership of land plots. This leads to congested living and the clustering of several land use activities including homes, cesspits, water wells, shops, planting plots, animal pens and sports field on one plot of land. Waste management is minimal – including human, water, household and industrial.

1.1.4 Land Degradation Issues

Land degradation constitutes a major challenge for Nauru, with approximately 70 per cent of the land currently unusable due to the mining. The Land Use Master Plan sets out long and medium term targets for secondary mining and the rehabilitation of the degraded land. According to Nauru’s National Environmental Strategy and Action Plan (NEMS, 1998), land degradation is the environmental issue of greatest concern to the people of Nauru. This includes almost total degradation of Topside, and localized inland and coastal erosion. The most drastic land degradation has been caused by the removal of natural vegetation, top soil, phosphate rock and almost total modification of the landscape of topside as a result of phosphate mining. This is by far the most widespread and visible environmental concern in the country – an impact that has directly or indirectly influenced all other environmental impacts and contributed to socio-cultural change over the past 100 years. Almost two-thirds of the country has been converted from a gently undulating, productive forest land to an almost unproductive pinnacle and pit topography. This represents approximately 1,400 ha of Topside.

Localised soil erosion, coastal erosion and the loss of limited soil resources are important concerns. Reports on soils of Nauru, show that considerable topsoil has been lost from the island, despite a proportion remaining in the form of stockpiles or underneath roadways. However, these stockpiles of topsoil are adequate to reinstate only about 440 ha (32%) after rehabilitation. Thus the remaining soil resources of Nauru are considerably important to land rehabilitation and management. The soils that remain undisturbed are of high fertility; however they have low moisture- holding capacity, are low in nutrients and of high alkalinity.

Coastal and inland erosion are increasing problems in Nauru. Continued development of buildings and other infrastructure close to the upper tide limit is also increasing the vulnerability of these areas to storm surges. Because the soil is quite porous, run-off from natural surfaces is uncommon. However in urban areas, where surfaces are compacted or sealed, frequent storms often cause local flooding from the concentration of storm-water runoff. When Nauru's ring road was constructed, both high points and low points were designed to allow drainage from the road surface. However over time, these points have become blocked with sediment and litter causing ponding. Any projected sea level rise due to global warming will exacerbate the problems of coastline erosion. Attempts to collect baseline data on coastal erosion have been implemented through beach profiling of eroding and vulnerable beaches.

Nauru is extremely vulnerable to the impacts of global warming. The coral reefs of the Pacific Ocean are, geographically, extremely susceptible to increased ocean temperatures. As a small island, completely surrounded by coral reefs, the country not only depends on these as natural barrier to storm surges and beach erosion, but also for fishing and food security. The country has experienced periods of intense drought leading to severe water shortages as well as extreme rainfalls leading to localized flooding and erosion.

1.2 The Sustainable Land Management Project

The objective of the Sustainable Land Management Program was to strengthen human and institutional capacity for SLM, by:

- improving the information baseline on the state of land degradation and its impact in the 'coconut land' zone
- developing information systems for monitoring and assessing land-use change
- raising awareness at various levels of land resource decision-making
- improving individual knowledge and skills
- improving institutional structures and processes to maximize coordination
- recognising and embracing local, community and traditional knowledge management
- mainstreaming SLM into national policies, plans and decisions.

A mid term review was conducted in March 2011 when the program was 2 years old. The MTR found the implementation of SLM to be unsatisfactory with only 40 per cent of project activities either commenced or completed.

The MTR also highlighted areas for improvement and made a series of recommendations in regard to the overall performance for the Sustainable Land Management project. These included:

- the project be extended until end of June 2012
- the extension of the project to focus primarily on identified high priority tasks
- the project management unit to continue with project extension.

These recommendations were approved and the project extension with some adjustments to the Project Management Team (PMT) started in August 2011.

This Terminal Evaluation will examine 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.

The evaluation will highlight how well land degradation issues are recognised in National Development Plans and sectoral Action Plans, such as those for urban development, transport, agriculture and biodiversity. Whether SLM is integrated into relevant policy, laws and educational/training programmes, level of use of integrated land use planning will also be considered.

2. Methodology

A Terminal Evaluation team comprising Dr Pita Taufatofua (International Consultant) and Mr Fabian Ribauw (National Consultant) undertook the Terminal Evaluation of the ‘*Sustainable Land Management Project in Nauru*’ during the month of June 2012. The evaluation Terms of Reference is at Annexes 1.

A mixture of largely qualitative methodologies is used to collect, collate and evaluate the results and impacts of the SLM project. It is based on the analysis of a combination of information and data obtained through collection and fact finding activities that include:

- revision of all relevant government policy documents and others including all project documents, meeting reports, annual reports and the Mid-term review.
- discussions with SLM staff
- interviews with key stakeholders and government officials
- consultation workshop with stakeholders
- field visit to project sites and related/relevant sites and operations to observe impacts first hand
- final stakeholders workshop to review and verify findings

Consultations and discussions were mainly conducted in English although the Nauruan language was sometimes used. Collected data and information was analysed for inclusion in the preparation of the terminal report. The Terminal Evaluation Report was compiled including/following the basic structure proposed in the TOR for this Evaluation and the report submitted to UNDP MCO.

2.1 Revision of documents:

A range of documents were reviewed during the course of the evaluation. These included the project documents, the project inception report, the quarterly and annual progress reports, the annual project work plans, the project implementation review (PIR), the SLM National Action Program (NAP), minutes of the Project Steering Committee (PSC) and the project Technical Working Group (TWG) meetings and the project Mid Term Evaluation (MTE) report.

Additional documents such as the National Sustainable Development Strategies (NSDS), workshops and training materials were also reviewed for supplementary information and clarifications. A complete list of reviewed documents is presented in Annex 3.

2.2 Discussions with Project Staff.

Informal discussions with project management staff to gain an insight into the day to day workings of the project. There is four project staff, including a Project Manager who is also the Director for Environment under the Executing Agency, the Department of Commerce Industries and Environment (DCIE); two Project Officers and one Project Assistant.

2.3 Interviews with key stakeholders and government officials

Information and views of key stakeholders were collected through face to face interviews supplemented with them completing a questionnaire in which they rate certain aspects of the project by scoring on an increasing scale of 0 to 5, where 5 is the highest level of achievement. Originally face to face interviews with key government stakeholders were planned, however, on the day the consultation commenced, an unexpected sacking of the whole Cabinet occurred with a new set of ministers sworn in to govern. Consequently, securing interviews with relevant government officials was largely not possible given the political uncertainty of the time. A written questionnaire was subsequently developed, which many officials were able to complete in their own time.

Consultations were conducted with government officials, community leaders, field staff, project training recipients and NGO coordinators. The list of people consulted is included and their positions/ roles are included in Annex 4.

2.4 Consultation workshops with stakeholders.

Two stakeholder workshops were organised. The first workshop on the 13th June 2012 targeted members of the Project Technical Working Group (TWG). Membership of the TWG was drawn from relevant government ministries with a primary function to link the project to respective ministries and to advise PMU on technical matters.

Attendance at the first workshop was low at 11 due to members other ministerial commitments however, attendees provided a lively discussions which provided a keen insight into the mechanics of the TWG and of the SLM project. A second stakeholder workshop was held at the end of consultations on 19th June 2012. The workshop participants included members of the TWG, representatives of NGOs, relevant government departments, District Community Groups, other staff of DCIE including Agriculture and Environment and the Project Management Staff. Findings from the evaluation by the two consultants were presented for discussion, endorsement and feedback from workshop participants.

2.5 Field visit to project sites and other related sites

Field visits were made to project sites including the SLM nursery, a fruit tree and vegetable seedling nursery run by the Republic of China Taiwan Technical Team Mission, beach profile sites and to attend a project outreach community workshop which is part of the SLM ongoing national outreach program. It is expected that the SLM program will reach all the 15 communities of the country. The community outreach carries a slogan “plant a tree” as its core message along with SLM training. Other related sites visited were the 3 Tanks Seawater Reticulation project, Demo Compost Toilets project and the Nauru Rehabilitation

Corporation's rehabilitated site (Pitt 6), their tree nursery for replanting of rehabilitated areas and active phosphate mining sites. The NRC controls both phosphate mining that degrades the land as well as the land rehabilitation program. Discussions were held with staff as well as some beneficiaries on each site visited.

3. Key Findings and Discussions

3.1 Project Design

3.1.1 Design Applicability to National Development Context

The National Sustainable Development Strategies (NSDS) launched in 2005 as the Blueprint guiding national development in the country. It sets Nauru's direction for its development over 20 years to 2025 and covers all aspects of Nauru's economic, social and infrastructure development. The 2005 NSDS established Nauru's vision of: *A future where individual, community, business and government partnerships contribute to a sustainable quality of life for all Nauruans.*

The 2009 revised NSDS specifically stated that in sustainable land management (SLM) Nauru aimed at maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. This will be done by building national capacity to implement a comprehensive regime for sustainable land management and to ensure that SLM is mainstreamed into all levels of decision-making. With regards to the SLM project, the revised NSDS stated that land degradation issues should be fully recognized in National Development Plans and Sector Action Plans, such as those for urban development, transport, agriculture and biodiversity. SLM should also be integrated into relevant policy, laws and educational/training programs, using integrated land use planning to underpin such initiatives.

Out of 40 people consulted (refer to Annex 4 for details of respondents) for the current Terminal Evaluation through interviews and a questionnaire, 9 per cent of respondents stated a below average rating for the project design appropriateness for Nauru, while 73 per cent gave it a rating of average or above average and 18 per cent were uncertain. Those who gave a low score rating said the 60 planned activities were too many for the project and would have been impossible to achieve in the 3 year duration as well as with the low number of staff (3) recruited. Those who gave high scores pointed out that most activities were appropriate especially the activities that were given high priority status during the Mid Term Review (MTR) and implemented during the extension phase.

3.1.2 Addressing root causes and principal threats in SLM

The project design was based on a set of identified outcomes, outputs and activities with the main objectives of capacity building and streamlining of the SLM principles into relevant government policies and plans. It was also expected to increase awareness at all levels including at community and household levels. Within the project design it was expected that the NRC would be a major player in the implementation of the project and that SLM principles were built into the plans for the colossal task of rehabilitation of the mined areas. However there has been little effective collaboration between the SLM project and the NRC to establish a cooperative arrangement. Currently a top priority of the government is to

continue phosphate mining including the soon to start secondary mining. NRC is tasked with both mining as well as rehabilitation which constitute two opposing activities with conflicting interests. This may explain the lack of collaboration between NRC and the SLM project.

The SLM project was also expected to become an important part of sound environmental plans and management. It was expected to contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods by building Nauru's capacity to implement a comprehensive regime for sustainable land management. It was also to ensure that SLM is mainstreamed into all levels of decision-making. It was expected that SLM would also be integrated into relevant policy, laws and educational/training programs, using integrated land use planning to underpin such initiatives. Although the approach used in the project design and the selected intervention strategy were theoretically suitable to address some of the root causes and principal threats in SLM, the design should have concentrated only on outcomes that were realistic given resources and timeframe. For example, under outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives; some of the expected outputs such as Output 3.2: SLM principles and NAP priorities integrated with national development plans, sector/thematic action plans &/or national sustainable development strategies to achieve the Millennium Development Goals; and Output 3.4: Development of integrated land use planning system confirmed for medium-long term development. The expectations may have been overly ambitious to achieve in 3 years and with a core staff of three and limited resources¹. It would have been more realistic to focus on capacity building, enhancing awareness at all levels and streamlining SLM into policies and plans.

