

UNDP Fiji Government of Tuvalu

Terminal Evaluation of the Sustainable Land Management Project, Tuvalu



Final Report
July 2012

Jonathan McCue (CTL Consult Ltd)
Horsley Business Centre
Stephenson House
Newcastle upon Tyne,
Northumberland, NE15 0NY
United Kingdom

Local demonstration project pulaka pits, Vaiaku, Funafuti (June 2012)



Tuvalu stakeholders at the SLM Terminal Evaluation Workshop (June 2012)



SLM posters produced by local school children (photo taken June 2012)





Notice

This document and its contents have been prepared and are intended solely for UNDP Fiji's information and use in relation to the "Consultancy (International Consultant) for the Terminal Evaluation of the Sustainable Land Management Project, Tuvalu". CTL Consult Ltd (who employ Jonathan McCue) assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents.

Document History

JOB NUMBER: 2012 – 012 – Tuvalu SLM			DOCUMENT REF: 2012 – 012 – Tuvalu SLM/Doc/001			
Revision	Purpose Description	Originated	Checked	Reviewed	Authorised	Date
1	Draft Terminal Evaluation Report	JMcC	ST	PL (Department of Env, Tuvalu)	FR (UNDP Fiji)	15.06.12
2	Draft Final Terminal Evaluation Report	JMcC	ST	PL (Department of Env, Tuvalu)	FR (UNDP Fiji)	8.07.12
3	Final Terminal Evaluation Report	JMcC	ST	PL (Department of Env, Tuvalu)	FR (UNDP Fiji)	12.07.12

Acknowledgement

The International Consultant (IC) kindly acknowledges the excellent support provided by Floyd Robinson of UNDP Fiji and the Country Development Manager (UNDP Tuvalu) Susana Taupo (UN Country Development Manager for Tuvalu) in assisting with the delivery and completion of this Terminal Evaluation. The IC also appreciates the time and effort contributed by the project team in Tuvalu, including all those who responded rapidly to our requests for information and offered their insights on project achievement and challenges. The IC also thanks the many participants in the combined meeting of the Steering Committee and Communication Team (working groups) for their valued input into the project evaluation exercise.

Jonathan McCue (International Consultant to UNDP Fiji)



Acronyms

ACP	African, Caribbean and Pacific
APR	Annual Project Report
AWP	Annual Work Plan
DCC	Development Coordinating Committee
DoA	Department of Agriculture
DoE	Department of Environment
ECD	Economic Development Fund
EIA	Environmental Impact Assessment
EPA	Environment Protection Act 2008
EU	European Union
GEF	Global Environment Facility
GIS	Geographical Information System
GPS	Global Positioning System
GoT	Government of Tuvalu
IDC	Island Development Committee
LDC	Least Developed Country
LUP	Land Use Planning
MCO	UNDP Fiji Multi-Country Office
MSP	Medium Sized Project



MTIP	Medium Term Investment Plan
M&E	Monitoring and Evaluation
NAP	National Action Plan
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy Action Plan
NEX	National Execution
NGOs	Non-Governmental Organisations
PWC	Project Working Committee
NSSD	National Strategies for Sustainable Development
PDF-A	Project Development Facility A
PIR	Project Implementation Review
PSC	Project Steering Committee
PMU	Project Management Unit
PWD	Public Works Department
RMS	Project Risk Management System
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SNC	Second National Communication
SOPAC	South Pacific Applied Geosciences Commission
SPREP	Secretariat of the Pacific Regional Environment Program
SPC	Secretariat of the Pacific Community
TANGO	Tuvalu Association of Non-Government Organisations



TDF	Tuvalu Development Fund
ToR	Terms of Reference
TPR	Tripartite Review
UN	United Nations
UNCCD	United Nation Convention to Combat Desertification
UNFCCC	United Nation Framework Convention for Climate Change
UNDP	United Nations Development Programme
UNCBD	United Nation Convention for Biological Diversity



Contents

1	INTRODUCTION	7
1.1	Purpose of the Evaluation	7
1.2	Methodology of the Evaluation	8
1.2.1	Overview to the Methodology	8
1.2.2	Approach	8
1.3	Key Issues Addressed	9
1.4	Structure of the Evaluation	10
1.4.1	Report Details	10
1.4.2	Report Structure	12
2	THE PROJECT AND ITS DEVELOPMENT CONTEXT	13
2.1	Project Background	13
2.1.1	Sustainable Land Management (SLM) in Tuvalu – Problems to be Addressed	13
2.1.2	The Catalyst towards Initiating the SLM Project	14
2.2	Project Goal, Objectives, Structure and Outcomes	14
2.2.1	Project Goal and Objective	14
2.2.2	Project Organisational Structure, Main Stakeholders and Beneficiaries	15
2.2.3	Project Outcomes and Outputs	16
2.3	Results Expected	19
3	EVALUATION FINDINGS	20
3.1	Introduction	20
3.2	Project Formulation	20
3.2.1	Evaluation Questions	20
3.2.2	Summary Findings to Sub-Questions	20
3.2.3	Commentary on Project Formulation	24
3.2.4	Replication approach	27
3.2.5	Management arrangements	28
3.2.6	Validity of risks and assumptions	30
3.2.7	Overview of Findings	32
3.3	Project Implementation	32
3.3.1	Evaluation Questions	32
3.3.2	Summary Findings to Sub-Questions	32
3.3.3	Commentary on Project Implementation	35
3.3.4	Overview of Findings	40
3.4	Project Results	40
3.4.1	Evaluation Questions	40
3.4.2	Summary Findings to Sub-Questions	40
3.4.3	Commentary on Project Results	45
3.4.4	Assessment of Sustainability of Project Outcomes	46
3.4.5	Observations on Special Cross-Cutting Issues	49
3.4.6	Overview of Findings	49
4	CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT	51
4.1	Conclusions	51
4.1.1	Project design clarity and expectations	51
4.1.2	Project achievements and performance	52
4.1.3	Technical Capacity and Training Needs to Deliver SLM	54
4.1.4	Project organisation and quality assurance	54



4.2	Rating of Project Performance	55
4.3	Recommendations	56
4.3.1	Outstanding Actions	56
4.3.2	Recommended Future Interventions	56
4.4	Lessons Learnt	59
4.4.1	Strategic Lessons Learnt	59
4.4.2	Turning Lessons Learnt into Practice	60
		63
	APPENDIX A – Terms of Reference	64
	APPENDIX B – Mission Itinerary	71
	APPENDIX C – List of Persons Interviewed and met	72
	APPENDIX D – Summary of Field Visits	74
D1	Overview of Field Mission (Saturday 2 June)	74
D2	Strategic Land Management Issues on Funafuti	74
D3	Demonstration Project	76
	APPENDIX E – List of Documents Reviewed	80
	APPENDIX F – Questionnaire Used and Evaluation Criteria	81
	APPENDIX G – Overview of Co-financing and Leveraged Resources	85
	APPENDIX H – Summary of Evaluation findings	89
	APPENDIX I – Terminal Evaluation (Tuvalu) 2 Page Summary	101
	APPENDIX J Workshop Event 4 June 2012	103
	Overview and Structure to the Workshop	103
	Analysis of Findings	105



1 Introduction

1.1 PURPOSE OF THE EVALUATION

The “Building Capacity and Mainstreaming Sustainable Land Management (SLM) in Tuvalu Project” is a GEF/UNDP project that commenced on 5 June 2008 (project document signature) and is scheduled for closure 4 years later in June 2012. The objective of the project was “*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*”.

This Terminal Evaluation (TE) is an independent review, as required by GEF and the Project Document (ProDoc) that aims:

- to determine progress made towards the achievement of outcomes;
- to identify the relevance, effectiveness, efficiency and timeliness of project implementation;
- to highlight issues requiring decisions and actions; and
- to present lessons learned about project design, implementation and management.

TE’s are intended to review overall project design, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects). It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from project monitoring.

The TE provides the opportunity to evaluate overall project success or failure and to make recommendations for consideration in future projects. It carefully provides commentary on strategic impact of the project overall and its potential legacy for Tuvalu.

The TE was awarded to Jonathan McCue as International Consultant (IC) from the UK. Mr McCue has 25 years experience in environmentally focused international donor agency evaluation work particularly for UNDP.



1.2 METHODOLOGY OF THE EVALUATION

1.2.1 Overview to the Methodology

All GEF TE's strive to be evidence-based, methodology adopted must ensure that all findings are transparent and participatory. The TE approach is designed to comply with the GEF Monitoring and Evaluation Policy, the UNDP Evaluation Policy, and the Guidelines for GEF Agencies in Conducting Terminal Evaluations. The new "Evaluation Policy of UNDP" (2011) also states that project evaluations are to assess the efficiency and effectiveness of a project in achieving its intended results, as well as the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. This TE takes into consideration these strategic guidelines, though is also guided by the specific Terms of Reference (ToRs) that were provided by UNDP Fiji, for this TE, in May 2012. Where appropriate, the TE also adheres to the principles and structures set out in the "GUIDANCE FOR CONDUCTING TERMINAL EVALUATIONS OF UNDP-SUPPORTED, GEF-FINANCED PROJECTS" (2012).

All SLM projects in the Pacific received confirmation by the UNDP that 2012 will be its new finalized date for implementation processes. The operational closure of this project will therefore be June 2012 whilst the financial closure timeframe will be December 2012 with no extension granted.