Staff issues that occurred during the first stage of project implementation included: the project coordinator's perceptions of the program differed significantly than those of the other staff and relevant stakeholders, which threatened the successful implementation of the program. The recruitment of appropriate, qualified and experienced operations personnel is critical to the success of the program and should have been given the due consideration that was required. However, this may not be as simple as it sounds considering the limited capacity and availability of extra trained personnel in the country

The TE concludes that the SLM Project expectations were over ambitious with regards to the expected timeframe and available resources. Sustainable land management is much bigger than the SLM project, thus the project cannot realistically be expected to meet all priorities. To achieve sustainable land management would require a broader cross government strategic framework than the SLM project can provide in the timeframe and resources available under the project. In order to mainstream, replicate and maintain the lessons learnt from this project, the TE recommends that Nauru should be supported to extend the SLM Project or a second phase be developed as institutional arrangements and capacity in Nauru for SLM are still at an infancy stage and time is needed to institutionalise SLM principles and outcomes. GEF 5

¹ Parts of the co-funding arrangement were not honoured.

provides a critical opportunity for this and Nauru should be supported to access this funding opportunity

3.1.3 Project Resources

Project Staff

On March 2008, the Nauru Government and the UNDP MCO formally signed and launched the Nauru UNDP MCO/GEF Medium Sized Project (MSP) on Capacity Building and Mainstreaming of Sustainable Land Management (SLM). An early start was set, however due to procedural, the project finally got started early 2009. The project was to be staffed by a Project Coordinator, a Project Officer and a Project Assistant. The positions were filled and tasked to manage the SLM project in accordance with UNDP MCO GEF requirements and procedures. The Project Coordinator reports through the Director of Projects who was to Chair the PSC on all substantive matters pertaining to the project. For daily operations of the project, the National Project Coordinator is expected to report to the Secretary for CIE through the Project Manager and works under the direction of the Secretary for DCIE. The National Project Coordinator is responsible for the application of all UNDP MCO technical and administrative functions and accountable for financial reporting and procedures for the use of UNDP MCO/GEF funds.

The project core staff of three is considered by respondents to be inadequate for the planned activities and specifically in Nauru where land degradation due to mining is at the highest level (70% of the island) anywhere in the world. Mining is ongoing and into areas that were missed during the early stages of mining. Secondary mining of previously mined areas is planned to start later this year or early 2013. Mining as well as rehabilitation are both controlled by NRC, and rehabilitation has a lower priority in national development policy. Although the PMU has successfully implemented most of the planned activities concerning building community awareness, little has happened with streamlining SLM into policies, plans and decision making. The exception being (as qualified by the TE) that SLM has been incorporated into the 2009 revision of the NSDS. However, more work was needed in streamlining SLM into sector plans and into decision making. This required a very high level of government official to champion and advocate SLM at the top level of decision making in government and in community. However this has not occurred to the extent necessary to influence cross sectoral planning.

The PMU may not have had the necessary skills, experience, the leadership and will to undertake the program, particularly during the first phase. The issues with the National Project Coordinator (see section 3.2.9 for details) had negative bearing on the results during the first phase and reported in the MTE. The extension phase saw a change of leadership and the team showed willingness and drive that lead to the successful implementation of 79 per cent of activities at the end of the program.

Funding and funding arrangement

A co-funding arrangement was made for the project as showed in Table 1 below. Financial reports available and sighted by the TE team indicate that part of the arranged funding were either not available or never used for implementation

Table 1. Detailed description of estimated co-financing sources

Co-financing Sources				
Co-financier	Classification	Type	Status	Amt. (US\$)
NRC	Govt/statutory	Cash	confirmed	270,000
FAO	Multilateral	Cash	committed	32,500
Nauru Govt.		In-kind & cash	confirmed	147,500
EU/SPC	Bilateral	Cash	committed	50,000
Sub-Total Co-financing				\$500,000
GEF Funding		Cash		\$500,000
Total				\$1,000,000

3.2 Program Implementation

3.2.1 Management arrangements

The UNDP MCO is the recognised implementation agency. The Department of Commerce Industry and Environment is the lead executing agency responsible for the timely delivery of inputs and outputs and for coordination with all other supporting agencies.

At the national level, the Secretary of the Department of Commerce Industry and Environment represents the Government beneficiary and the Ministry of Foreign Affairs represents Government at International Policy level. These two parties and the UNDP MCO comprise the Project Executive Group (PEG) which will also form the national tripartite review team tasked with monitoring the annual progress of the project at the policy level.

3.2.2 Institutional arrangements

The implementation arrangement established through the project involves a combination of existing and yet to be formed committees including:

- the National Environment Coordinating Committee (NECC) for technical guidance, replaced by the newly established CIE Project Steering Committee;
- a Project Steering Committee (PSC) for technical support, replaced by the SLM TWG and
- the SLM Project Management Unit (PMU).

The NECC was established as a recommendation of the NEMS² to provide technical guidance to all environmental projects including the SLM project. However, by the time SLM was implemented the NECC was already defunct. Thus the SLM PSC was supposed to

² National Environmental Management Strategy and National Environmental Action Plan (NEMS) for Nauru 1996

be established and to played the role and provides the overall technical advice to the SLM project during the first stage of the project that is prior to the MTR. The SLM PSC was never formed for the first 2 years of the project as it was considered impractical with a group of over 30 members and was replaced by a streamlined membership of technical experts to form the TWG during the project extension. During the extension phase, the function of technical advice was provided by the then formed Technical Working Group (TWG) replacing the SLM PSC. Membership of the TWG included some of the same stakeholders as the PSC but the level of membership at a more technical level and chaired by the Project Manager. Membership included the following government officials and relevant national projects and groups: Director of Agriculture, Director of Environment, Director for Culture, Director for Lands & Survey, NRC, IWRM, PACC, PAD, Clean & Green and representatives of each of the 15 communities. The TWG had regular meetings of at least quarterly and minutes were kept and sighted by the TE team. The Terminal Evaluation (TE) found the TWG to be actively involved in the SLM project, giving sound technical advice as well as operational support. The SLM PMU, chaired by the PM had informal meeting on matters related to the day to day operation of the project. These informal PMU meetings were instrumental in the successful implementation during the extension phase.

Monitoring and Evaluation

The TE found monitoring and evaluation system for the SLM project to be generally satisfactory. Project monitoring and evaluation was conducted following established UNDP MCO and GEF procedures. The Logical Framework Matrix provides performance and impact indicators for project implementation that form the basis for the project's Monitoring and Evaluation. The project design has a clear M&E system built into the project. Yet, the failure of early detection and correction of the planned roles of NECC and PSC in implementation indicates a weakness within the M&E system. The executing agency being aware that the NECC was defunct and the SLM PSC was not established should have rectified the situation within the first six months of implementation. UNDP MCO was also aware as this was mentioned in all 2009 Quarterly reports and the first Quarterly report of 2010. The importance of the involvement of NECC and PSC is more related to the active involvement and contribution of its members rather than their role in advising/directing the implementation. The failure to fully engage the major stakeholders whenever possible in project activities was a missed opportunity that should have been identified early through project monitoring. Early attempts to rectify such issues during project implementation should be noted by both implementing and executing agencies responsible for monitoring of similar projects in the future. However, apart from these highlighted concerns it is the opinion of the TE team that generally, the implementation of SLM project was well monitored both at implementing and executing levels.

The Project Management Team and the UNDP MCO with support from the UNDP MCO/GEF extended team, is responsible for the preparation and submission of the following reports that form part of the monitoring process.

Inception Report

A Project Inception Report was prepared following the Inception Workshop in October 2008. This report was sighted by TE team and although the report was extensive indicating numerous workshop activities, the team understands the workshop was a one day activity which the TE team considers insufficient time for proper discussions of stated activities and thus supports the view expressed by members of the TWG, that the workshop was ineffective thus the Inception report may not be a reliable source of information.

The workshop aimed to:

- a. provide the project team a detailed overview of UNDP MCO/GEF reporting, monitoring and evaluation requirements, and related budgetary processes
- b. provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project, including the reporting and communication lines
- c. in a participatory manner, review the logframe and the project work plan
- d. finalize and endorse the first year Annual Work Plan

The Inception workshop was meant to inform PMU of requirements of the project and for all key stakeholders to discuss and understand their various roles in implementing the project. However the workshop was carried out over one day and the understanding and contribution of participants towards the aims of the workshop may have been compromised by not having the Project document available during the workshop. The TE team does not think it was necessary to have pre – inception discussions amongst key stakeholders as it was the aim of the workshop to have those discussions. The team however would have preferred that the workshop was extended over a period of two or three days to gain a better coverage of the workshop aims. Also the project documents should have been made available for participants to read a few days prior to the inception workshop.

Annual Project Report (APR)

The APR is a UNDP MCO requirement and part of UNDP MCO's central oversight, monitoring and project management. Annual Performance Reports were produced for 2008/2009 and 2009/2010 by the UNDP MCO and sighted by the TE team. No annual project report was sighted for 2010/2011.

Project Implementation Review (PIR)

The PIR is an annual monitoring process mandated by the GEF. Once the project has been under implementation for a year, the UNDP MCO together with the project must complete a Project Implementation Report. PIRs were prepared by the UNDP MCO in 2009 and 2010 and were sighted by the TE team. The PIR reports were well written for their purpose, providing a succinct and comprehensive status update of the process and status of implementation.

Quarterly Progress Reports

Quarterly reports are short reports outlining main updates in project progress and are provided quarterly to the local UNDP MCO and the UNDP-GEF regional office by the project team. Reports were provided for Quarters 1, 2, 3 and 4 in 2009 and Quarters 1, 3 and

4 in 2010, Quarters 2, 3 and 4 in 2011 and Quarter 1 and 2 in 2012. No reports have been sighted for Quarters 1 in 2010 and Quarter 1 in 2011. Most quarterly reports were of minimal standard as stated in the Mid Term Review, thus the quality of reporting should have improved with more detailed information especially during the extension phase. Also UNDP had provided feedback on narrative reports they had received to improve the quality of reporting. The TE found no improvement on the quality of the quarterly reports despite its being raised in the MTR. Also the TE concern extends to the spending of funds as reported in the quarterly reports, whereby there was limited breakdown provided as to how funds were spent. More information to explain the reasons behind the success or otherwise of implemented activities would have helped the UNDP MCO in monitoring progress of the project.

Project Terminal Report

During the last three months of the project the project team was to prepare the Project Terminal Report. This has not yet been produced, thus it urgently needed to form the basis of further actions.

Technical Reports

No technical reports appear to have been produced. However, the TE team was verbally informed that technical public awareness and training materials including printed and a video are being prepared and are to be printed overseas. These have not yet been returned to Nauru.

Evaluation

Two independent external evaluations were scheduled for the project. The Mid-term review (MTR) and the Terminal evaluation (TE). Each evaluation was conducted by an international consultant and a national consultant. The MTR was planned for after 18 months of operation but was performed in March 2011 and the current TE at the end of the 10 months extension phase.

Mid-term Evaluation

The independent Mid-Term Evaluation was undertaken at the end of the second year of implementation. Due to a one year delay in commencing the implementation of the project, the MTE endorsed a request for an extension until June 2012 which was approved. Delays in recruitment of the PMU for the extension phase shortened the extension period from 12 months to an effective 10 months.

Terminal Evaluation

The current independent Terminal Evaluation takes place at the end of the extension phase and focus on issues from the beginning to the end of the project period and including issues raised in the MTE.

The quarterly reports however could have been improved with more explanation on issues to allow for more effective monitoring and timely interventions. This is particularly pertinent

during the extension phase after it was raised in the MTR.

3.2.3 Logical framework

The use of a logical framework (logframe) as a management tool for implementation and monitoring of the SLM project provides clear guidance for managing the program and evaluating its performance. The MTR reported that the project implementation when measured against the expected outcomes as recorded in the original logframe contained in the Project document was poor with only 40 per cent of activities either achieved or commenced. This is discussed in detail elsewhere in the Results section. The original logframe was reviewed during the Inception workshop. The Inception workshop was carried out over one day which in the opinion of the TE team was insufficient time for revision of the logframe. The understanding and contribution of participants towards the revision of the logframe would have been compromised by not having the Project document available during the workshop for perusal and comparative purposes. However any changes made during the Inception workshop were largely limited to the indicators which did not make any significant difference to the logframe. The log frame summarises the project goal and objectives as follows:

Goal: To contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. This will be done by building Nauru's capacity to implement a comprehensive regime for sustainable land management and to ensure that SLM is mainstreamed into all levels of decision-making

Objective: To strengthen human, institutional and systemic capacity for Sustainable Land Management (SLM).

Outcome 1: Increased knowledge and awareness of land degradation at the community and national levels to assist with mainstreaming and integrated decision-making.

Outcome 2: Enhanced individual and institutional capacities for SLM.

Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives
Systemic capacity building and mainstreaming of SLM principles and objectives

Outcome 4: Enhanced knowledge and skills on nurseries amongst community and people involved in the rehabilitation work, agriculture and land-use.

Outcome 5: Adaptive Management and Lessons Learnt

3.2.4 Indicators

There are four 'Outcomes' listed and targeted by the Nauru SLM project. Ten indicators of success were developed to gauge the achievement of the projects' outcomes. The following provides a brief appraisal of the project indicators assesses whether the expected outcomes have been achieved. A detailed assessment is discussed elsewhere in section 3.3.3 of the Results. Although a number of indicators were modified during the Inception Workshop and included in the Inception Report, a review of these changes has not identified any material or

significant variation to the intent of the indicators contained in the original logframe of the project document.

Objective of the project: To strengthen human, institutional and systemic capacity for Sustainable Land Management (SLM).

Indicator 1: Training programs and awareness raising programs for local communities are being implemented in a financially sustainable manner and cover a range of technical requirements and alternative practices

This indicator has been achieved. The SLM project has been actively involved in conducting local training programs in a range of topics including GIS mapping, Inception and NAP workshops. Also attendance of PMU staff and others have been facilitated to attend some overseas training. The project has conducted various awareness raising activities for all 15 communities (district) around the island. The most recent which the TE team witnessed, was a community outreach program taking a theme of ‘plant a tree’ in a one-day workshop in Anetan district where 12 people consisting of 4 males and 8 females attended.

Indicator 2: National Development Plans pay adequate attention to SLM

The NSDS is the national guiding Plan for all national development plans. The inclusion of SLM into the 2009 revised NSDS is a significant step towards the integration of sustainable land management in national planning. Although SLM is yet to be addressed in other National as well as Sectoral Development Plans, it is anticipated to be included as relevant revisions and new development plans are developed.

Indicator 3: Land-use policy adopted

This indicator has not been achieved. The Department of Lands and Survey is at the discussion stage of preparing a National Land-use policy. The keen involvement of Lands and Survey in activities of the SLM project could translate into its inclusion in any Land-use policy to be developed. Although many stakeholders expressed a need for a Land-use policy, in Nauru it will be a complex issue with its land tenure and current land-use system which is dominated by phosphate mining (including the planned secondary mining) and land rehabilitation.

Indicator 4: NAP completed and adopted

The draft SLM NAP has been completed, but the IFS is not. Thus the NAP is yet to be tabled in Cabinet for endorsement, which is anticipated for late 2012 or early 2013 provided the IFS is completed.

Outcome 1: Increased knowledge and awareness of land degradation at the community and national levels to assist with mainstreaming and integrated decision-making

Indicator 1: Land Information System to be available to planners and decision makers and utilized for land use planning

The capacity of this indicator to assess change and encourage improved practices and techniques has not been effectively utilized. While a Land Information System is already available in a limited form there is scope for the Land Information System to be upgraded and enhanced through upgrading of Lands and Survey resources and technical capacity. For example, there is a limitation on the number of computers (e.g. Lands and Survey have 30 staff but the 6 computers as reported in the MTR, have now decreased to 5 computers), the quality of outputs could be improved and increased through the acquisition of additional hardware and relevant software. Also many of the staff require further training. It has been suggested that land information collation and dissemination will be more effective if it is centralized through web digitized lands information. An updated GIS 2012 system (most comprehensive GIS done to date including NRC's aerial survey) will be a useful addition to available information. A consultant employed by the Nauru government has been recruited to do the above. Digitized data is to be made available through the internet improving the quality of information available.

Outcome 2: Enhanced individual and institutional capacities for SLM

Indicator 1: Technical skills and SLM principles implemented

There have been a number of areas of technical training provided under the project. This includes the completion of an outreach program covering awareness and skills transfer on tree planting, techniques to cater for fruit bearing and indigenous plants that are difficult to plant on island. The outreach program was a success and well received by participants. One participant reported that she didn't think that planting a tree or any other plant is that simple. Nursery construction at the Department of Agriculture was completed and the department conducted some training on nursery management. Further training on nursery care at this facility is planned for youths through the green and clean program. GIS training was also considered a success particularly on mapping and understanding the extent of the mined out areas, remaining areas of native forests and swampy areas. The Director of Lands and Survey has requested further GIS training with emphasis on both hardware and software, stating its relevancy in their quest to manage and provide digital data which would provide a foundation for development and maintaining a comprehensive and ongoing information source.

Indicator 2: Technical information & skills on SLM able to be implemented.

A concept paper outlining Outreach program, demonstration, brochures on techniques to be used locally for planting fruit and indigenous plants has been developed in the English language and distributed during training to each district in May/June 2012. Training programs at the community level were conducted in the local language. Copies of the training materials could be obtained from the Project Manager.

Indicator 3: The staffs of CIR have the capacity to implement SLM practices and train others in SLM.

A number of training programs have been participated in over the life of the project. More recently in 2011, 3 SLM staff attended the UNCCD PRECOP hosted by SPREP in Fiji. Three staff including the Permanent Secretary participated at the Fourth National Report Training Workshop on Performance Review and Assessment of Implementation of the Strategy in Nadi (July 2010). Three staff also participated at the regional SLM workshop on Integrated Financing Strategy in Nadi (2009).

To better cater for community information sharing a community based sustainable planting practices survey was carried out early 2012. An Outreach program and a manual largely based on an FAO Booklet, the 'Home Gardening Manual for Nauru' was made with assistance from CIE Division of Agriculture and the ROC Taiwan Technical Team Mission in Nauru

Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives

Indicator 1: Integration of SLM into Government plans and programs

Integration of SLM into Government plans and programs has only had limited success to date in such areas as the integration of SLM into the 2009 revision of the NSDS and the participation of Government staff in a number of initiatives whereby they have been exposed to the NAP principles and objectives, including the Inception and NAP workshops. As neither the NECC nor PSC functioned during the life of the project then significant opportunities for integration and cooperation were lost.

To better integrate the SLM into the planning process, a TWG consisting of key stakeholders has been established to take over advisory role to SLM. This TWG is made up of the following: PACC, IWRM, NRC, PAD, DOA, DOE, Home Affairs: Directorate of Culture & Lands & Survey, Climate Change Unit and Clean & Green. Their mandate was not only to fill the role of the PSC on advising on the activities of the project, but it was also anticipated that members will continue to champion the messages of sustainable land management even beyond the life of the project. The TWG functioned well in meeting its mandate, leading to a more successful implementation of activities during the extension phase.

Government placed a high priority on continuing phosphate mining including the soon to start secondary mining which is contradictory to the principles of SLM and beyond the control of the SLM project. This is a direction that government has found crucial as there are few other choices for funding national budgets.

Indicator 2: Relevant policies contain specific sections on and follow principles of SLM

The SLM principles were included only in the revised NSDS. No other policies were available to be reviewed. The TE team was advised verbally this outcome has not yet been

fully achieved. A review of Best practices, land management policies, plans and legislations was also undertaken during the completion of the NAP, the document is in its Draft form.

Indicator 3: SLM is already mainstreamed into Millennium Development Goals processes.

This is an ambitious and largely unrealistic objective given the time, resources and capacity of the personnel involved in the SLM program. Despite the MDG goals not specifically identified in the draft NAP nor explicitly aligned to the SLM project, the activities undertaken under the SLM project certainly contribute towards MDG goals. With the NAP completed and pathways for future of SLM identified, a closer alignment with the MDG goals can be targeted over a realistic timeframe.

Indicator 4: National Development Plans pay adequate attention to SLM

SLM has been incorporated into comments on the NSDS revision of environment sector goals. There have been no further efforts to mainstream the SLM into national development plans. It is expected that this indicator will be addressed through the implementation of the SLM NAP.

Outcome 4: Enhanced knowledge and skills on nurseries amongst community and people involved in the rehabilitation work, agriculture and land-use

Indicator 1: Well equipped functioning nurseries that would complement the rehabilitation work.

A Nursery funded by the SLM project has just been completed at Buada on land leased by the department of Agriculture. Attempts by the project to lease nearby land for its nursery were not successful, thus the SLM nursery was build within the department's leased land. The nursery is capable of holding about one to two thousand potted seedlings. The department of Agriculture aims to utilise the nursery to propagate fruit trees and other tree seedlings for distribution to Communities for planting. Further the department of Agriculture has complemented the project by budgeting for a revolving Community workers scheme whereby 3 or 4 local youth in each intake group will be given the opportunity to work in the nursery for two month in each cycle over a 6 months period. It is expected that the youth will subsequently share and practice their learnt skills and knowledge within their respective communities.

The SLM funded nursery complements the already functioning NRC nursery which focuses on rehabilitation programs which seeks to produce 60,000 plants annually. The SLM nursery will propagate more fruit trees and will involve more on nursery training and in the use of more involved propagation techniques.

Indicator 2: The community, landowners and decision makers have a greater awareness and understanding of SLM issues

It remains early days for widespread mainstreaming of the SLM issues and potential solutions into national and local level planning. A number of key activities have been undertaken

which have both increased awareness of SLM with related issues and offered proactive mechanisms to address some of the outstanding issues. These include:

i. Information resources including:

- the community outreach, which when fully operational will provide a source of information and means to address local SLM concerns and spread awareness to other members of the community including landowners.
- beach profile to form the basis of evidence based solutions to some SLM issues
- review SLM Best Practices and Legislations

ii. Promotional activities including:

- the SLM awareness video
- the SLM newly produced public awareness materials

iii. Capacity building efforts including:

- NAP implementation

Further efforts need to be directed into each activity to increase awareness and improve mainstreaming efforts. It is expected these functions will be taken up by other relevant bodies including Departments of Lands and Survey, Agriculture and Environment.

3.2.5 Project reporting

The system for project reporting build into the design should have been adequate for recording and ongoing monitoring and evaluation of implementation progress. Reporting system includes workshop reports such as the inception workshop, meeting minutes including PSC/TWG meetings, quarterly progress report including finance and the Mid-term Review and Terminal Evaluation. The quarterly report is an important account to update UNDP MCO as well as relevant other parties on the current status of project activities and finance. The Mid-term Evaluation referred to the quarterly reports as ‘being of a minimal standard and falls short of providing the necessary level of information’. The view is shared by the current TE as the quarterly report continued during the extension with the same format and standard as before the MTE.

3.2.6 Information dissemination

Apart from public awareness activities and workshops conducted for the project there is no established system for dissemination of information. Public awareness included the community outreach program that conducted meetings in all 15 district communities of the island (refer to section 3.2.4 for membership of TWG, indicating those that actively involved in awareness activities). All meeting minutes, workshop reports, quarterly reports and MTE flow towards the UNDP MCO, Suva where further information dissemination is facilitated through the UNDP system. Concerns regarding the availability of information were raised during consultation. For example, some questioned why the draft NAP is not available for

viewing by those who participated in the NAP workshop. It was not made available to stakeholders even when the USP team was finalizing the NAP. The official position on this is that the NAP has to be endorsed by Cabinet before it is available to the public. The view of this TE suggests that, if the draft NAP is available for further comments at all levels; it can only help strengthen its relevancy as well as its local ownership.

3.2.7 Effectiveness and methodology

Capacity building

Capacity building and awareness on SLM at all levels of community and government is a prime objective of the SLM project; 57 per cent of all project activities were aimed at capacity building and awareness. The prioritisation of activities into high, medium and low during the MTE and 45 per cent of those considered high priorities were on capacity building. The TE found that 59 per cent of high priority activities on capacity building are considered as being achieved. Capacity building was well catered for in the project design and implementation and a moderately high level was achieved through formal trainings as well as workshops and awareness campaigns.