1.2.2 Approach

The TE commenced on 29 May 2012 and is contracted to be completed by 25 June 2012. Data collection and discussions held in Tuvalu occurred during the evaluation field mission which was undertaken between 31 May – 5 June 2012 (see Appendix B). Preliminary observations and findings from the field mission were presented within a debriefing workshop event (with key stakeholders) in Tuvalu on 4 June 2012 (see Appendix J). The approach to the evaluation was based on the following tasks:

- (a) review of documents and reports that describe progress on project outputs, outcomes and objectives as per indicators in the project designs,
- (b) interviews (face to face and skype) with project participants and stakeholders to verify achievements and to identify issues related to project design and implementation;
- (c) selective site visits to demonstration sites on Funafuti Atoll to help compile evidence of local achievements and to consult with beneficiaries and participants.
- (d) a stakeholder group workshop discussion event (4 June 2012) that reviewed achievements against project outcomes and outputs, evaluation of results and lessons learned.

The four components of the evaluation – 1) Project Design, 2) Project Implementation, 3) Project Results (including sustainability and capacity building) and 4) Lessons Learned address the list of sub-



components indicated in the project specific ToR (see Appendix 1). Specific “Evaluation Criteria” were created, by the International Consultant (IC) to further define the basis for the data collection and to help with setting the general indicators for evaluating the various project sub-components (see Appendix F).

The interviews were assisted by an Interview Guide (Appendix F) which provided leading questions that facilitate consistency and triangulation of responses from those interviewed (see Appendix C). The evaluation involved an objective and independent review of the weight of evidence compiled from reports, interviews/group discussions and site visits. The documents reviewed for this task are listed in Appendix E.

The evaluation methodology sought to compare the pre-project baseline conditions to current conditions. A summary of the status of project outcomes and outputs was then prepared for this comparison (Appendix H) that used the following ratings: *Satisfactory - minor shortcomings*; *Moderately satisfactory – moderate shortcomings*; *Moderately unsatisfactory - significant shortcomings*; *Unsatisfactory – major shortcomings*; and *Highly unsatisfactory - severe shortcomings*.

A series of meetings were held with key stakeholders in Funafuti (Tuvalu) between 31 May and 5 June 2012. After this time, a series of skype interviews were arranged with support from assistant staff at the Department of Environment (DoE) especially with the current National Project Manager (the Acting Director of Environment) who was off island at the time of the mission.

1.3 KEY ISSUES ADDRESSED

The focus of the TE is designed to consider the following main issues:

1. Achievements made in implementing the project, in particular the strengths and weaknesses of implementing the components/activities in the logical framework of the Project Document (ProDoc) and role and effectiveness of project management structures and role in implementing the project;
2. Outcomes and impacts (intended/unintended; positive/negative) realized as a result of the project;
3. Strengths and weaknesses of the project design and implementation strategy;
4. Factors that contributed or hindered attainment of project objectives;
5. Achievements in networking, creation of partnerships and knowledge management;
6. Lessons learned in relation to enhancing awareness, capacity development and advocacy through the use of networks and partnerships in relation to SLM.



Using the above as the framework for the TE, the following key issues were identified in the initial review of all project documents:

- Divergence from original project document and expectations;
- Integration of SLM specific “technical guidelines” into government operations;
- Capacity development/awareness building of SLM trainees to utilize the training;
- Quality, dissemination and usefulness of the SLM demonstration site “best practice”;
- Degree of government support and commitment for NAP implementation measures and incentive constraints;
- Number and quality of SLM project proposals prepared and prospects of funding;
- Effectiveness of project coordination mechanisms and related institutional factors affecting project performance;
- Effects on project results of finance delays and staff turnover;
- Contributions of the project to government policies and initiatives on SLM.

1.4 STRUCTURE OF THE EVALUATION

1.4.1 Report Details

The GEF Terminal Evaluation Guidelines specify the following criteria to be included in the design of the TE report to help towards assessing level of achievement of all project outcomes and objectives:

Project Design (Relevance). The evaluation will assess the extent to which the overall project design remains valid. This section reviews the project’s concept, strategy and approach within the context of effective capacity development and sustainability. Specifically, this aspect assesses the extent to which the underlying assumptions remain valid; assesses the approach used in the design and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It also assesses the potential for replicating or “scaling up” the site-based experiences. An attempt is also made 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. This section assesses the extent to which *project management and implementation approaches* have been effective, efficient and responsive. Specifically, it will:



-
- Assess overall institutional arrangements for the execution, implementation, management, monitoring and review of the project. This will include 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;
 - analyse the project financing, specifically how the project has materialized/leveraged co-financing for various components.
 - review the effectiveness and the methodology of the overall SLM 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, gender equity, institutional strengthening, climate change and Innovation or added value to national development.

Project Results. This section examines the relevance, efficiency, effectiveness and sustainability of *operational activities and results achieved by the project*, 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. This section shall:

- assess, quantitatively (where possible) and qualitatively, the achievements and impact in terms of outputs and its contribution to outcomes as defined in the ProDoc;
- 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.



Governance and capacity-building: This section shall evaluate how the Project has promoted participatory processes and behaviors which may influence how land use management is done at the local and national levels. The section will look at how the project has contributed to improved governance at local and national levels, and examine how governance issues have impacted on the achievement of project goals and outputs. The section shall also seek to evaluate how and to what extent the project has built management, planning and operational capacity among the project's stakeholders, particularly at the community level. This includes an overview of capacity-building techniques employed by the project as well as of the monitoring mechanisms involved.

Lessons learned: Within the conclusions and recommendations section, this evaluation also highlights lessons learned and (if possible) best practices to adopt in the future to help address issues relating to relevance, performance and success. In describing all lessons learned, particular focus is placed on those that are applicable specifically to this SLM project in Tuvalu.

1.4.2 Report Structure

The structure of this report is set out below:

- Section 1 – Introduction;
- Section 2 – The Project and its Development Context;
- Section 3 –Evaluation Findings;
- Section 4 – Conclusions, Recommendations and Lessons Learnt (*includes an assessment of gaps and/or additional measures needed that might justify future GEF investment in the country, and guidance for future investments (mechanisms, scale, themes, location, etc).*)

A 2 page summary of the main TE messages and findings (for Tuvalu) are included in Appendix K.

<p>NOTE: The Terminal Evaluation mission to Tuvalu was undertaken over a 5 working day period. No opportunity was possible to visit outer islands in Tuvalu during the programmed times available for this TE contract. This SLM project has had no Mid Term Review (MTR) undertaken, and so the Terminal Evaluation (TE) seeks to provide a strategic assessment of project from start to finish using available information.</p>
--



2 The Project and its Development Context

2.1 PROJECT BACKGROUND

2.1.1 Sustainable Land Management (SLM) in Tuvalu – Problems to be Addressed

SLM involves the use of terrestrial resources and ecosystems e.g. soils, plants to provide goods and services e.g. food, drinking water, fuel, timber, without detriment to the long-term productive potential of these resources and their environmental functions. SLM is critical to minimising and rehabilitating the effects of land degradation, and ensuring optimal use of resources for sustainable development and poverty alleviation. SLM in Tuvalu is incredibly topical at the moment in light of the fact that Tuvalu is being considered for graduation from LDC (least developed countries) status, a move that could see the country missing out on vital development funding.

A key issue to understanding the regulatory issues surrounding SLM is a clear appreciation on land ownership and governance matters. Tuvalu is a constitutional monarchy with two spheres of government, central and local. The legal basis for Tuvalu local government is the Falekaupule Act 1997 and there is only one level, which is the Kaupule (island council). The Ministry of Home Affairs (MHA) is responsible for local government and is under the Department of Rural Development which oversees local government. A quarterly assembly is held by each Kaupule where the annual budget and development plans prepared by the island council are assessed by the people. The common services that all island councils offer include land transport, lagoon travelling services, mechanical and joinery maintenance services, provision and maintenance of roads and public facilities such as meeting halls, recreation facilities (playing fields, multi-purpose courts), transport facilities, beach ramps and land title records. Services provided by national government in partnership with the island councils include health, education, agriculture and fisheries.

From an initial review of existing documentation, the capacity gaps towards delivering effective land management (and contributory factors to causing land degradation) include: i) individual level –lack of developing technical capacity (despite individuals in communities using their traditional knowledge where they have learn from their elders - outer island Kapule 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 formal mechanisms to coordinate and address common land management issues.



2.1.2 **The Catalyst towards Initiating the SLM Project**

SLM involves the use of terrestrial resources and ecosystems e.g. soils, plants to provide goods and services e.g. food, drinking water, fuel, timber, without detriment to the long-term productive potential of these resources and their environmental functions. SLM is critical to minimising and rehabilitating the effects of land degradation, and ensuring optimal use of resources for sustainable development and poverty alleviation.

The SLM project is one of the projects identified in the Tuvalu Country Programme Action Plan for 2008 to 2012, which has been formulated and agreed to by both the Government of Tuvalu and UNDP. The SLM project falls within a global GEF project entitled “*LDC and SIDS Targeted Portfolio Approach for Capacity Development and Mainstreaming of Sustainable Land Management*” developed in 2004. This followed the GEF becoming a financial mechanism of the United Nations Convention to Combat Desertification (UNCCD), and land degradation becoming a new Focal Area of the GEF. The aim of the global SLM project is to develop individual, institutional and systemic capacity for sustainable land management and eligible countries were able to access an expedited medium-sized project under this Portfolio. Tuvalu became a party to UNCCD in 1999 and the formulation of its National Action Plan (NAP) was carried out as a precursor to the development of this project and completed in 2006. Sadly, no update to the NAP was undertaken as part of this SLM project, though this activity is pending implementation together with the development of the Land-Use policy (into the second half of 2012).