Main achievements and overall impacts

The MTE reported a low level of achievement with 40 per cent target achievement 2 years after the project commenced. A further 12 months extension was recommended and approved with it tasked to concentrate only on high priority activities identified during the MTE. The actual extension period was effectively 10 months and achievement level increased to 79 per cent, a major improvement during the extension period. A combination of factors contributed to the improved achievements during extension, including UNDP MCO support through implementing a change in leadership in the PMU where the position of Project coordinator was cancelled and operation came directly under the Project Manager. Under the Project Manager's leadership, the TWG was formed and the project team has since been allowed to use initiatives and drives to successfully implement activities.

Remaining gaps

The remaining gaps are mostly in regards to the streamlining of SLM into national and sectoral plans and into decision making. Champions of SLM are needed at the highest levels of government to advocate its adoption into national and sectoral policies, plans and decision making.

Remaining gaps include the following:

- i. Cabinet adoption of NAP. There is an urgent need to complete the draft SLM NAP which was close to finalisation at time of evaluation and expected to be completed by end of July and submitted to Cabinet for endorsement.
- ii. Further to this is submission of the adopted NAP to UNCCD.
- iii. The Intergraded Financing Strategy (IFS) for the NAP should be developed for mobilization and channelling of resources for implementation when endorsed.
- iv. There is a lack of SLM baseline data at sectoral and national level.

3.2.8 Project finance – utilization

Financial report detailing the breakdown of expenses was not available from the Ministry of Finance. The project budget details presented here was obtained from UNDP MCO finance section Suva.

Table 2 SLM Project Budget Balance as per 3/7/2012

Country	Total Award	2007	2008	2009	2010	2011	2012	2011 Advance	Total Expenditure	Available Balance
Nauru SLM	500,000	24,391	2,804	48,350	105,020	156,784	67,119	27,000	431,468	68,532

3.2.9 Operational and management issues

Operational issues

The proposed project implementation plan envisaged participation of all stakeholders at the level of the project implementation (Project Steering Committee) and/or at the level of over all coordination of the NECC. The arrangement ensures the necessary high level political support, as well active participation at the grass-root level via communities, landowners and NGOs. During its initial stages of forming a PSC, it proposed that a centralized PSC was developed for all Projects which would provide technical expertise to the NECC. Unfortunately this initiative was not successful due to the NECC which has been defunct and all efforts to re-establish it during the life of the project failed. Similarly the PSC was never utilized as per TOR in the project document, thus during the extension phase, a Technical Working Group (TWG) was established to play the role set for the SLM Project's PSC.

The failure to establish the NECC and PSC has become a major concern to some stakeholders and collaborators as the various environmental projects including the current SLM project try to mainstream their activities into the broader sphere of Government policy, plan and services (refer to section 4, subheading – stakeholder participation for details).

The CIE Department, as the host of all GEF projects in biodiversity, climate change, international waters and land degradation, has since, established a PSC to replace the NECC and this is made up of Heads of Departments and policy makers. Technical Working Groups for Projects were established. These groups were made up of project management units/teams, and technical personnel from the relevant stakeholder organizations providing technical expertise to their respective Projects under the CIE Department. The NRC as the statutory body charged with the rehabilitation program for Nauru was represented at the SLM Project's TWG; however its involvement was minimal as it attended TWG meetings but

didn't partake in most of the project activities including the group's community outreach activities, reportedly due to conflicting priorities.

The Project Coordinator Issues

A National Project Coordinator, Project Officer and a Project Assistant were recruited to manage the SLM project in accordance with UNDP MCO/GEF requirements and procedures. The issues with the former Project Coordinator during the first phase of project implementation is well described in the MTE report and the TE wish not to discuss it further except to perhaps highlight (for the sake of future projects) a probable reason for the misunderstanding. The Project Document reads: "*The Director of Projects was designated as Project Manager. The Project Coordinator was to report through the Director of Projects who chairs the PSC on all substantive matters pertaining to the SLM project. For daily operations of the project, the Project Coordinator was expected to report to the Secretary for CIE through the Project Manager and work under the direction of the Secretary for CIE*". The Project Coordinator was responsible for the application of all UNDP MCO technical and administrative functions and accountable for financial reporting and procedures for the use of UNDP MCO/GEF funds. The stated chain of command (*italics*) is not as clear as it should have been. One could interpret this that the PC works under two bosses, reporting to the Secretary for CIE through the Project Manager and working under the direction of the Secretary for CIE. This can be confusing and a clear direction is needed particularly in a setup like in Nauru where the offices of the concerned parties are next door to each other, sharing the same facilities and interacting with each other on a daily basis. Under such a situation the chain of command gets a little hazy, as even the office cleaner can be given instructions directly from the Secretary and *vice versa*.

3.2.10 Cross cutting issues

Human rights

The goal of the SLM project is to contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. This goal recognises the equal rights of men and women to enjoy all economic, social and cultural rights (Article 13) and the right of everyone to an adequate standard of living for themselves and their family, including adequate food, clothing and housing, and to the continuous improvement of living conditions (Article 11) of the UN International Convent on Economic, Social and Cultural Rights.

Equity

Men and women were equally involved in SLM activities including community outreach, workshops and training. For example, during the final workshop 10 women and 12 men attended. The community outreach program meetings on 'how to plant a tree' were attended by men, women and youths in all the 15 districts. For example, the meeting in Anetan district the TE Team Leader witnessed was attended by 12 people consisting of 4 males and 8 females.

Institutional strengthening

SLM stakeholders at community, NGOs and relevant government departments and government statutory bodies were targeted in awareness and capacity building activities of the project.

Added value to national development

Awareness and training on SLM and its activities will in some way contribute to national development. For example, the community outreach with the theme 'to plant a tree' will encourage community members and teach them how to plant and care for plants. The results of other training programs provided similar results.

Sustainable Land Management is in the centre of all sustainable development efforts. The 3 pillars of Sustainable Development (SD) are economic, social, and ecological sustainability, and a fourth pillar addresses good governance. The original 3 pillars of SD formed the foundation for the Goal of the SLM project which is: To contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. The mechanics of SD will not function well without good governance (the fourth pillar). This indicates that all progress made through the SLM project, adds value to national development through economic, social and environmental sustainability.

3.3 Results

3.3.1 Implementation of Midterm Evaluation Recommendations

Three recommendations were made during the MTE and all of which were related to an extension of the project as follows:

- i) The project be extended until June 2012.

This extension was approved however it was not effective until August 2011, for a total of 10 months.

- ii) Any extension is to focus primarily on high priority tasks.

During the MTE consultations, a workshop was conducted with the objective to prioritize activities into high, medium and low priorities. Thirty eight of the planned activities were listed as high priority. At the time of the MTE, 7 of the high priority activities were classified as been achieved and 10 as partly achieved (45% success rate). The current TE classified 23 high priority activities as achieved and 7 as partly achieved (79% success rate). This result showed significant achievements over the 10 months extension period compared to the period of the first 2 years of implementation.

- iii) That the PMU staff to continue.

The need for the PMU to ‘hit the ground running’ on recommencement of the extension considering the issue of corporate memory was recommended and approved. The former PC was not party to the extension due to issues raised somewhere else in this report (section 3.2.9).

The TE based on the significant improvement on results described above, consider the continuation of the PMU staff was the right move, and the decision not to include the position of PC in the extension was necessary and reflects well on the results. The recommendation for extension and its eventual approval is commended.

3.3.2 Global environmental objectives

Sustainable land management in small island states such as the current SLM project, directly respond to the objectives of the UN Convention to Combat Desertification (UNCCD); Convention on Biological Diversity (CBD) and UN Framework Convention on Climate Change (UNFCCC) and on the local scene to other CEF – funded projects such as the Pacific IWRM project. GEF (global environment facility) is the global funding mechanism for these listed conventions as well as for IWRM project. The three primary GEF focal areas covered by the System for Transparent Allocation of Resources (STAR) are land degradation, climate change, and biodiversity. The SLM project covers all three primary areas of STAR. On land degradation and biodiversity, the SLM project supports efforts by the NRC on land rehabilitation and restoration of biodiversity to the landscape. The SLM project works in support of PACC activities on implementation of another GEF funded (IWRM) project. The

SLM NAP is primarily designed to address land degradation and mitigate the effects of drought which is a climate change related issue.

Common risks to Pacific island countries including Nauru, which are linked to these three global environment objectives include: the risks of drought; changing precipitation patterns; and other extreme events coupled with how Pacific island countries, including Nauru, manage its land resources and other inter-linked natural systems such as water and oceans. This underpins socio-cultural resiliency of the people of Nauru as well as the resiliency of Nauru's ecosystems not only as a resource for development but also to maintain ecosystems functions and services.

3.3.3 Root causes and identified imminent SLM threats.

The environmental issue of greatest concern to the people of Nauru is the degradation of the mined phosphate lands. In all consultations regarding the feasibility of rehabilitating the island, it was constantly emphasised that the total degradation of topside, including localized inland, water shortages and coastal erosions are problems that need to be addressed for sustainable development. Despite the growing official recognition of the problem of land degradation the SLM objectives have not been adequately mainstreamed into policies, regulations, strategies, plans and educational systems. There is poor awareness amongst decision makers that land degradation is a significant barrier to sustainable development. It is important to create awareness and build capacity for integrative dialogue and sustainable land use planning among all stakeholders.

The concern regarding the mined phosphate land highlights that Nauru is a small island of 21 sq km with 70 per cent of which is considered inhabitable due to phosphate mining. This leaves about 6 sq km of land for housing, roads, aerodrome, cemeteries and other uses. On the same land area is a very high population density of about 1,600 persons per habitable sq km. Such high population density has its own issues particularly the pressure on infrastructure and resources including water, energy, ecosystems and local food production including on marine resources.

3.3.4 Achievements and contribution to defined outcomes.

The goal of the project is to contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods. This was planned to be done by building Nauru's capacity to implement a comprehensive regime for sustainable land management and to ensure that SLM is mainstreamed into all levels of decision-making. The development objective of the project is to strengthen human, institutional and systemic capacity for Sustainable Land Management (SLM).

The assessments of attainment of relevant outcomes of the objectives are summarized below.

Outcome 1: Increased knowledge and awareness of land degradation at the community and national levels to assist with mainstreaming and integrated decision-making.

There are 6 outputs under this outcome.

Output 1.1: Improved information systems for the aggregation, characterization and assessment of data on terrestrial resource systems.

The performance indicators against this output have not been met – however a ‘Beach Profiling’ activity was done in conjunction with the Lands & Survey Department who employed a Consultant that worked with SLM staff to profile 17 beaches over a period of three months. His tasks included updating the GIS encompassing the NRC Aerial Survey into the system. Procurement of hardware and software have also been done, however there is still a need to build further capacity in Lands and Survey through training in the upgraded equipment to increase capabilities and the quality and timeliness of outputs including the Land Information System (LIS).

Output 1.2: Consultations and demonstration activities involving communities and all stakeholders, including landowners, to increase understanding and awareness of SLM implications.

‘Community Outreach’ awareness has been completed covering all 15 communities whereby participants were provided information, both verbal and printed materials on importance of planting of trees (both fruit bearing and indigenous) and best methods in doing so.

The Community Outreach was a follow up action from the Community Needs Based Survey on SLM and completed with joint cooperation with Nauru Agriculture as well as Taiwan Agriculture.

A USP Consultative team that prepared the draft SLM NAP also prepared and finalized a ‘Review on Best Practices Policies and Legislation for SLM’. The draft NAP is pending UNDP MCO adoption.

Output 1.3 Tools, guidelines and manuals for different approaches to capacity development, mainstreaming with policy platforms and integrated land use planning options.

The NAP has been completed which highlights the way forward for SLM and capacity development within the community and at the National level. The NAP is primarily designed to address land degradation and mitigate the effects of drought.

A report on ‘Best Practices for SLM’ has also been completed and awaiting final endorsement by UNDP MCO.