2.2 **PROJECT GOAL, OBJECTIVES, STRUCTURE AND OUTCOMES**

2.2.1 **Project Goal and Objective**

This Medium Sized Project (MSP) on “*Building Capacity and Mainstreaming Sustainable Land Management (SLM) in Tuvalu*” is a Global Environment Facility (GEF) funded project through the United Nations Development Program (UNDP). The project is 4 years in duration. It commenced on June 5th, 2008 and is scheduled to finish on June 5th, 2012. The primary objective of the MSP in Tuvalu is to strengthen human, institutional and systemic capacity for SLM. The specific aims of the project are:

- increase the knowledge and awareness of land degradation and the importance of sustainable land management;
- enhance the technical, individual and institutional capacities for sustainable land management;
- build systemic capacity and mainstream sustainable land management principles and objectives;



-
- enhance technical support at the local, outer island and national level to assist with mainstreaming and integrated decision-making.

One of the more specific outcomes is to increase Tuvaluan capacity to develop credible investment plans and strategies that would motivate donors to invest in Tuvalu.

Specific project objectives are:

- To ensure that government, at the highest level, considers the long-term environmental health of land resources and the adverse effects of land degradation when making economic and development decisions;
- To build capacity for SLM horizontally across sectors and vertically from the individual land-owner to community leaders, to provincial and national government.

2.2.2 Project Organisational Structure, Main Stakeholders and Beneficiaries

The Tuvalu DoE is the lead executing agency within the Ministry of Foreign Affairs, Trades, Tourism, Environment and Labour (MFATTEL). The Director of Environment is nominated as the Project Manager and the project originally recruited two full-time staff, a National Project Coordinator and a Project Assistant (the latter has not been in post since April 2012). The DoE were responsible for the timely delivery of inputs and outputs and for the management of the project implementation, and meeting M&E and reporting requirements.

The Project Steering Committee (PSC) is the national coordinating body for the project. The Project Working Group (also named the Communication Team) is the executing arm of the project with its main role to ensure that SLM activities are implemented in all the islands. This PWC was aimed to meet every quarter with the DoE performing secretariat functions.

The ultimate beneficiaries of the project were seen as Tuvalu landowners, farmers, school children and others whose livelihoods are drawn from the land⁴ and its relevance is clear for the nation considering that 80% of the people still live on their customary land.

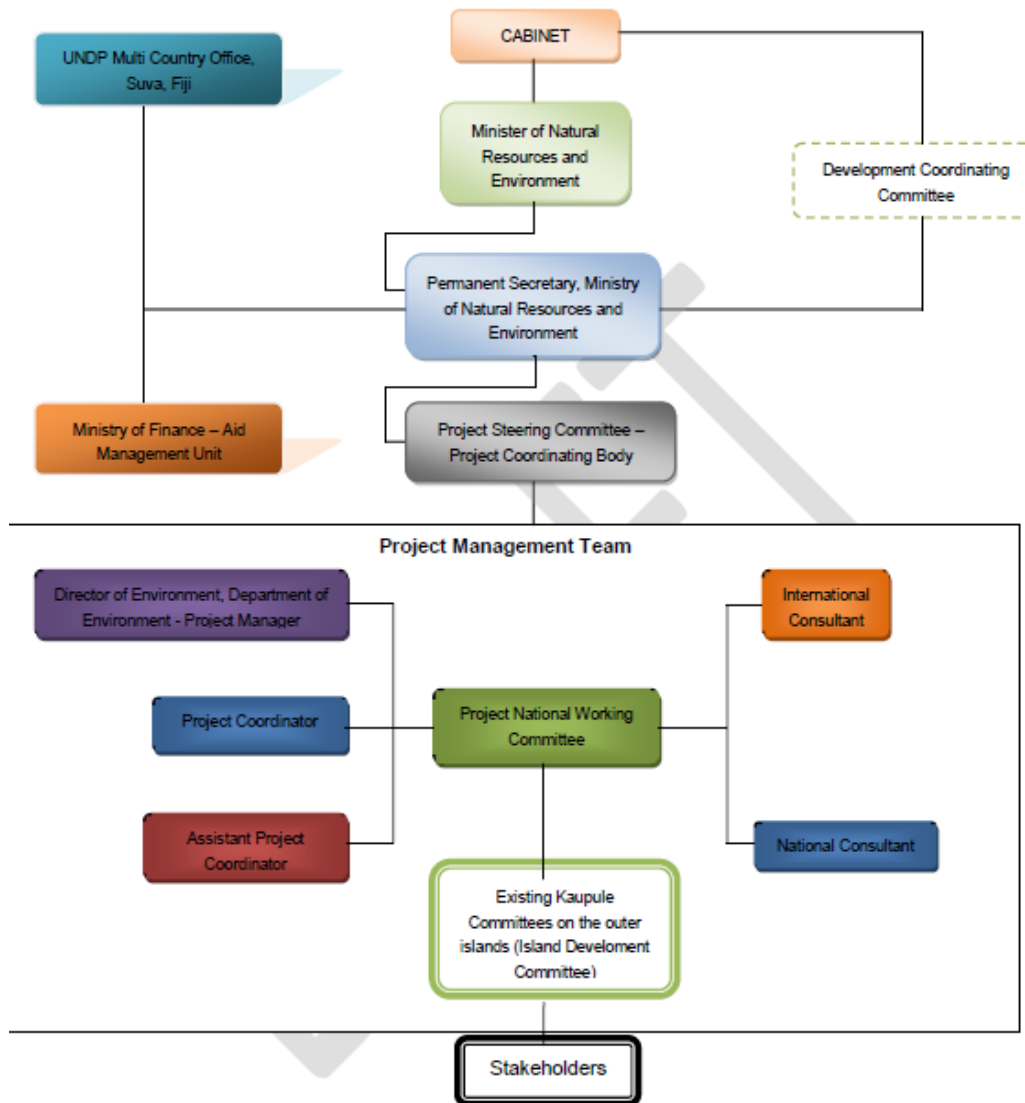


Figure 2.1 Project M&E and reporting channels (taken from Project Inception Report 2008)

2.2.3 Project Outcomes and Outputs

There are four project outcomes (excluding that for Project Management Unit Coordination) with 16 separate outputs. These are identified below in Table 2.1:



Outcome 1: Increased knowledge and awareness of land degradation and the importance of sustainable land management.

Output 1.1: Awareness raising materials and plan for SLM promotion developed (content of materials, and dissemination / distribution of materials etc).

Output 1.2: Consultations and demonstration activities with communities and landowners, to increase understanding and awareness of land degradation and implications for SLM.

Outcome 2: Enhanced technical, individual and institutional capacities for SLM

Output 2.1: Improved Geographic Information Systems (GIS) for land resource assessment and land use planning – to enable characterization of the land degradation problems, define the extent of land degradation and assist with decision-making.

Output 2.2 Separate training workshops and demonstration events on GIS and Land Use Planning, including exchanges between Outer Island groups.

Output 2.3: Local community mapping and appraisal of representative project areas.

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

Output 2.5: National institutional structures and functions enhanced to better address SLM.

Output 2.6: Modules and training materials for workshops, demonstrations and seminars etc. To be used for outer island groups, local Funafuti Kaupule and national stakeholders.

Output 2.7: Educational activities and curricula development for schools and education institutions.



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

Output 3.1: Elaborate the NAP (through co-financing) and identify specific on-the-ground investments required in the medium to long term to implement the NAP.

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

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

Outcome 4: Enhanced technical support at the local, Outer Island and national levels to assist with mainstreaming and integrated decision-making

Output 4.1: Tools, guidelines and manuals for different approaches to capacity development, mainstreaming with policy platforms and integrated land use planning options.

Output 4.2: Local and national knowledge management networks, linked to existing networks.

Output 4.3: Effective monitoring and evaluation systems in place, for national and outer island monitoring, evaluation and reporting frameworks.

Table 2.1 Project Outcomes and Outputs



2.3 RESULTS EXPECTED

By the end of this project, the Government of Tuvalu (GoT) and Tuvalu people should be equipped to make more informed decisions about appropriate land uses, based on improved information and better understanding of the costs and benefits of development options.

As stated in the ProDoc (2007), to ensure long-term effectiveness of the SLM activities, the expected project results aim to support the improvements in current institutional & community capacity for SLM and monitoring support. The project results are also expected to build a better framework for cooperation among local stakeholders (particularly government, NGOs, CBOs, private sector and communities) and provide mechanisms to enable broad stakeholder participation in decision-making and management of land resources, by enhancing landowner power over their land-use decision-making, and improving access to information and networking.



3 Evaluation Findings

3.1 INTRODUCTION

The following section provides the ICs evaluation of the projects formulation, implementation and results. The structure reflects the requirements of the ToR and also demonstrates the types of questions (and sub-questions) that the IC posed to key stakeholders during the mission to Tuvalu). The IC presents the observations as a commentary and from this, presents an overview of findings (per key theme heading). A summary rating of project performance (i.e.: formulation, implementation and results) is also provided using the recommended 6-point scale presented in the ToR. The 16 specific outputs of the project ratings are presented separately in Appendix H of this TE Report.

3.2 PROJECT FORMULATION

3.2.1 Evaluation Questions

The main strategic question and sub-questions posed about Project Formulation are presented below:

Was project design relevant, effective and efficient given the project objectives and expected results?

The main strategic and sub-questions (below) seek 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. The IC presents the following summary findings with regard to whether there were any particular aspects of the project design/formulation that were either not relevant or not realistic.

3.2.2 Summary Findings to Sub-Questions

Sub-question 1 “Were there any particular aspects of the project design that were either not relevant or not realistic?”

- Local communities should have been given the chance to comment on the project design at the outset (inclusion of traditional issues etc).
- Too much theoretical attention and focus was placed on classroom based workshops despite workshops being organised in a “forum setting”.
- These appeared to be at the forefront of the SLM project with not enough meaningful demonstration activity (“learning by doing”) even though every island having their own demonstration site with experts from Dept of Agriculture introducing effective agricultural practices. The success of the SLM project is very dependent upon changing peoples’ attitudes to



what has been done in the past, however, it is difficult to change local mind-sets unless they can physically see that different ways of doing things maybe a good idea.

- With regard to the project design and formulation, all the SLM outcome titles selected were relevant to the Tuvaluan situation, however, demonstrated progress ultimately hinges on the commitment of stakeholders to actually complete the project activities identified in the Inception Report and first Annual Work Plan (2008).
- Budget allocations, dictated at the outset of the project, were inappropriately apportioned. It is clear that funds set aside for the demonstration projects were not enough to complete an effective and visible outcome on the ground. It is for this reason that only one demonstration project (pulaka pits) was undertaken on Funafuti and efforts were needed to undertake co-financing efforts and joint ventures with other donor alliances (e.g.: Venezuela Fund). It should nevertheless be noted that there were originally demonstration sites on all the 9 islands. The Funafuti site was co-financed by Tree Care Project. As for the 8 outer islands including Niulakita there were Mangrove and Fetau planting demo sites (coastal protection demo sites and was co-finance with TNCW and with technical assistance from the Agriculture Department). As funds were limited for demonstration sides the Communication team and Steering committee agreed to co-finance with other projects to help attempt to complete demonstration sites on all 9 islands.

Sub-question 2 “If the project was to be implemented again, are there any changes in project design and results framework that could be suggested?”

- Whilst there is evidence of stakeholder engagement around atolls in Tuvalu, improved community participation and training on the role of the Island Councils in delivering and taking ownership of the SLM project outputs (which was started in the NAPA 1 process) perhaps should have been given greater priority and visibility throughout the duration of the project. Therefore, a better use of Project Officers (or volunteers) on outer islands (however the cost of doing this was too high) could have resulted in an improvement of activity implementation on demo sites and on awareness programs.
- More competitions or community “reward schemes” should have been considered to promote and encourage participation in more “hands on” training for communities. SLM did conduct workshops and trainings in all outer islands to enable all outer islands to participate on events carried out on Funafuti. Some of the best family gardens on Funafuti Island were included in the video to provide some sort of “reward and encouragement” for best practice. The video included composting training in one of the chapters where Agriculture experts demonstrate and explain in full details on steps and ways to make compost at home.



-
- SLM project design for low lying atolls, such as Tuvalu, should have better considered how project activities could have covered terrestrial, coastal and marine management aspects in an integrated way. SLM should be considered as a route towards developing land use planning, however, the idea of linking with the coast is ultimately required as this should seek to ensure a better integration of institutions and appreciation of coastal habitats and their health as these are assessed through Department of Fisheries (not a key stakeholder in the SLM project). The SLM and NAPA I projects did discuss developing a Land-Use policy and Integrated Coastal Area Management policy (not taken forward at present).
 - Being able to convey an heir of authority at a political level was needed. The SLM project certainly would have benefited from an improved role of “power” for the Communications Team (in particular) as it was this team that appears to have done most of the work on the ground. This is a stark contrast to the National Steering Committee (NSC) that would only meet twice a year to cast a view and accept the work already undertaken by the Communications Team (which is made of of individuals from deffrent departments and organizations). Despite this issue over “power”, it is understood that once the project team needed assistance in terms of higher authority an issues was taken to the Steering Committee (which consists of all Directors of Departments and chair by the Permanent Secretary). If there was a need for higher level then the Permanent Secretary will take it up to the Minister and through to the Cabinet.
 - A more robust approach towards initiating nationwide consultation was needed. Despite the use of Tuvalu radio (the best media for conveying messages to Outer Islands) there needed to be more budget available to allow key staff members to have more time to identify what will make communities want to be involved to achieve the project goal on their specific islands. Nominating a Project Officer for each island may have gone a long way to improving the success of the project.

Sub-Question 3: “Were there any project risks that were not identified or adequately considered, and how could they have been better anticipated and managed?”

- The time and cost of getting message to outer islands is a significant issue. Ship schedules to outer islands regularly change, and even the reliability of Air Pacific from Fiji to Tuvalu (twice a week) is not a guaranteed service (through this seems to have become more secure over the past 24 months as a scheduled service).
- Inevitably, financial risks were apparent, especially when budget lines were either cut or removed to merge with other aspects was key to determining progress.
- Another influencing factor impacting on project progress was related to staff capacity and availability. If members of the team had to visit Outer Islands for weeks at a time, the PMU office effectively was “dead” and nothing happened to take the job forward.



-
- After 4 years of the SLM project, a critical question that must be raised is “has there been any technical development on the issue of saline intrusion impacts on the growth of endemic crops?” Sadly, it appears that research has still not matured sufficiently enough to start initiating new salt tolerant pulaka species into Tuvalu (although the IC was informed that the Dept of Agriculture is in direct contact with SPC on this issue). To this end, there is still no further development with regard to alleviating salt intrusion into pulaka pits. The IC believes that it would not have cost considerable sums of money to experiment with creating pits that are protected by water table saline conditions by way of creating “ponds” with sheeting or membranes to allow a “swamp” condition to be created (using a pump to supply water from a tank to the “Pit”). No effort appears to have been made to test this approach (or even the use of concrete pits to plant pulaka), and importantly, to see whether either of these approaches are actually cost effective methods to pursue and replicate over larger areas and to Outer Islands.
 - Issues of land owners in negotiating for preferred and appropriate demonstration site locations should have been given more focus during the Inception Workshop Phase of the project. The negotiation of the demo site was done through kaupule, lands department and land owners, however, it does appear that problems still arose during actual implementation.

Sub-Question 4: “How relevant or useful has the project been towards developing the national development priorities of the government?”

- Whilst the project has proven very important at a strategic level, the important message of SLM has, however, been diluted mainly due to a lack of a working and robust enabling environment to mainstream SLM into Tuvaluan national policy and regulation. Despite this, at the more local and community level, the IC strongly believes that Tuvaluans now understand the purpose of SLM and are in a better position to help cooperate with Govt if requested to do so.

Sub-Question 5: “How effective and efficient was the project management and organisational structure to “make things happen” and towards facilitating implementation? How could this have been improved in hindsight?”

- Needed an improved focus and “budget line” on Monitoring and Evaluation (M&E) as the overall project management and organisational structure was effective towards facilitating implementation.
- The PMU are deemed of reduced effectiveness due to the need to balance SLM tasks and other govt commitments at the same time. . Supporting full time coordinators (not already employed by the Govt) could have been a good way forward, but budgets dictated away from this possible approach.



3.2.3 **Commentary on Project Formulation**

Stakeholder Involvement and Input

The effectiveness of the projects formulation strategy is ultimately linked to how the project starts and what endorsement it has from all stakeholders in Tuvalu. For this SLM project, the ProDoc was agreed and signed on 5 June 2008. An Inception Workshop was held on 15-16 October 2008. That means that about 3 months was set aside for Inception Phase planning which is a sufficient amount of time and reflects preferred practice for MSPs. This is a positive initial finding. Importantly, this TE has identified that many Tuvalu stakeholders appeared to already know a small amount about the project. This is a credit to the National Team in the early months as there is evidence that a particular drive was given to engage with government agencies, island councils and NGO's (such as TANGO). There were some workshops carried out at the project inception phase (see Project Inception Report), though it is unclear whether these were ineffective, poorly attended or whether there have been many staff changes since.

Despite this, a critical omission of the project's initial stages was the failure to prepare a simple "SLM Project Glossary of Terms" which would seek to be used by all GoT stakeholders throughout the lifetime of the project. This could also have been used to preach the message of SLM to all sectors of government and community leaders on Outer Islands and to assist in improving initial understanding of the SLM project, its principles and end outcomes (to develop a platform or framework for country ownership of SLM). Participation at the Inception Workshop (October 2008) event, from Senior Officials and Permanent Secretaries, was deemed to be poor (according to the Inception Workshop attendance list, only 3 Director level government staff attended out of a total of 30 participants for the external session).

Another observational complaint at the Inception Workshop (IW) was that the approach (set by UNDP) was too "mechanical" and talked in too much detail about log frames and administrative issues including monitoring and evaluation. Whilst obviously important, the purpose of the IW is to gain acceptance and endorsement of the project by all stakeholders. Most Tuvaluan stakeholders have no interest in log frames and want to see encouraging outputs on the ground. More effort should therefore have been made on the communication of the project at the IW event to ensure that the external event was kept less administrative and more visionary and enlightening in its approach. The IW also needed to secure clarity on land ownership issues for each possible demonstration site (as raised in the point above). This was not done and resulted in subsequent project programme delays. The design process was inevitably very "top down" as opposed to "bottom up". As a result, there was minimal "ownership" of the projects outcomes at the Outer Island community level and is seen to be one of the contributory reasons for the failure of setting up pulaka pit demonstration projects (see Project Results and Appendix D).



Clarity of Message

In relation to the clarity of message (with regard to SLM), the IC has noted that in the Tuvalu situation, one specific challenge associated to project design related to the local definition of “land degradation”. The Tuvalu SLM team did well to explain fully (in Tuvaluan) the meaning of land degradation and most stakeholders then better understood the term. This was also shown during awareness raising workshops. Despite this, the concept of SLM in Tuvalu is seen more associated with waste management and pollution (i.e.: borrow pit issues) as opposed to the sustainable use of the land for agricultural purposes. The concept of SLM is also (arguably) too new and needs more time to help communicate what its overall meaning is for Tuvaluan stakeholders. The concept of sea level rise and climate change is slowly being understood, however, SLM is new and is likely to take time to be properly absorbed as a key concept, especially if it is never mentioned as a term in national policy setting documents. SLM as a term is difficult to communicate, but it is felt that Tuvaluans so understand what it means in their own context.