Promotional materials and video are on schedule to be distributed to the wider community upon delivery from overseas in the next few weeks.

Output 1.4 Incorporation of local and traditional management approaches into community-led integrated land use planning systems and existing network links.

NRC has established a website outlining rehabilitation proposals on January 2010, which can be found at <http://www.nrurehab.org/>. This is seen as a co-financing activity with the SLM project.

The SLM funded Community Outreach program was identified through the Community Needs Survey done during the extension period and collaborated works of the USP Consultant team, Nauru Agriculture, Taiwan Agriculture and SLM PMU.

NRC planting for rehabilitation is proposed to include fruit trees but will be mainly based on indigenous species.

Nauru Agriculture Nursery has been completed and waiting the propagating of seedlings for next stage assumedly to be carried out by the Departments of Environment and Agriculture as SLM MSP is now closing.

Also NAP has identified a clear way forward for building capacity for all stakeholders in Land Use Planning.

Output 1.5 Effective mapping (GIS) and information system, monitoring and evaluation systems.

There has been a partial achievement of this performance indicator through the updating of the GIS system used in Nauru where the Aerial Survey done by NRC has been incorporated into the system.

An ongoing issue is the presence of two date/GIS systems – one at NRC and one at Lands & Survey however it is noted that all official documentation and mapping are done with the use of the GIS system used by Lands & Survey.

The ‘Beach Profiling’ was an identified activity under this indicator which provided further information and updates from the base line mapping done in previous years and shows a dramatic change in movement and deterioration of several beach areas in Nauru.

During the first phase of the SLM project implementation, a GIS training workshop was conducted with over 30 participants from stakeholder groups. Further GIS training is required and requested by stakeholders including Lands and Survey. SLM project was unable to offer further training on GIS; however the government has committed funding to Lands and Survey for trainings and purchase of appropriate software to enable enhanced processing of current and future data sets and increased awareness and utilization of GIS capabilities.

Output 1.6 Monitor the impact and effectiveness of implementation of SLM project (to inform and direct work to adapt and strengthen land management practices).

The performance indicators against this output have not been met – no activities have been undertaken. This output was identified as low priority for the extension phase and it is noted that it will need to be developed and monitored over a longer timeframe to have any meaningful meaning.

The NAP has identified the next phases for SLM related projects to pursue and although not much work was achieved during the SLM project life, it is envisaged that further actions will be achievable once the NAP process and recommendations are implemented to realistically assess the impacts and effectiveness.

Outcome 2: Enhanced individual and institutional capacities for SLM.

There are 4 outputs under this outcome.

Output 2.1: Training workshops, exchanges and country-country visits held, for local and national stakeholders.

Output performance indicators achieved. A number of national training workshops and regional workshops were attended by project staff and others. No country – country exchanges or other country visits were conducted under the project as stated in the project document apart from the formal training visits where SLM project teams from all participating countries attended which provided opportunities for exchange of lessons learnt. Some training workshops such as the GIS training were successful and led to further capacity building and improvements in the area such as on mapping and understanding the extent of the mined out areas, remaining areas of native forests and swampy areas. Other training programs such as the coconut planting on World Food Day 2011 were conducted and the Community Outreach whereby the PMU together with staff from DOE, DOA, CETC and Clean and Green Project delivered the message of SLM through the theme of ‘how to plant a tree’ to all 15 districts of the island

Much work was done as part of the enabling activities on capacity building during the extension phase of this project including: the finalization of the SLM NAP, the Review of Best Practices and Legislations on SLM, Beach Profiling, establishment of a Nursery and the Community Outreach.

It is noted that during the Terminal Evaluation the Public Awareness materials including audio visual and promotional items have not arrived but this should be imminent.

There is still value in looking at opportunities for staff attachments/exchanges with other regional organizations/countries as a capacity building or information sharing initiative. Nauru really needs this kind of exposure, thus it should be considered during SLM NAP implementation.

Output 2.2: Educational activities organized around relevant regional, national, sub-national environmental events.

The performance indicators against this output have been met – SLM PMU staffs have participated in a number of educational activities including the distribution of the SLM brochure which outlines the SLM program (see Output 1.3 also) e.g. World Water Day exhibition and the Youth Affairs Program, the World Food Day 2011 when coconut planting was conducted.

A Technical Working Group was formed during the extension phase of this project and included key personnel from the Key stakeholders³ and this was used as a sounding board and advice forum for the project (refer to section 3.3.7 for membership as well as for effectiveness of TWG).

Output 2.3: SLM practices incorporated into the curriculum of schools from K to Yr12.

None of the performance indicators against this output have been met – no activities have been undertaken. The project however has established a nursery and the nursery function includes displaying and distributing seedlings as well as demonstrating planting techniques to visitors including school children.

Establishment of an agriculture demonstration site has been agreed between DOA and Education as part of the ‘rich tasks’ activities involving school children as part of the school curriculum. This will be a significant opportunity for the project to partner through provision of resources and to demonstrate SLM practices to school children. This activity is a little too late for the SLM project; however it is identified in the NAP to demonstrate SLM best practices.

Output 2.4: Enhanced institutional structures and functions to better address SLM.

The performance indicators against this output have been partially met.

The creation of the TWG was done during the extension phase and much coordination and synergies between similar projects were achieved. Despite this, there is still a need to consolidate and utilize SLM issues and practices to increase opportunities for mainstreaming SLM and other related initiatives into other areas of legislation, policy, programs and projects.

Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives

There are 5 outputs under this outcome.

Output 3.1: Consultations to elaborate the NAP and to identify specific on-the-ground investments required in the medium to long term to implement the NAP

Output performance indicators partly achieved.

The development of the NAP includes an IFS to address land degradation and mitigate the impacts of drought is one of the outputs of the SLM project. A draft NAP has been developed through a national workshop and completed during the extension phase. Through UNDP MCO support the project managed to engage the services of the USP School of Land Management to finalize NAP as well as review the environmental legislation relevant to

³ Refer to section 3.3.7 for a full list of membership.

SLM. UNDP MCO liaised with SPC and SPREP to provide technical support for the project but there were issues with the former project coordinator (refer to section 3.2.9 for details). The IFS has not yet commenced, however when the IFS is completed, the NAP is then expected to be submitted to Cabinet for endorsement and later implementation.

Output 3.2: SLM principles and NAP priorities integrated with national development plans, sector/thematic action plans &/or national sustainable development strategies to achieve the Millennium Development Goals

Output performance indicator for this output is partly achieved through the incorporation of SLM principles into the revised NSDS. No other plans or strategies addressed either the SLM principles or the NAP priorities. However, it is expected that once NAP is endorsed by Cabinet, the SLM principles will find its way into relevant newly developed and revised development plans and strategies.

Output 3.3: Medium-term Investment Plan developed to secure long-term support

Output performance indicators are not achieved. The IFS still needs to be developed – this is a priority need and should be addressed so that NAP could advance towards implementation.

Output 3.4: Development of integrated land use planning system confirmed for medium-long term development.

Output performance indicators partly achieved through the existence of NRC Land Use Plan and the Environment Bill.

The NRC Land Use Plan ([at http://www.nrurehab.org/land-use-plan.php](http://www.nrurehab.org/land-use-plan.php)) was developed in 2000 and has a clear mandate for rehabilitating the mined areas. Little has been achieved in relation to implementation of the NRC LUP. In discussion with Lands and Survey and also with the Nauru Landowners Association, they expressed a view that the plan needs to be reviewed especially considering that NRC has also taken new responsibility for secondary mining.

The Environment Bill has not yet been considered by Parliamentary Counsel. Counsel believes at this stage that the Bill, in its present form, is unsuitable for Nauru and is likely to need to be redrafted. However, before redrafting could occur CIE would need to develop policies that the Environment Bill is intended to support.

Output 3.5: Enhanced national planning and development of preventative measures

Output performance indicators partially achieved through the finalization of the NAP as a forward document in addressing SLM issues beyond the life of the project.

Outcome 4: Enhanced knowledge and skills on nurseries amongst community and people involved in the rehabilitation work, agriculture and land-use.

There are 4 outputs under this outcome.

Output 4.1: A nursery, incorporating modern design and features is established

Output performance indicators achieved. A modern nursery has been built in the Department of Agriculture area. It complements other nurseries previously built by the Republic of China (Taiwan) Agricultural Mission in Nauru. The nursery has a rain-out area where Tissue Culture (TC) materials could be handled. Some TC plantlets of bananas, yams and sweet potatoes were seen at the nursery during the TE visit.

Output 4.2: Topside restored via replanting

This Output performance indicator has not been achieved. This is an ambitious and unrealistic objective given the time and capacity involved in the project. The SLM project was planned to complement the ambitious rehabilitation program for the topside. The relationship between the SLM project and the NRC was less than harmonious; although the principles of sustainable land management were filtered through to the operation of the NRC. The Field Manager of NRC stated that they try to implement sustainable management in their rehabilitation efforts for example; tree replanting in Pit 6. Pit 6 is the first rehabilitated mined area at Topside of about 2 ha and has been replanted with trees including forest and fruit trees as well as other plant species.

Output 4.3: Visits to nursery scheduled

Output performance indicator partially achieved through visits to both the SLM and NRC nurseries of schoolchildren and community members. The NRC nursery has been running for a number of years and the SLM nursery was just completed for about a month before the TE.

Output 4.4: Assistance is provided to landowners wishing to start on nursery projects

The Output performance indicator has not been achieved. Apart from the visits to the nurseries and some landowners indicating their interest, there has not been any serious discussion with the PMU or tangible assistance provided. The demand for seedlings and consequently for privately owned nurseries does not appear to be widespread as yet.

3.3.5 Impacts on decision-making and governance

One of the project expected 'Outcomes' is, the systemic capacity building and mainstreaming of SLM principles and objectives. Specific outputs were to complete the NAP and to identify on-the-ground investments required for its implementation. The SLM NAP has been drafted, however the associated IFS is yet to commence. A second output calls for SLM principles and NAP priorities to be integrated into development plans, sector action plans and NSDS to achieve requirements of the MDGs. Although the project has made significant success on building public awareness and local capacity little has been achieved on streamlining SLM principles into plans and decision making. The exception being the successful inclusion of SLM into the 2009 revised NSDS. Upon implementation the NAP will continue to push for inclusion of SLM principles into national and sectoral development plans and high level decision making. The failure to effectively streamline SLM into decision making depends to a large extent upon the political will of government, a factor beyond the control of the SLM

project and the executing agency. This may also indicate a need for greater advocacy at the highest level of government that will lead to a trickle down effect. Programs such as SLM needed to develop and project a high profile and ensure its visibility. As a workshop participant noted: *'the SLM project needed to takeoff with a Big Bang!'*

3.3.6 Enabling environment for conservation

The SLM project supported an enabling environment for conservation through its activities on strengthening institutional arrangements such as GIS training that include staff of the Department of Lands and Survey and the provision of a national nursery for the Department of Agriculture. The nursery will produce seedlings, including trees and culturally important plants for communities. Capacity building through training such as the outreach program on 'plant a tree' also contributed towards an enabling environment for conservation. Development of appropriate policies and regulations, strengthening institutional arrangements and capacity building are sometimes referred to as soft or non-structural approaches to conservation.

Although the SLM project did not directly develop specific policies and legislation for conservation, its inclusion into the revised NSDS set the path to the future development of a sustainable land management policy. This has been raised by stakeholders such as the Nauru Landowners Association and the Departments of Lands and Survey and Agriculture. The development of policies or legislation for sustainable land management also benefits conservation. Conservation is linked to sustainable land management through the 4 recognised pillars of Sustainable Development (economic, social, and ecological sustainability as well as good governance). The SLM project has consistently supported the NRC program (although the interest was not always returned, a factor beyond the control of the project) on rehabilitation of mined areas and replanting of vegetation. These are linked to the land and consistent with conservation and sustainable land management.