The National Strategy for Sustainable Development, (Te Kakeega II - NSSD), defines eight strategic areas with 161 sector priorities and strategies. Whilst SLM is not mentioned anywhere, the strategic areas are defined both broadly and specifically, as they are intended to be pursued over the next ten years. The challenge associated with the whole SLM “label” is that unless it is used on the international arena, getting its principles understood and widely adopted will take time. SLM principles (indirectly) do, however, cut across the eight strategies, raising a number of important issues including urbanisation of Funafuti, declining agricultural production, food security and nutrition etc.

Role of UNDP Regional Office

The IC does have sympathy with both UNDP Fiji (i.e.: having the challenge of presenting countries with a great opportunity to change land management in Pacific countries) and also with the individual recipient country (e.g.: Tuvalu) as often the easy “excuse” for poor project outcome delivery and progress is associated to poor project design. The IC’s interpretation of this issue is two-fold:

- UNDP-GEF have been correct in presenting a standard international SLM project structure approach, but (in the instance of Tuvalu) has failed in communicating the variety of outcome “interpretation” options that countries could adopt to better reflect their individual needs. It is understood that UNDP have prepared a “Resource Kit - Monitoring, Evaluation & Reporting for Sustainable Land Management in LDC & SIDS Countries” (2006) document to reduce these risks. This is a useful document that sets out the rules on how to initiate Project Documents to reflect local country needs, aspirations and capabilities. The IC cannot be sure that this document was made available to the GoT and the project team at the project initiation stage (2007/8).



UNDP failed to recommend that each SLM ProDoc produced for each Pacific country, should include budget lines for National Coordinator training on how best to design “fit for purpose” Inception Reports that transparently present the options available for how Tuvalu could effectively interpret the 4 SLM outcomes set by UNDP. The idea of establishing “Work Shadow” meetings for new National Coordinators, ahead of their own Inception Workshop has been raised as a positive recommendation for UNDP to consider on similar MSP type projects (see Section 4).

- GoT (before signing any ProDoc) should have been more robust in ensuring that outcomes and project outputs could be achieved in the timescales set. The opportunity for project flexibility is always a possibility at the Inception Phase, but this opportunity was not grasped by GoT (during the Inception Phase) due to weak programme management (from the newly set up National Steering Committee).

Demonstration Projects

Interestingly, during the Inception Phase, the focus of the Tuvalu SLM project was re-emphasised to have more of a “food security” perspective, being linked to agro-forestry as much as possible. As a consequence of this, and with regard to designing demonstration projects, the use of pulaka pits was proposed as the most appropriate demonstration technique, however, it took 2 years for the demonstration projects to actually start thus diluting the “hands on” time that the project could devote to demonstrating SLM to Outer Islands.

It is understood that efforts were made (by the first National Coordinator) to encourage a demonstration project to be the filling in of the “Borrow Pits” (i.e.; relic features left behind after World War 2 to build a runway to service the US Air Force’s needs). The cost of implementing such a demonstration project was, however, too high upon doing the initial financial cost estimates. The IC believes that an inappropriately long period of time was spent trying to pursue this as a possible demonstration option, resulting in what appeared to be a “rushed” alternative being pushed through on Funafuti island only. Likewise, budget lines were not managed correctly and so available budgets for demonstration projects needed to be reviewed quite drastically during 2010.

Another issue relates to the time needed to secure land leases for possible demonstration sites. It was inferred by the Director of Agriculture that a period of 2 years is often required to secure a land plot for such a demonstration site. This is because consent is often needed from all “owners” of a piece of land, some of which maybe overseas and hence the time needed to secure a lease can double or possible treble. This issue needed to have been thought though more closely during the Inception Workshop phase (see below).

Country Ownership



Ownership of a project is often derived from a number of important factors that need to fit together at the right time. This should have been secured during the project Inception phase. A fundamental objective of the inception workshop was for UNDP Fiji “to assist the project team to understand and take ownership of the project’s goals and objectives”. This never really happened and consequently, country ownership of the project never really happened.

Ownership is also directly associated with clarity of responsibility and an understanding of roles. The SLM project design, which includes the four stated outcomes, was formulated by GEF to apply consistently onto the international arena. From discussions held with staff members in Tuvalu, it appears that stakeholders during 2008 (Inception Phase) had limited flexibility to alter the number or focus of this structure and hence their individual roles in the project. Despite this, the Tuvalu SLM project did have quite a specific focus on education and capacity building and hence there was some deviation from other international SLM project structure examples (e.g.: Vanuatu) whereby the local need and situation has been accommodated. With this in mind, it is important that donors be aware of trying not to impose too many design components (e.g. the 4 outcomes for SLM) on countries in developing global programmes. It is a fact that the Tuvalu SLM project ultimately has struggled to deliver the required project expectations especially those linked to completing Medium Term Investment Plan (MTIP). This is also due to GoT not being robust enough, at the outset of the project, to communicate to UNDP the anticipated challenges that are likely to lie ahead, particularly with regard to the integration of SLM principles with implementing these customary rights land.

Despite this, there is evidence of “forced ownership” with regard to the opening of the SLM Demonstration Site at Funafuti where awareness workshops and activities and trainings were undertaken opened by the Minister of FATTEL (Mr. Enele Sopoaga) and Minister of Public Works (Mr. Vete Sakaio).

3.2.4 Replication approach

Replication of the SLM approach around Tuvalu is not entirely evident based on the rapid TE mission undertaken. This isn’t to say that efforts are not being undertaken. Stakeholder evidence actually suggests that the SLM project “legacy” is positive with small scale examples of pulaka pits being designed and constructed on a few Outer Islands (*pers comm*). The potential for replication, however, is fundamentally linked with the ability to communicate and educate society on how the principles of SLM could be implemented on the ground. Importantly, the IC has found very positive “in roads” whereby replication opportunities to assist SLM implementation do exist, often through the efforts being undertaken to develop the education system in Tuvalu. Teachers in Tuvalu, as an example, have undertaken a training process on SLM awareness which is a very positive outcome of the project. A workshop was undertaken in 2009 (with representation from Outer Islands) that collected facts on what teachers are teaching (within the existing curriculum) with regard to land degradation issues.



Teachers are currently using the Social Sciences curriculum to teach environmental issues and SLM related topics, which does include climate change aspects and sea level rise (to a very basic level). There is evidence that the SLM project did try to convey the meaning of SLM to all teachers and this was absorbed to a degree and included issues within existing teaching packs. Sadly no budget was available to create the new SLM teacher training packs that were intended at the outset of the project.

Therefore, whilst the potential for replication of SLM principles is positive in Tuvalu over the next decade, a key challenge that may influence how effective SLM is implemented may not be related to land use and ownership but could be related to educating parents. Home actions are very different to what is being taught in the classroom (especially regarding littering). The Tuvalu Strategic Education Plan (2006-10 and 2011-15) contains with it (as a priority) the need for educating sustainable development. Recycling and waste management is taught at school, however, despite this, the mentality of local people to stop littering has not drastically changed which may impact on successful SLM delivery (though it is understood that some changes were seen as the Waste Management Department is providing rubbish bins for most of the houses on Funafuti Island).

To counter this, it has been recommended that a top down policy to Island Councils is needed. To implement this, a Guide Book on SLM could be produced for communities, churches and teachers to help communicate exactly what is needed to be done and how (e.g.: to combat soil erosion etc). It is hoped that a new environmental protection curriculum can be written as part of the new “Education Bill” that is being considered, however, the lack of resources means that environmental issues remain within the Social Sciences curriculum.

3.2.5 Management arrangements

As part of the UNDP Staff Capacity Assessment (UNDP - CAPACITY ASSESSMENT FOR PROJECT IMPLEMENTATION), initiated at the outset of the project, the UNDP “score” for Tuvalu to actually implement this project was set as 58/100. Plenty of reference is made in this report towards the need to build capacity in the DoE. It is clearly stated that whilst the DoE currently doesn’t have the capacity in certain areas, with the support from the project and UNDP, this capacity can be built over time and hopefully the duration of the project. By June 2012, there are 3 staff members in the DoE including one new EIA Officer (in place for only 1 month).

The following text provides an overview of the performance of the National Steering Committee and various National Coordinators.

National Steering Community (NSC), Project Working Committee (PWC) and Project Management Unit



The NSC was formulated correctly and the IC believes that the appropriate individuals were nominated to be included within the NSC. A clear Terms of Reference for membership of the NSC is set out within the Inception Report (2008 – see Appendix 9). In addition to the NSC, the Project Working Committee (PWC), was directly responsible to the NSC and featured as the key body through which clear decision-making processes are made. This included roles to:

- Oversee coordinated activities at each level of the project (national, island and village level);
- Ensure transparency and accountability in the implementation process at the Ministry level;
- Support timely reporting and efficient delivery of project outputs;
- Advise on house-keeping matters for the project;
- Advise on the use and allocation of funds in cases of delays and/or changes to fund use;
- Advise on the use and allocation of technical resources;
- Directly responsible to NSC for reporting and major decisions;
- Advise and involve in the selection process for all local contracts and any local recruits;
- Overall success of the MSP-SLM project;
- Provide an effective link between existing Kaupule Committees and Project Team;
- Guide overall project implementation and ensure progress with approved workplans;
- Ensure the needs and concerns of stakeholders are incorporated in land use planning and SLM practice responses, as outlined in the ProDoc;
- Ensure that the needs of women and vulnerable groups (youth and children) are addressed and responses promote gender equality and the empowerment of women.

Sadly, the IC concludes that the NSC and PWC have only partly achieved the above requirements effectively. The NSC, in particular (as the key advisory group for the project) needed to be more robust and be designed on a more formal footing within the “eyes” of the GoT, perhaps being set key performance indicators (KPI) to better demonstrate and audit its effective delivery against GoT targets. The steering committee met twice a year plus meetings in between if there is a need for endorsement and support for an activity to move forward. Importantly, the NSC has minimum guidance to the SLM as they really help assist the Communication team and provide feedback on ways



to take SLM activities forward. The role of the Communication team was vital and without them the SLM project would not have been able to push through activities needing approval and they made it easier to work with staff and directors from each department.