3.3.7 Sustainability of project results

Community awareness and training on sustainable land management principles has commenced through the SLM project in Nauru. All relevant stakeholders including the Department of Agriculture are needed to turn the growing awareness into tangible actions, such as tree planting. During the 2011 World Food Day, amongst the activities undertaken by the SLM project and other agencies, was the planting of coconut trees. Although many trees died, it is estimated that more than a hundred new coconut trees that have been looked after by some communities survived and are growing mainly along the coastal areas.

The SLM project was developed to complement the ambitious rehabilitation program for the topside. While the relationship between the project and the NRC was less than harmonious; the principles of sustainable land management got filtered through to the operation of the NRC. The Field Manager of NRC noted that they try to implement sustainable management

in their tree replanting in Pit 6⁴. He had attended some of the SLM training and it was clear he understood and practices some SLM principles. The NRC rehabilitation and reforestation of the mined areas will continue for many years beyond the life of the SLM project. The implementation of the SLM NAP will continue to complement the rehabilitation program of the NRC and thus lay the foundation for continued and sustained sound land management practices for Nauru.

The planned roles for both the NECC and the PSC in the SLM project were primarily aimed at successful implementation of the program but also had an awareness raising and sustainability focus. Both the NECC and PSC were inactive, the former defunct and the latter was never formed during the first phase of the project before the MTE. However, the TWG was formed during the extension phase with membership including: PACC, IWRM, NRC, PAD, DOA, DOE, Home Affairs, DL&S, D Education, D Justice, D Health, Parliamentary Council, NLA, CBO and Green and Clean. The TWG not only filled the role of the NECC and PSC on advising the activities of the project but also members will continue to spread the messages related to sustainable land management within their respective organizations and to the communities in Nauru.

The sustainability of the project results are directly related to the number and commitment of people that attended project workshops and trainings including major stakeholders who were members of the TWG. Those who received training have the opportunity to apply their learning to the local realities including those within the community. Of equal importance members of the TWG can deliver SLM principles to others within their respective areas of influence.

The project failed to secure any funding commitments nor did it establish institutional arrangements from Government for the continuation of SLM, except for the development of the NAP and establishment of linkages with other relevant national projects. UNDP MCO had linked up PMU to SPREP and SPC which have the technical expertise in land and forestry issues and suggested that DCIE maintain contacts with these staff of regional agencies to provide ongoing support aimed at enhancing the capacity of staff. An important lesson learnt from this evaluation is that there was a missed opportunity for greater involvement, due to the timeframe of over 2 years that it took to rectify the failure of the NECC and PSC to function during the first phase of project implementation. The NAP is a major output of the project and its implementation will encourage greater sustainability of land management principles.

⁴ Pit 6 is the first rehabilitated mined area of about 2 ha and had been replanted with trees including forest and fruit trees as well as other plants.

Linkages with other national projects/initiatives

Sustainability of the SLM outcomes also hangs on the linkages and coordination with other relevant national projects. It was apparent from the review that although many people involved in the project such as the members of the TWG wear ‘many hats’ integration, coordination and sharing of information remain minimal and there is a tendency for projects to exist in isolation. This was the case with the SLM project during the first two years.

The review came across climate change and disaster risk management projects such as RONADAPT, the national water policy with the PACC project and the IWRM projects all of which have linkages to SLM through dealing with key risks to SLM such as droughts, coastal erosion and water management. As such it is important that the SLM project be extended to provide linkages with these other national initiatives and to ensure that SLM lessons learnt are factored into these initiatives. GEF 5 provides a key opportunity to facilitate this and Nauru should be supported to access this funding opportunity

3.3.8 Comprehension of project concepts:

i. project management team

The PMU consists of a Program Manager (who is also the Director of Environment), two project officers and one project assistant. All project staff are well versed in the concepts of sustainable land management. This was displayed during informal discussions on project matters, participation at TE workshops and in the way they conducted and presented during outreach program meetings. The TE team visited one of the outreach community meetings to observe the activity. The project staff are very committed to their work and very helpful in facilitating the TE teams in country schedule while at the same time they were tidying up and winding down the project operation.

ii. field officers

One project officer in the absence of a PC was largely responsible for all administrative matters while the other project officer as well as the project assistant are considered field officers and are responsible for technical matters such as the outreach program and beach profiling. During the outreach program, technical staff from Agriculture, Environment and some members of the TWG teamed up with the two project field officers on community visits. The TE team was impressed with their performance and ability to engage participants in an interesting and lively discussion during one of the community outreach meetings.

Members of the TWG are considered as field officers of the project. Many of them are technical experts in their respective fields and work at the grass root levels. A total of 22 respondents (9 females and 13 males) completed the TE questionnaire, 12 of them were members of the TWG and 18 respondents stated they understand the objectives of the project. Membership of TWG includes those from NGOs like Green and Clean, NLA and CBO; those from government departments such as Agriculture, Environment and Lands and Survey; and

also those from regional projects such as PACC and IWRM. The group's comprehension of the project concepts is considered to be very high. The TWG members are expected to continue to deliver the message of sustainable land management even beyond the end of the SLM project.

iii. local communities

It is highly unlikely that the local communities would understand the concept of SLM based on relevant activities that have been achieved to date, apart from those who attended project workshops. The first major community awareness program was the outreach program with the message 'to plant a tree', which was conducted during the last month of the project. Another activity included the World Food Day program of planting coconut trees which had no measurable indicator of its impact on community awareness except to note that about 100 trees survived.

Public awareness tools including a promotion video, t-shirts, newsletters, brochures, posters and other publicity materials had been either planned or produced; most hadn't been received from overseas for distribution at community level. Based on these the TE concludes that comprehension of project concepts is low at community level.

3.4 Governance and Capacity building

Good governance for the purpose of this project must have principles of sustainable land management at its core; it drives sustainable land management and is crucial at every level. Any policy for sustainable land management is useless without good governance. For example, at the national level, the SLM NAP when endorsed, funded and implemented has policy implications that should guide or assist in issues such as sustainable land use, land degradation, topside rehabilitation, land ownership and the national drought management plan that guides the agriculture and water sectors development. At the community level with individual or family ownership of land issues such as subdivision or land lease for business ventures; if principles of good governance are lost then sustainable land management is not achievable. Good governance is the fourth pillar of sustainable development (SD), crucial for achieving sustainable efforts.

The TE found that the project arrangement with the Nauru Environment Coordination Committee (NECC) and Project Steering Committee (PSC) which sought to involve all major stakeholders at a very high level, failed (refer to section 3.2.9). The MTE reported that the arrangement never happened during the first two years of implementation. Eventually, the TWG was established during the extension phase to fill the functions planned for NECC and PSC. The failure of both the NECC and PSC was a serious governance concern; lack of institutional coordination and capacity were the main constraints that hampered the SLM project from reaching its envisaged targets and outcomes. The review found that only 45 per cent of the planned high priority activities were either completed or commenced during the first two years of implementation and by the end of the project 79 per cent were achieved.

Another example of a serious governance concern as noted by the TE is the strained relationship between the project and NRC (discussed in section 3.3.7). One of the project outputs sought to build SLM into the rehabilitation program, however, due to low level of collaboration between the project and NRC, the output was only partly achieved.

The evaluation also found the failure to establish the NECC and PSC during the first two years of the project has become a major concern to some stakeholders and collaborators. This is especially pertinent as the various environmental projects including the current SLM project attempt to mainstream their activities into the broader sphere of Government policy, plan and services. The NECC was defunct before the SLM project started and the PSC was considered by the PMU to be impractical with a group of over 30 members for the first 2 years of the project. This was consequently replaced by a streamlined membership of technical experts to form the TWG during the project extension.

Capacity building is an integral part of good governance. In Nauru, the role of capacity building is a high priority at all levels of government and community in the majority of areas. Capacity building both at the national and community levels are required that the good lessons and arrangements established by the SLM project are replicated and disseminated to ensure it is being absorbed into the government and community land management ethics.

Capacity building is an important goal of the SLM project (refer to section 3.2.7 for details). The TE found that 16 (70%) respondents to the evaluation questionnaire stated the project achieved its capacity building goals, 5 (22%) respondents were unsure and only 1 respondent said the goals were not achieved. The results could be interpreted that most of respondents received some capacity building as a result of the project.

4. Lessons learned

Country ownership

Ownership of initiatives such as the SLM project comes from awareness and familiarity with the program. Level of commitment to SLM of the project staff as well as members of the TWG is considered by the Terminal Evaluators to be very high. However, at the end of the project most project staff will seek employment elsewhere and may or may not be involved in other SLM activities. Members of the TWG on the other hand are expected to continue to use and teach SLM principles in their respective organizations and communities. Although awareness programs such as Inception and NAP workshops, some training programs and World Food Day coconut planting were conducted, the greatest awareness program was the Community Outreach whereby the PMU together with staff from DOA and DOE delivered the message of SLM to all 15 districts of the island. The main limitation regarding the community outreach was timing, as it was conducted at the very last 2 weeks of the project. Through the outreach, the communities gained an awareness of the principles of SLM, building local expectation, which was then closely followed by project closure. The raising of awareness at this stage of the project is not productive for the adoption of the concept of SLM. These important awareness campaigns should have been conducted at the beginning of the program to set an early awareness platform, leading to local interest and ownership of the program. This would maximize benefits and increase chances of adoption of ongoing local activities conducive to SLM.

A Project Inception Report was prepared following the Inception Workshop in October 2008. This report was sighted by TE team (refer to section 3.2.2 for details). The Inception workshop was held over one day and the understanding and contribution of participants towards the aims of the workshop may have been compromised by not having the Project document available during the workshop.

Stakeholder participation

The overall objective of the project is to strengthen human and institutional capacity for SLM. The major stakeholders of the program include relevant government and institutional officials, NGOs, CBOs and other GEF funded regional projects. All major stakeholders were members of the NECC or of the planned SLM PSC. These two committees were meant to assist and direct the activities of the SLM project. However, both committees did not function during the first 2 years of the project and were replaced by a new TWG during the project extension. Capacity building was a major part of the Project's objective and the involvement of the main stakeholders in project implementation was an important component of their capacity building. The failure of the NECC and PSC during the first 2 years also meant that these major stakeholders' involvement in implementation was significantly reduced; only involving their participation in workshops and training. This problem with NECC and the PSC indicates a weakness in project management and monitoring. Both DCIE and UNDP MCO should have identified and rectified the problem early in the project implementation, as it was reported in Quarterly Reports 1, 3 and 4 in 2009 and in Quarterly Report 1 in 2010.

Need for clear Job Description and Communication Channels

Part of the issue with PC during the first 2 year of the project implementation could be related to uncertainty in terms of the job description and in particular the chain of command. This uncertainty contributed to the friction that resulted between the PC and PM and others for the majority of the first 2 years of project implementation. Although the chain of command for the PC may be clear to most stakeholders, there remains room for someone with a vested interest to interpret it otherwise. For any future project of similar nature, very clear and detailed chain of command should be built into the job description.

Need for secondment of Public Servants to work on externally funded projects

This issue was raised during the MTE and it is pertinent to raise it again at the TE. Nauru has a very limited pool of workers that could be employed in projects. Most trained individuals are employed in Public Service and currently cannot be seconded to an externally funded project. In most cases, donor agencies need fulltime staff to work in funded projects. These projects usually operate for durations of between 3 to 5 years, this is not conducive for long term job security and thus most Public Servants opt for the security of staying in government. The former PC and one SLM project officer who thought they were seconded to the project are currently unemployed at the end of the project. Perhaps this matter should be taken up by GEF implementing agencies from an early stage of the project and discussed with executing agencies.

Sustainability of project results

The sustainability of the project results is directly related to the number and commitment of people that attended project workshops and trainings including major stakeholders who were members of the TWG. Those who received training have the opportunity to apply their learning to real situation at work and within the community. Of equal importance members of the TWG can deliver SLM principles to others within their respective areas of influence. The project failed to secure funding commitments nor did it establish institutional arrangements from within Government for the continuation of SLM except for the development of the NAP and establishment of linkages with other relevant national projects. UNDP MCO had linked PMU to SPREP and SPC which have the technical expertise in land and forestry issues and suggested that DCIE maintain contacts with these staff of regional agencies to provide ongoing support aimed at enhancing capacity of staff. An important lesson learnt from this evaluation is that there was a missed opportunity for greater involvement, due to the timeframe of over 2 years that it took to rectify the failure of the NECC and PSC. The NAP is a major output of the project and its implementation will enhance sustainability of land management principles.