Project Management Unit - National Project Coordinator

There have been a number of National Coordinators (NC) who have been contracted to work on the project. These are Kilifi O'Brien (2008/9); Susana Taupo (2010/11) and Lily Mose (end of 2011 through to April 2012). Stakeholders have commented on performance including the visibility of the project under their leadership. Regardless of performance issues, all stakeholders collectively agreed that when a NC departed their position, a project "vacuum" occurred where no progress was made for a few months after. It appeared that minimal effective handover of the projects position and status was made, which caused a degree of flux and hiatus amongst the project stakeholders and National Steering Committee (NSC). Training and clearer handover contracts should be included into clauses for a NC to ensure this issue is avoided in the future (linked to UNDP existing General Administrative Orders). It should also be announced in quarterly reports if an NC is leaving and so all efforts can be made to train up the replacement so that hand over is as streamlined as possible.

Finally, there appears to be significant challenges (during similar MSP projects) that are associated with donor countries being able to interpret and absorb the requirements of the UNDP FACE Form process. It is clear (once looking through the project files) that UNDP have provided power-point presentations on "the Project Management Journey". It is uncertain whether this presentation is delivered in person or whether the NC is expected to "learn by doing". The reality is that financial delays are often caused by a lack of understanding of the UNDP accounting system. Ultimately this results in reduced efficiency and ineffective project programme delivery.

3.2.6 Validity of risks and assumptions

The ProDoc identifies some key risks and assumptions underpinning the design of this project (for all outcomes) as follows:

Environmental Risks

- *Realistic activities for management and increased resilience of land resources;*
- *Change of project activities to suit changing needs & conditions-revision of LFA;*

Financial Risks

- *Details of disbursement communicated to project management once funds transferred;*



-
- *Regular financial monitoring and finance procedure training;*
 - *PMU to engage discussions with government finance;*
 - *Regular review of business processes;*
 - *Induction training for project coordinators;*
 - *Review of financial procedures at UNDP and at Government level.*

Operational Risks

- *Clear guidelines where stakeholders are engaged;*
- *Monitoring of stakeholder involvement and engagement;*
- *Review of pending activities as part of the APR reporting;*
- *Budget allows incentive for recruiting qualified recruitment personnel;*
- *Regular communications and media stories regarding project activities and importance of the issues; briefings to Lands Steering Committee.*

The ProDoc also outlines some key assumptions that underpin the project design:

- *National, village and Outer Island agencies and institutions are willing to collaborate on integrated approaches for sustainable land management;*
- *Governments will remain committed to mainstreaming SLM in government development plans, legislations, sector and cross-cutting policy;*
- *National, Village and Outer Island agencies and institutions are willing to allow access to geographic and other land resource and information systems;*
- *Agencies and Institutions will assist with the medium term investment plan to ensure resources continue to be committed beyond the life of the project,*
- *That efforts in monitoring and evaluation (systems) are amalgamated or adapted to assist with measuring land degradation and the implementation of SLM;*
- *That all stakeholders maintain a team approach for a strategic approach to SLM and not be guided by short term project or donor biases.*



It is difficult to quantify whether these key assumptions and risks have proven valid or of sufficient scale to impact on the longer term sustainability of SLM in Tuvalu. The introduction of a Mid Term Review (MTR) would have been highly useful to undertaken this half way through the project. The TE sadly cannot report positive progress on some of these assumptions, particularly the poor progress on initiating any effort to ensure monitoring and evaluation (systems) are amalgamated or adapted to assist with measuring land degradation and the implementation of SLM in Tuvalu.

3.2.7 Overview of Findings

Table 3.1 presents the rating of project formulation (per project outcome), using the criteria set by the ToR for the project.

Outcome	Project Formulation
1. Increased knowledge and awareness of land degradation and importance of SLM	<i>Satisfactory</i>
2. Enhanced technical, individual and institutional capacities for SLM	<i>Moderately satisfactory</i>
3. Systematic capacity building and mainstreaming of SLM principles	<i>Satisfactory</i>
4. Enhanced technical support at the local, Outer Island and national level to assist integrated decision making	<i>Unsatisfactory</i>

Table 3.1 Rating of Performance for Project Formulation

3.3 PROJECT IMPLEMENTATION

3.3.1 Evaluation Questions

The main strategic question and sub-questions posed about Project Implementation are presented below:

Has the project been implemented in an effective, efficient and sustainable manner, consistent with the project design?

3.3.2 Summary Findings to Sub-Questions



Sub-question 1 – “What have been the major challenges or issues in implementing the project? What are the main reasons for any delays?”

- The SLM project experienced initial start-up problems and mobilisation issues during the second half of 2008 prior to the Inception Workshop in October 2008.
- As stated in the project formulation section, the project experienced significant continuity problems once a National Coordinator left their position or handed on their notice.
- Despite the efforts of the various Working Groups (including the Communications Group), the level of engagement at the senior and Ministerial level was poor. This was reflected in the attendance at the Project Inception Workshop and continued thereafter which clearly was demonstrated in the lack of involvement (after meetings) and willingness to follow SLM procedures amongst NSC members;
- There is a lack of good staff capacity within each Ministry (notably the DoE) and also amongst the Environment Division team at UNDP Fiji to devote appropriate time to SLM administrative and technical issues. The availability of key stakeholders from various different to help with technical issues e.g.: agriculture, education, environmental protection was also seen as a key stumbling block to progress in the project.
- The scattered nature of the Tuvaluan islands makes travel costs and staff time to devote time to the SLM project difficult to maintain and sustain over the 4 year project period. With regard to travel to Outer Islands, the shipping schedule often had to change due to boat repair needs or crew availability and bad weather thus causing difficulties in arranging workshop or training events on outer islands or when opportunities arise to invite key stakeholders from Outer Islands to attend events on Funafuti;
- Delayed release of funds from UNDP Fiji (quarterly advance) is linked to a lack of awareness of how to complete FACE Forms correctly for UNDP to sanction payments;
- Getting NSC acceptance of the consultancy reports (produced as part of the project) was a long and drawn out process. On occasions, this impacted upon progress relating to implementing activities on the ground.
- Budget lines were impacted upon through a poor allocation of risk budgets (or even the identification of risks at the outset of the project). For example, whilst Outcome 1 (communication and awareness) programmes were deemed a relative success for the project, there was no mitigation strategy (budget or human resource plan) set aside to address financial situation



alterations, such as when the Tuvalu radio station started charging SLM project for any SLM related programme, jingle or advertisement. Despite efforts by the National Coordinator to negotiate reduced fees, this never materialised and the result was a complete slow-down of SLM related radio material.

- Limited use of international consultant deployment (despite budgets being available – only for IFS and for Social Marketing Plan). Local consultants were used to save costs however, the quality of the consultant undertaking the IFS was not of the expected standard to complete the necessary output.

Sub-question 2: - “Has annual work planning and budgeting been effective, and have disbursements been in line with annual budgets?”

- AWP planning has not been effective as delays have caused the project to implement other activities instead of what was originally planned (e.g.: limited progress on Outer Islands demonstration sites, often not undertaken due to shipping schedule changes which resulted in the SLM team having to set up brand new activities that had not been originally planned or budgeted for during that quarter).
- What changes in project strategy were required during project implementation and what adaptive management measures undertaken? (basis for changing the focus or outputs etc)
- Limited if any adaptive management measures were strategically planned and in fact were undertaken on an ad-hoc basis or when situations arose. This could have been more formally planned if efforts were made by the NSC and the National Coordinators to recommend the initiation of a Mid Term Review during mid-2010 (half way through the project). A MTR, if carried out, can prove a very important and an integral part of determining a projects ultimate success at the end (i.e.: June 2012).
- A success story from the SLM project was the ability of the team to engage other donors into the project and to successful implement joint venture approaches (due to the limited funds available to deliver the demonstration site projects). The project, for example, initiated joint ventures with TNCW to help towards co-financing on coastal protection sites (planting of mangroves) in order to cut down on project costs.

Sub-question 3: - “Have the project approaches for delivery of activities (ie: through government agencies, NGOs and consultants) been effective and efficient? What are the key factors that affected project delivery?”



-
- The approaches were good (except for the IFS and NAP Review that was done by a national consultant). The problem was often linked to the inconsistencies of stakeholder representation involved with SLM issues over the projects 4 years.
 - Shipping schedule and transport around to outer islands.
 - Staff turnover was a major influencing factor on progress. Poor attendance at meetings
 - Not enough time to carry out certain activities.
 - Availability of government agencies, NGOs in implementing activities.

Sub-question 4: - "How effective has project coordination and communication been within the project and with relevant stakeholders in Tuvalu?"

- The infrequent nature of the meetings (especially in this last year when arguably most actions should have been undertaken and enforced) often led to continuity problems.
- Delays in the website are mainly due to SOPAC website development work (all undertaken on a voluntary basis in 2008) was not developed further as that individual became too busy to continue. This was then passed (by PACC team) to a local consultant to take forward, however, progress appears to have stalled). Therefore, risk management and mitigation issues (on this issue) do not appear to have been run effectively against the project log frame. PACC co-financing has been initiated between SLM and NAPA to help develop the website.
- Have the project monitoring indicators been effective and feasible for reporting on progress?
- Quarterly Narrative Reports were good indicators of progress against Activities. Reports were set out well.
- Some indicators are feasible whilst others were just unrealistic from the start.

3.3.3 Commentary on Project Implementation

Message Dissemination

Whilst the project has produced some useful posters and awareness materials on SLM issues (see Plate 3.1 below), they appear to have been produced purely to coincide with workshop events. No parallel awareness campaign on SLM, targeting policy and decision makers in Tuvalu, appears to have been undertaken (to help with mainstreaming).



Plate 3.1 – Example SLM poster competition finalists (for different age groups)

Local NGOs (TANGO and TUHFA) have proven instrumental in the efforts to improve community awareness of SLM from the outset of the project. The use of the Tuvalu radio station was important in conveying SLM principles. Initial feedback suggests that communities on Outer Islands are more aware of land degradation issues than they were prior to the SLM project. This is due to the medium of radio, as often the whole family will listen to it during the day. It remains a huge communal communication portal for Tuvalu. It is hoped that with the potential for Tuvalu to have its first television channel in 2015, may provide the opportunity to convey SLM messages and wider sustainability issues to wider audiences.

Message communication using video was a successful output of the project. As well as use on Funafuti, the production of the SLM 45 minute video outlining the project and issues surrounding SLM was also passed to schools on outer islands and was received well. TUHFA were involved in the editing of this video to ensure it could be understood by a larger audience (as part of the Communication Team Working Group). Apparently, the editing of the video took longer than anticipated due to the low frequency of meetings to get together and get the video finished. However, TANGO did (at the outset) provide some overview training to all the Communication Team participants on “*What is SLM*”.

An example of poor progress, however, relates to the setting up of the SLM project website. This is meant to have been an achieved output under the responsibility of the DoE, however, (despite progress being made), this was not possible and no evidence of progress was seen during the IC visit. Issues with a local consultants’ delivery appear to be key here, as the initial work (set up as a no fee task set by SOPAC) could not be continued due to individuals at SOPAC being unable to devote the necessary time to complete the work required. GoT websites are apparent, but are currently not effective (see http://www.tuvaluaislands.com/gov_addresses.htm).



Financial Planning

An Independent Financial Auditor’s Report was undertaken by KPMG in May 2011. This represented an assessment of the period from 1 January 2007 to 31 December 2010. This should have been the time when a MTR could (or perhaps should) have been undertaken to help re-focus activities and outputs for the remainder of the project.

Table 3.2 summarizes the financial update summary of the project. This updates the KPMG audit report with expense amounts for 2011 and 2012 (up to February 2012). In general, the project appears to have been well administered. Some issues were addressed in the KPMG Financial Audit (May 2011).

YEAR OF EXPENSE	AMOUNT ACTUALLY SPENT(US\$)	AMOUNT BUDGETED IN AWP	COMMENTARY
2007	15,306	25,000	80% of spend was on short term consultants
2008	37,195	52,889.77	33% of spend was on individual contracts. 16% of spend on travel.
2009	98,940	113,000	14% of spend was on short term consultants (international and national). 41% of spend was on individual service contracts. 11% of spend on travel and shipment.
2010	120,213	100,000	63% of spend was on individual service contracts.
2011	102,415	145,015.52	
2012 (up to 6 Feb 2012)	67,397.83	108,449.79	Await on acquittals. Cannot confirm the expenditures of 2012.

Table 3.2 – Financial Update (June 2012) of the SLM Project

The KPMG financial audit (up to 31 Dec 2010) suggested that internal financial controls were assessed as being satisfactory and in compliance with UNDP procedures with adequate segregation of duties. It states that overall expenditures have been properly approved and authorised, however, KPMG implied that no formal procurement policies and procedures were maintained by the Ministry of Finance in Tuvalu (despite records of receipts and disbursements of cash being adequately



maintained). This lack of guidance procedures is not considered good and UNDP need to ensure that changes are put in place and demonstrated change has been made by the Ministry of Finance on future MSP sized projects. At the time of writing this TE, the IC believes that a Committee has recently been established to rectify this situation, though the IC has not seen evidence of this committee in place.

Some project assets and equipment (namely HP Notebooks (x2) and a Vista Ultimate Desktop (collectively amounting to U\$5970) plus monitors, printers, hard drive) have been transferred to the DoE. Their working condition was not tested by the IC at the time of the site evaluation.

The quality of financial accounting work throughout the project could be defined as poor after the departure of Susana Taupo. However, each coordinator possesses skills and weaknesses and his overall performance should not be maligned as a result of this. Not many technical coordinators make good accountants!. Blame should also be apportioned on UNDP Fiji (at the outset of the project) for not providing the necessary face form training for the National Coordinator (*however, 4 years into the project, the IC assumes that a degree of "on the job" training should have been learnt on how to produce appropriate content for FACE forms*). All remaining funds on the project should have been targeted towards completing the Integrated Finance System report (IFS). Sadly, this output never materialised during 2012.

Project Reporting Modalities and Efficiencies

Project Narrative Reports appears to have been punctual and to a reasonable reporting standard. Reports reviewed during the TE mission were:

- Third quarter Narrative Report 2008 (first progress report);
- First quarter Progressive Report from 2 Jan 2009 to 31 March 2009 (second progress report);
- Second quarter Narrative Report from 1 April 2009 to 30 June (third progress report);
- Third quarter Narrative Report from 1 July 2009 to 30 Sept 2009 (fourth progress report);
- Fourth quarter Narrative Report from 1 Oct 2009 to 31 Dec 2009 (fifth progress report);
- First quarter Narrative Report from 2 Jan 2010 to 31 March 2010 (sixth progress report);
- Second quarter Narrative Report from April to June 2010 (seventh progress report)
- Third quarter Narrative Report from 1 July 2010 to 30 Sept 2010 (eight progress report);
- Fourth quarter Narrative Report from Oct to Dec 2010 (ninth progress report);



-
- First quarter Narrative Report from Jan to April 2011(tenth progress report).
 - Second quarter Narrative Report from April to June 2011 (eleventh progress report)
 - Third quarter Narrative Report from 1 July 2010 to 30 Sept 2011 (twelfth progress report);
 - Fourth quarter Narrative Report from Oct to Dec 2011 (thirteenth progress report);
 - First quarter Narrative Report from Jan to April 2011(fourteenth progress report).

Adaptive Management and role of UNDP Fiji

The primary adaptive action of the NSC for the Tuvalu SLM project was to re-adjust the project strategy in light of any slow progress and lost time during the first half of the project. As stated earlier, assistance to promote this M&E activity was never progressed, mainly because the NSC failed to recommend the initiation of a MTR during 2012. No effort or support was given therefore to formally review and re-direct the project at this important mid-term period. Sadly, the UNDP Fiji Environment Unit had not provided strategic advice at this time. However, the UNDP did make monitoring mission trips to Tuvalu and did touch base on progress of SLM project but did not have a mission specifically/only for the SLM Project. The decision not to undertake a MTR could have been seen as a real opportunity for such a mission to be planned (by UNDP Fiji) to help initiate some adaptive management based on the MTR findings and to get UNDP Fiji better engaged with the project. Sadly, this failed to ever materialise.

Monitoring and Evaluation

No formal procedure for formally implementing M&E procedures is set for the project, nor is there any evidence to suggest that this has been considered to evaluate the future performance of SLM in Tuvalu beyond the life of the project. It is worth noting that whilst basic information was provided within Narrative Reports (see above), there was no clear Monitoring and Evaluation Plan prepared to help Tuvalu project staff to clearly demonstrate progress against project programme. There is minimal evidence of any administrative or project management related report that demonstrates a system for tracking and measuring capacity development outcomes on SLM (i.e.: how many people had been “trained” or exposed to a SLM workshop event etc).

The identification of SLM performance indicators has not been used by Tuvalu, but this would have assisted Tuvalu in understanding and applying the cross-cutting, multi-sector SLM concept at a national level. To this end, further training in the use of the UNDP M & E Resource Kit should have been better communicated as a tool during the inception phase of the projects implementation. Tuvalu National Coordinators have not shown evidence of being familiar with the GEF Economic Assessment Tool Kit. Project monitoring perhaps should have been based on consolidating national



indicator data. Therefore, consideration could also be given to using a structured, ‘adaptive management’ approach to assess project impacts. Links between monitoring data and knowledge management could then have been usefully considered whereby key hypotheses are tested across SLM countries, such as for example,: ‘has mainstreaming has a positive effect on SLM practices and conditions?’; ‘has institutional coordination lead to more integrated land management strategies and plans?’; and ‘what measurable improvements in SLM could have resulted in increased economic values and development benefits’?.

3.3.4 Overview of Findings

Table 3.3 presents the rating of project formulation (per project outcome), using the criteria set by the ToR for the project.

Outcome	Project Implementation
1. Increased knowledge and awareness of land degradation and importance of SLM	<i>Satisfactory</i>
2. Enhanced technical, individual and institutional capacities for SLM	<i>Satisfactory</i>
3. Systematic capacity building and mainstreaming of SLM principles	<i>Unsatisfactory</i>
4. Enhanced technical support at the local, Outer Island and national level to assist integrated decision making	<i>Moderately unsatisfactory</i>

Table 3.3 Rating of Performance for Project Implementation

3.4 PROJECT RESULTS

3.4.1 Evaluation Questions

The main strategic question and sub-questions posed about Project Results are presented below:

Has the project achieved its objectives and contributed toward global and national biodiversity conservation and sustainable land management goals?

3.4.2 Summary Findings to Sub-Questions

Sub-question 1: - “What are the most important or significant achievements of the project to date?”