Linkages with other national projects/initiatives

Sustainability of the SLM outcomes also depends upon the linkages and coordination with other relevant national projects. It was apparent from the review that although many people

involved in the project wear ‘many hats’ integration, coordination and sharing of information are still minimal and there is a tendency for projects to exist in isolation.

The review came across climate change and disaster risk management projects such as RONADAPT, the national water policy with the PACC project and the IWRM projects all of which have linkages to SLM and deal with key risks to SLM such as droughts, coastal erosion and water management. As such it is important the SLM project be extended to provide linkages with these other national initiatives and to ensure that SLM lessons learned are factored into these initiatives.

The role of M&E in project implementation

The project design has a clear M&E system built into the project. Yet, the failure of an early detection and correction of the planned roles of NECC and PSC in implementation indicates a weakness within the M&E system. The importance of the involvement of NECC and PSC is more related to the active involvement and contribution of its members rather than their role in advising/directing the implementation. The failure to fully engage the major stakeholders whenever possible in project activities was a missed opportunity that should have been identified and rectified early in the project through project monitoring. Despite this failing, it is the opinion of the TE team that the implementation of SLM project was well monitored both at implementing and executing levels. UNDP MCO in monitoring the progress of implementation recognized the need to change the structure of and the project leadership to improve performance. Changes were made during the extension phase and this resulted in a significant improvement of achieved and completed project activities.

5. Conclusions and Recommendations

5.1 Conclusions

5.1.1 Project Objective and Outcomes:

Conclusions for this report are drawn in relation to the achievements or otherwise of the SLM Project Objective and Outcomes.

Objective of the Project: To strengthen human, institutional and systemic capacity for Sustainable Land Management (SLM).

- Achievement of the Project activities was reported by the MTE to be low at 40 per cent after 2 years of implementation. The TE found a significant increase to 79 per cent by the end of the extension phase (refer to section 3.2.7 for reasons for the significant improvements).
- The project actively involved and conducts relevant local training programs as well as facilitation of participation in overseas training of project and DCIE staff. Various awareness raising activities for communities were successfully conducted.
- SLM has been incorporated into the 2009 revised National Sustainable Development Strategies. However, SLM is yet to be addressed in other National as well as Sectoral Development Plans. The project also failed to develop a Land Use Policy. A draft SLM NAP was developed but preparation of the associated IFS is yet to commence.

Outcome 1: Increased knowledge and awareness of land degradation

- The SLM Project made modest contribution to increase knowledge and awareness of land degradation. Land Information System exists in the Department of Lands and Survey but in a limited form. There is need to upgrade technical capacity in the department through staff training and supply of relevant equipments. Land and Survey plans to make digitized data available through the internet to improve the quality of information available.

Outcome 2: Enhanced individual and institutional capacities for SLM

- A nationwide outreach program covering SLM awareness and skills transfer on tree planting techniques was completed. A nursery was built and some training on nursery management provided. A training program on GIS was considered a success and the Director of Lands and Survey has requested further GIS training, stating its relevancy in their quest to manage and provide digital data as an information source.
- CIE staff had some training on SLM practices and would be able to train others in SLM using the tools developed beyond the end of the project. One such tool is the

‘Home Gardening Manual for Nauru’ developed with assistance from CIE staff and others based on an FAO Booklet on home gardening.

- The establishment of the TWG during extension was a significant achievement in capacity building both at individual and institutional levels amongst the major stakeholders.

Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives

- The project has had limited success in its integration into government plans except for its incorporation into the revised NSDS. The failure of the NECC and the PSC during the first 2 years of implementation was a major setback for the involvement of major stakeholders in the project. The later establishment of the TWG during extension was a successful step but rather late to make the necessary inroad into government policies and plans.
- SLM failed to be mainstreamed directly into the MDGs. The SLM Project Goal however includes: the enhancement of sustainable livelihoods, which is a component of the Millennium Development Goal One, on Hunger and Poverty alleviation. The activities undertaken under the SLM project certainly contribute towards MDG goals.

Outcome 4: Enhanced knowledge and skills on nurseries amongst stakeholders.

- A Nursery funded by the SLM project has just been completed. The Agriculture department will utilise the SLM nursery to propagate seedlings for communities and for training purposes. Training and public awareness tools have been developed including information resources and promotional activities. It is expected these functions will be taken up by other relevant bodies including Departments of Lands and Survey, Agriculture and Environment.

5.1.2 The evaluators’ final rating

The rating shown in Table 3 is based on the general achievements of the project. Refer to Annex 2 for a detail evaluators’ ratings on achievements of each outcome.

Table 3. Evaluators’ rating of general achievements

Results	Rating	Comments
Sustainability	S	The project’s shortfall to make headway into policy, plans and decision making will compromise its sustainability
Achievement of objectives/outcome	HS	Significant achievements were made particularly with the high priority activities during the extension phase.
Implementation approach	S	The absence of both NECC and PSC during the first 2 years reduced participation of major stakeholders at decision making level of the project. TWG made significant contribution during

		the extension phase.
Stakeholder participation	S	As described above, the absence of NECC and PSC compromised the participatory approach including of major stakeholders.
Monitoring and Evaluation	S	The M&E plan was excellent, however the failure to recognise early and rectify issues with PC and also the slow progress during the first 2 years indicate a weakness.
<u>KEY: a six point scale</u> Highly Satisfactory = HS: Marginally Satisfactory = MS: Satisfactory = S Marginally Unsatisfactory = MU: Unsatisfactory = U: Highly Unsatisfactory = HU		

5.2 Recommendations

The SLM project in Nauru has ended; therefore the following recommendations are considered achievable beyond the finishing date.

- It is recommended that the process for Cabinet to endorse NAP and be submitted to UNCCD is prioritized for immediate action. Implementation of the SLM NAP is an obvious follow on from the SLM Project. Drafting of NAP commenced in 2010 and stalled for sometime before completion in 2012. The interest and momentum on sustainable land management set by the project ought to be maintained to attain maximum benefit.
- It is recommended that preparation of the IFS is started immediately. The submission and eventual endorsement of the NAP will stall until the IFS is completed.
- Following on from the recommendation immediately above, it is recommended that UNDP MCO/GEF should consider allocating the leftover balance of the SLM Project funds for immediate preparation of the NAP IFS.
- In order to mainstream, replicate and maintain the lessons learned from this project, it is recommended that the project be extended or alternatively a second phase be developed as institutional arrangements and capacity in Nauru for SLM are still at infancy and time is needed to institutionalise SLM principles and outcomes. GEF 5 (STAR allocation for Nauru is \$4.0 million) provides a critical opportunity for this and Nauru should be supported to access this funding opportunity
- It is recommended that CIE should consider the establishment of a section/unit for SLM within the Department of Environment or to include SLM into the DOE functions. The unit will carry on the activities started by the project and continue with public awareness; together with DOA staff, identify and develop relevant SLM techniques suitable for planting including food plants in Nauru; and active advocacy for streamlining of SLM into national and sector policies and plans.
- It is recommended that the Government of Nauru should reconsider secondment of public servants when needed to take up employment with donor funded projects that operate within government departments. Nauru has a very limited pool of workers that could be employed. Most trained individuals are employed in Public Service and currently cannot be seconded to externally funded project. These projects are usually for durations of 3 to 5 years, thus most Public Servants opt for the security of staying in government. Outcomes of projects are compromised when suitable staff are not available.

6. Annexes

Annex 1. Terms of Reference

Consultancy Terms of Reference for the Terminal Evaluation of Sustainable Land Management Project, Nauru

Title: Consultants (International and Local) for UNDP MCO/GEF Project Evaluation

Project: Building Capacity and Mainstreaming Sustainable Land Management in Nauru

Duration: 30 days to be completed by no later than June 20th, starting no later than May 21st

Supervisor(s): UNDP MCO in coordination with national executing agency (Department of Commerce, Industry and Environment)

Duty Station: Nauru

Project Background

The Medium Sized Project (MSP) on Building Capacity and Mainstreaming Sustainable land management in Nauru is a Global Environment Facility (GEF) funded project through the United Nations Development Program Multi Country Office (UNDP MCO). The project is implemented by the Department of Commerce, Industries and Environment (DCIE). The project duration commenced on March 26th, 2008 and completed March 26th 2011. Following a mid-term review the project was granted an extension until June 2012.

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

The capacity gaps in land degradation include:

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

Project Objectives and Expected Outputs

Objectives : Objectives of the MSP are to enhance and develop the individual, institutional, and systemic capacity for Sustainable Land Management (SLM), to mainstream SLM considerations into national development strategies and policies, to improve the quality of project design and implementation in the development arena, to develop a National Action

Plan for SLM, as well as a medium term investment plan, while ensuring that all relevant stakeholder views are reflected and integrated into the process.

Objectives of the Terminal Evaluation

The Monitoring and Evaluation (M&E) policy at the project level in UNDP MCO/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
- iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators, or as specific time-bound exercises such as mid-term reviews, audit reports and independent evaluations.

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

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

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

Scope of the Terminal Evaluation

Overall evaluation of the project

The terminal evaluation will address the following specific issues:

Project design

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

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

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

Project implementation

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

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

Results

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

- Assess the extent to which the project achieved the global environmental objectives
- Assess the effectiveness with which the project addressed the root causes and imminent threats identified by the project
- assess, quantitatively and qualitatively, the achievements and impact in terms of outputs and its contribution to outcomes as defined in the project document;
- assess to what extent the project has made impacts on promoting local participatory decision-making and local governance;
- assess to what extent the project has or will contribute to the strengthened enabling environment for conservation;
- assess the sustainability of project results (describe the key factors that will require attention to improve prospects for sustainability of project outcomes)

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

Governance and capacity-building

The Project promotes participatory processes and behaviour 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;
- 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 MCO 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 MCO 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 MCO 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 MCO before the team leaves for distribution to stakeholders. The executing agency and UNDP MCO 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 MCO 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 MCO/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 rating should be within a 6-point scale as follows: Highly Satisfactory (HS), Marginally Satisfactory (MS), Satisfactory (S), Marginally Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU). The final report together with the annexes shall be written in English and shall be presented in electronic form in MS Word format as well as a hard copy

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

Annex 2. Evaluators' rating

Terminal Evaluator's rating of achievements of Project Objective and Outcomes.

Objective	Measurable Indicators form Project Logframe	Status as during Terminal Evaluation (June 2012)	RATING
To strengthen human, institutional and systemic capacity for Sustainable Land Management (SLM).	Training programs and awareness raising programs for local communities are being implemented in a financially sustainable manner and cover a range of technical requirements and alternative practices	This indicator has been achieved. Trainings were conducted both local and overseas for some staff. Various awareness raising activities conducted including the outreach program.	S
	National Development Plans pay adequate attention to SLM	SLM inclusion into revised NSDS is major achievement. However, it fails to make into other national and sectoral development plans.	MS
	Land-use policy adopted	This has not been achieved. Lands and Survey plans to develop a land-use policy	U
	NAP completed and adopted	Draft NAP completed but yet to be adopted	S
Outcomes	Measurable Indicators from Project Logframe	Status as during Terminal Evaluation (June 2012)	RATING
Outcome 1: Increased knowledge and awareness of land degradation at the community and national levels to assist with mainstreaming and integrated decision-making.	Land Information System to be available to planners and decision makers and utilized for land use planning	This indicator is not suitable to fairly assess for this outcome. It has not been achieved. Limited Land Information is available and needed to upgrade through upgrading of Lands and Survey resources and technical capacity.	U
		A second indicator for increased knowledge and awareness of land degradation at community and national level would have been achieved.	S
Outcome 2: Enhanced individual and institutional capacities for SLM	Technical skills and SLM principles implemented	Some trainings been conducted through workshops and community awareness program. However an assessment of implementation could not be made	U
	Technical information & skills on SLM able to be implemented.	Outreach materials including brochures were distributed and techniques demonstrated during training at each district.	S
	The staffs of CIE have the capacity to implement SLM practices and train others in SLM.	CIE staff had SLM training and have the capacity to implement SLM practices and pass on the skill to others	MS

Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives	Integration of SLM into Government plans and programs	Integrating SLM to NSDS was the only success in this area. SLM has a long way to go getting into government plans and programs	MU
	Relevant policies contain specific sections on and follow principles of SLM	This has not happened except for the revised NSDS	U
	SLM is already mainstreamed into Millennium Development Goals processes.	This has not happened	U
	National Development Plans pay adequate attention to SLM	SLM integrated into revised NSDS only	MU
Outcome 4: Enhanced knowledge and skills on nurseries amongst community and people involved in the rehabilitation work, agriculture and land-use	Well equipped functioning nurseries that would complement the rehabilitation work.	This has been achieved	HS
	The community, landowners and decision makers have a greater awareness and understanding of SLM issues	Awareness and understanding of SLM issues is limited. The most important awareness program was conducted in the last month of the project.	S
KEY: a six point scale Highly Satisfactory = HS: Marginally Satisfactory = MS: Satisfactory = S Marginally Unsatisfactory = MU: Unsatisfactory = U: Highly Unsatisfactory = HU			

Annex 3 List of documents reviewed

SLM Project Documents

Capacity Building for Sustainable Land Management in Nauru, Project Document (August 2007)

Designing Integrated Financing Strategies for Sustainable Land Management in the Pacific (Workshop Report) Nadi, Fiji (July 2009)

UNDP 2010 Aide Memoire Report of a mission to Nauru by UNDP Fiji staff (June 2010)

Mid Term Evaluation of Nauru Sustainable Land Management Project – Final Report (June 2011)

Nauru Sustainable Land Management Programme (Draft) National Action Plan (May 2012)

SLM Project Inception Workshop Report (October 2008)

Nauru First National Report to the UNCCD (April 2003)

Pacific PIR 2009

Pacific PIR 2010

Pacific PIR 2011

Quarterly Reports

2009 First Quarter Report on Sustainable Land Management Activities

2009 Second Quarter Report on Sustainable Land Management Activities

2009 Third Quarter Report on Sustainable Land Management Activities

2009 Fourth Quarter Report on Sustainable Land Management Activities

2010 First Quarter Report on Sustainable Land Management Activities

2010 Second Quarter Report on Sustainable Land Management Activities

2010 Fourth Quarter Report on Sustainable Land Management Activities

2010 Third Quarter Report on Sustainable Land Management Activities

2011 First Quarter Report on Sustainable Land Management Activities

2011 Second Quarter Report on Sustainable Land Management Activities

2011 Third Quarter Report on Sustainable Land Management Activities

2011 Fourth Quarter Report on Sustainable Land Management Activities

2012 First Quarter Report on Sustainable Land Management Activities

Annual Performance Review

Annual Performance Review for 1 July 2008 to 30 June 2009. Capacity Building for Sustainable Land Management for Nauru

Annual Performance Review for 1 July 2009 – 30 June 2010. Capacity Building for Sustainable Land Management for Nauru

Nauru Annual Work Plan for Environmental Projects in 2011

Other Documents

National Sustainable Development Strategy 2005-2025 (October 2009) Republic of Nauru

The Strategic Plan for the Sustainable Development of Agriculture in Nauru, 2007 – 2015 (FAO 2007)

Demographic and Health Survey 2007. Republic of Nauru

The Republic of Nauru and the Secretariat of the Pacific Community Joint Country Strategy 2008 – 2010 (SOPAC 2007)

Joint Country Strategy Secretariat of the Pacific Community (SOPAC) and the Republic of Nauru 2008-2010 (September 2007)

Mission Report for The development of the Nauru Joint NAP for DRM/CCA and Nauru CC policy - The Joint Mission involving SPC-GIZ, SPREP, PIFS and SOPAC (May 2012)

Bhutan SLM Terminal Evaluation Report (December 2010)

Annex 4. List of people consulted

<u>Participants</u>	<u>Organisation</u>
<u>First Workshop</u>	
Mavis Depaune	PACC Project Coordinator
Ann Hubert	Public Health
Samuel Grundler	Planning and Aid Division
Haseldon Buraman	IWRM Project Manager IWRM Project Manager
Godwin Cecil	Climate Change Mitigation Officer
Noel Neneiya	Climate Change Officer
Gregory Stephen	Agriculture/ TWG
Claudette Wharton	SLM Project Officer
Asterio Appi	SLM Project Officer
<u>TE Questionnaire</u>	
David Dowiyogo	Baitsi Community (President)
Ann Hubert	Anabar Community (President)
Darlyn Harris	NMFRA - Coastal Division
Haseldon Buraman	Anetan Community (President)
Mavis Bretchefeld	IWRM Coordinator
Ivan Boutiak	TWG
Bryan Star	Director of Environment/TWG
Frankie Ribauw	Director of Agriculture
Nodel Neneiya	TWG
Gregory Stephen	Agriculture/ TWG
Asterio Appi	SLM Nauru
Porthos Bop	Director Lands & Survey
Manfred Depaune	Nauru Landowners Association
Haseldon Buraman	PACC Coordinator/TWG
Katie Le-Roy	Parliamentary Counsel
Vincent Scotty	Food & Safety Officer
Bervena Adeang	CETC Graduate
Shorona Cain	CETC Graduate
Doe Taleka	Anibare Community Rep
Angela Agigo	Yaren Community Rep
Zarrah Adumur	Denig Community Rep
Mardeline Dube	Aiwo Community Rep
<u>Final workshop</u>	
Porthos Bop	Lands & Survey
Samuel Grundler	Planning and Aid Division
Manfred Depaune	Landowners Association
Kemp Detenamo	Uaboe Community (President)
Rosco Cain	Planning and Aid Division
Liliuv Itsimeara	Climate Change Unit
Nodel Neineiya	Climate Change Unit

Godwin Cecil	Climate Change Unit
Zarra Adumur	Denig Community
Tyrone Deiye	NCBO
Bervena Adeang	NCBO
Ann B Hubert	NCBO/Public Health
Mavis Depaune	<u>PACC Project Coordinator</u>
Haseldon Buraman	IWRM Project Manager IWRM Project Manager
Miniva Harris	Clean & Green – Project Officer
Claytus Ika	Anetan Community
Elka Buramen	Anetan Community
Brian Star	Project manager
Asterio Appi	Project Officer
Claudette	Project Officer
Rose	Project Assistant
<u>Fabian Ribauw</u>	National Consultant
Others	
Russ Kunn	Director CIE
Greedan Haselden	NRC Field Manager
Elka Buramen	NRC
Tutoe Tuifua	Landowner
Bern	Nursery manager, Division of Agriculture
George	Farm manager, Division of Agriculture
Katy Leroy	Parliamentary Council

Annex 5. Questionnaire to guide face to face consultations

Name:	
Position/Affiliation:	
Your involvement with the SLM Project.	

Goal of the SLM Project is to build Nauru's capacity to implement a comprehensive regime for sustainable land management and to ensure that SLM is mainstreamed into all levels of decision-making.

Please circle the most relevant level on the scale below, starting from '0' being the lowest (not at all) to '5' the highest level (very well).

Project Design

1. How well do you understand the objectives of the SLM Project?

0 1 2 3 4 5 (0 is not at all – 5 very well)

Comments:

2. Were you/your organization consulted prior to or during the designing of the project?

0 1 2 3 4 5

Comments:

3. Was the project design appropriate for Nauru?

0 1 2 3 4 5

Comments:

4. Was funding for the project adequate to achieve the project goals?

0 1 2 3 4 5

Comments:

Project Implementation

5. Was the project well implemented?

0 1 2 3 4 5

Comments:

6. Please list:

- (i) What went well with the project implementation arrangements (strengths)

- a.
- b.
- c.
- d.
- (ii) What didn't work well with project implementation arrangements (weaknesses)
 - a.
 - b.
 - c.
 - d.

7. Please list:

(i) The most successful SLM project activities

- a.
- b.
- c.
- d.

(ii) The least successful SLM project activities

- a.
- b.
- c.
- d.

Project Results

8. Do you think the Project achieved its Outcomes and Outputs?

0 1 2 3 4 5

Comments:

9. How well has the SLM Project achieved capacity building?

0 1 2 3 4 5

Comments:

10. How well has SLM been intergraded into policies and decision making in Nauru?

0 1 2 3 4 5

Comments:

11. What has been the most valuable result(s) of the SLM Project?

- a.
- b.
- c.
- d.

12. What would you have changed in the Project in order to improve its contribution to development of SLM in Nauru?

13. Any other comments?

Annex 6. Mission Itinerary

Work commenced for the Team Leader on signing of contract with UNDP MCO on Thursday 7th June 2012 and for the National Consultant on signing of contract on Friday 15 June 2012.

Day	Date	Activity
Sunday	3/6/2012	Team Leader (TL) travelled Apia – Nadi - Suva
Tuesday	5/6	TL met with Mr Floyd Robinson Environment Programme Associate and David Lumutivou Finance Officer, UNDP MCO Fiji. Discussion on contract and timeframe.
Wednesday	6/6	Review of project and other documents. Travel preparation for trip to Nauru
Thursday	7/6	Contract signed for Team Leader. Briefing on the mission with Floyd Robinson and collection of relevant documents and reports. Purchase of air tickets.
Friday	8/6	TL travelled Suva – Nadi – Brisbane. Continue revision of SLM project documents and reports.
Saturday	9/6	Preparation of Questionnaire. Continue revision of SLM project documents and reports.
Sunday	10/6	TL travelled Brisbane – Nauru.
Monday	11/6	<p>Arrived Nauru and met Mrs Claudette Wharton at airport.</p> <p>Meeting with National Consultant (NC) Mr Fabian Ribauw, Secretary DCIE Mr Russ Kunn, SLM Project Manager Mr Bryan Starr and the PMU. Introduction and overview of project and progress and identification of major issues. Development of plan and approach for mission.</p> <p>Development of detailed work program and consultation meetings with National Consultant and Project officer Mrs Claudette Wharton.</p> <p><i>Note:</i> During meetings, we were informed that President of Nauru has sacked his whole Cabined. He later named a new Cabinet that same evening.</p>
Tuesday	12/6	<p>Discussions with Project manager and Project officer on status of the project.</p> <p>Preparation of Evaluation Report Structure.</p>

		Preparation of questionnaire for use during individual consultations with selected stakeholders
Wednesday	13/6	Workshop with TWG on the objectives of the evaluation, the methods and approach to the evaluation and their general view of the SLM project. Start face to face interview with selected stakeholders and also the filling out of the questionnaire
Thursday	14/6	Team Leader met with Secretary of Lands and Survey Mr Porthos Bop, also with President of the Nauru Landowners Association Mr Manfred Depaune and Director of Agriculture, Frankie Ribauw Continue other interview and filling out of questionnaire
Friday	15/6	National Consultant Fabian Ribauw signed his contract with UNDP MCO. Team Leader had a field visit to project sites including the 3 Tanks (salt water reticulation), Solar purification panels project, Demo compost toilet project, SLM Nursery, DOA Anabar Farm, NRC Pitt 6, NRC Nursery, Phosphate mining sites, Top soil Stock Pile and Beach Profile sites. Visit Community outreach meeting in Anetan district National Consultant continue other interview and filling out of questionnaire
Saturday and Sunday	16&17/6	Commenced preparation of Draft Report Data analysis and preparation for stakeholders workshop
Monday	18/6	Data analysis and preparation for stakeholders workshop
Tuesday	19/6	Final Stakeholders workshop to present reviewers' findings. Consultation with National Consultant
Wednesday	20/6	Depart Nauru – Brisbane Continued with preparing draft report.
Thursday	21/6	Depart Brisbane – Tonga (Home Base) Continued preparation of draft report.