-
- Certain communities have developed SLM into everyday working practices. There has been a change in mind-set on soil retention methods such as trimming of grass and not uprooting grasses etc).
 - Over 200 copies of the successful 45 minute video production were made and passed to various Tuvaluan communities. If extra funds were made available this could have been fully translated into English (not just sub-titles) and also chapters could have been divided into different DVDs to pass over specific messages to specific communities.
 - In February 2010, a specific seminar was held for all Government Directors to help inform about strategies for mainstreaming SLM into existing policies and plans for Tuvalu.
 - A series of SLM newsletters were produced and disseminated twice a year in addition to project plus posters and school competitions to raise awareness on SLM.
 - In 2009, a successful annual “King Tides” festival was initiated which engaged the community from a range of islands to get involved in environmental and coastal awareness projects.
 - The Department of Agriculture have been successful in conducting a range of training exercise (on Funafuti and Outer Islands) on composting techniques. According to training records for Funafuti and outer islands up to 50 community individuals (including women, farmers, schools, etc) were trained. More than one training event was held in Funafuti whereas for outer islands there were 2 training events (one for schools and one for combined communities, women, farmers, youths, landowners, etc). As a result the SLM has covered all the 9 islands of Tuvalu and given 2 training events per island resulting in over 400 trained participants over the 4 year project.
 - A separate EIA training course was run (outside consultant from SPREP) in February 2009 to identify the environmental regulation requirements to included SLM principles into the existing EIA planning framework.
 - A National workshop was conducted to develop a social marketing plan for project (leading towards actual endorsement of the plan in 2010).
 - Successful capacity building workshop to raise awareness in schools.
 - Co-financing success between TNCW and SLM on coastal protection work (Fetau and Togo mangrove planting (Beauty Leaf Laurel);



-
- Successful completion of the “Review of Mainstreaming SLM in Tuvalu: Govt Plans and Policies” consultancy report (2010).
 - GIS training on coastal evolution assessment (undertake by SOPAC consultant using SLM funds). Initial work was also undertaken on vegetation/land use mapping using the same SOPAC consultants.
 - Some success with radio coverage (extra funds needed for a specific programme).

Sub-question 2: - “What expected results have not been achieved or are not fully satisfactory?”

- Teaching modules for SLM still need to be developed to help schools and teachers diversify lesson plans;
- Medium Term Investment Strategy (or named as the “IFS”) not completed (failed consultancy mission. The IC has reviewed the draft produced by Dr. Teny Topalian, it was viewed as a disappointment and the report was not completed as the consultant left for overseas without a notice to the Project;
- Review of NAP (since its publication in 2006);
- Awareness of all the project activities early on for all Tuvaluans;
- Consultant intended to design SLM modules for schools was not completed along with the production of training manuals for teachers and communities (as part of the existing Social Sciences curriculum);
- Awareness and demonstration activities was done for all the outer islands, but only Funafuti and Nanumaga Island we were able to get the media to be part of the team in which the programmes were aired on the radio. As for the other remaining 7 outer islands, the SLM team requested for the media to be part of the team but was not successful as due to limited staffs and with the longer period time (approx. 2wk) needed for visits to each outer islands it is very difficult to get a staff from the media to join the team during these awareness programmes on each outer islands. This was the main reason for not having SLM awareness programmes in the 7 outer islands be aired on radio;
- Coastal improvements: apparently most of the mangroves planted on outer islands (such as Nanumaga and Nunitao Islands) have already died (the prolonged drought experienced in 2011-2012 is believed to be the cause of most mangroves dying off);



-
- Need to monitor growth of plants better to detect health and set out strategic mitigation and adaptation strategy exercises if poor health is being detected;
 - Awareness and demonstrations sites were completed for all 9 islands through co-financing with Tree care and TNCW. All the islands were, the remaining 2 islands were completed by DoE, Agriculture and TNCW during the beginning of Q2, 2012;

Sub-question 3: -“Have the training and workshop events (on SLM) been useful? What gaps remain in staff capacity development relating to SLM?”

- Most training has proven very useful so far, however, a criticism of the SLM project in Tuvalu (from certain stakeholders) is that too much time was spent on “classroom style workshops” and training (despite efforts by the SLM team to make this more “learning by doing”) as opposed to “on the ground” demonstration training in the field. Problems also appear to be that people do not practice what they have learnt in workshops unless they are forced to do so. Need more hands on practice on SLM principles.
- Need a full time person to ensure “continuity” of message with the local community (i.e.: Island Council Officers);
- More training manuals needed in the Outer Islands for landowners and local community leaders especially;
- Software training (SOPAC) for coastal change is useful but only Department of Lands benefited from this;
- Insufficient capacity in completing financial reports often resulted in poor disbursement of funds from UNDP Fiji to Ministry of Finance, Tuvalu. More training on this aspect (FACE form completion etc) is needed.

Sub-question 4: - “What changes in institutional capacity (within the Govt of Tuvalu) could be attributed to the project?”

- It can be concluded that there is improved commitment of stakeholders in Tuvalu to SLM project activities and related issues (ie: improved integration amongst stakeholders to a degree);
- Improved communication between departments on SLM issues (this includes opportunities for training different Department members on GIS as an example).
- Department of Lands have benefited greatly from GIS training through the SOPAC initiative.



Sub-question 5: - "Has the project had any unanticipated positive or negative results?"

- There is evidence to suggest, where demonstration project sites exist, that the Project has changed the communities attitudes towards the environment as they see how they can contribute towards sustaining lands for the future. Also through awareness and training exercises, most gardeners are now using compost rather than chemicals on their lands.
- Planting of trees (fetau and other species) seems more common place as a result of the SLM project thus improving soil retention.
- Improved links to the NAPA 1 project team in Tuvalu have occurred and hence opportunities for co-financing between projects are likely to improve in the future (and have improved during the SLM project with the initiation of co-financing and joint venture opportunities).

Sub-question 6: - "How likely is it that the main project results (e.g. capacity building, etc) can be sustained? What will be the effects of project closure? Will SLM project leave a legacy in Tuvalu?"

- Stakeholders believe that it maybe possible that the SLM project results could be sustained through the continued work of the Departments of Env, Agriculture, Lands plus others who have been working closely with SLM project. There will be a need for continued funding of staff, however, to encourage this to continue. The ultimate impact of project closure is that funds that were provided to steer the SLM project between 2008-2012 will now not be available. Some stakeholders believe that SLM principles are only likely to continue on a few outer islands (eg: Nanumaga) who have had awareness imparted to the community by the SLM team.
- GIS training as left a positive legacy as the Department of Lands are more equipped to take things forward. Apart from this, there is no likely legacy expected over the longer term. It is proposed that Tuvalu needs a set of full time officers on Outer Islands for this to happen. To sustain momentum, the SLM principles and good practice examples on the ground need to link to other new donor projects quickly (eg: NAPA2).
- Past SLM National Coordinators should be encouraged to get involved (post 2012) as newly paid staff to take forward similar projects into 2013. This approach could encourage momentum for Tuvalu to take SLM forward in light of the developments at the Rio+20 Conference in June 2012.
- The demonstration video on making compost has increased understanding as more people now know that making compost is better than using fertilisers. Gender and social issues are a



positive outcome of the project as the whole family unit have been involved in being trained and educated.

3.4.3 Commentary on Project Results

Overarching Findings

Appendix H (Table H3) outlines in more detail the project outcome and output commentary on results for each proposed activity set out in the Inception Report (October 2008). The following outlines some core messages that relate to performance on achieving project results.

It appears that the issue of mainstreaming SLM has fallen short of its intended target expectation. There remains no national land use zoning plan, though the SLM project has gone some way to identifying some of the fundamental issues that would need to be incorporated in such a plan. Despite this matter, the GIS capability in the Departments of Lands and Survey has improved since the start of the SLM project, though additional donor money has contributed to the success of this matter.

With regards to strategic coastal management, there has been progress, with some focused GIS training carried out by an international consultant (from SOPAC though funded through the SLM project) to help gather and digitise coastal evolution data from 1984 and 2005 aerial imagery. Four technical staff have been trained (in 2012) on how to capture shoreline change information and present it within a GIS. A separate vegetation mapping project (on 2 islands) has also been completed, which involved a short training exercise on data assessment and capture. It is hoped that other islands shall be captured with vegetative mapping information during 2012. This is an important exercise as the Department of Lands and Survey have the responsibility to classify “lands” under existing law as the “limit of the vegetation line”. Beyond that point is Crown Land and development in the intertidal area falls under the Foreshore Act. Mainstreaming SLM is seen (in the Tuvalu case) to need a direct link with marine resources. The Fisheries Department have mapped the extent of the outer reef, though habitat health is not believed to have been captured. This is important in relation to the health of the reef system and the contribution that reef could make to the fronting beach sediment volumes.

Setting up Joint Ventures

The project should be commended on its ability to adapt to a difficult financial situation it found itself in (loss of revenue from currency exchange amongst other reasons). Alternative funding for demonstration project using pulaka pits was found from co-funded activities using available Venezuela Fund budgets which did assist the SLM project. Other effective methods, adopted by the SLM project team, were to set up as “joint ventures” with other donors to co-share in the production and output of projects. As an example, in 2009 the SLM Steering Committee, in their attempt to speed up the planned activities, came up with the option of co-financing with other organization doing also



similar activities. Tuvalu National Council of Women (TNCW) had an on-going project on the replanting scheme of mangroves and fetau on the outer islands has agreed to join venture with SLM. In July 2009, over 1000 seeds were collected from the Lakena Islet and planted in a nursery established on Nanumea atoll. More than 50 women from the community participated in the replanting work and were so enthusiastic that they plan to plant their own individual mangrove gardens at their homes. Sadly, it has been reported to the IC that the growth of the mangrove seedlings on Numea as not been successful. Reasons for this are unknown at the time of writing.

Failure to complete the Medium Term Investment Strategy

Progress on certain outputs was compromised by the use of inappropriate consultants for specific tasks. One in particular resulted in the failure of a key report (IFS) which represents a very important deliverable for this project. This is unacceptable for the 4 years project. At the time of writing this TE, no draft IFS report was able to be viewed (see Table H3 in Appendix H for more details).

Link to Research

No attempt was made to relay the pulaka pit work to on-going research on SLM being set up by University of South Pacific (USP). The land terracing and composting concept is a great opportunity for wider adoption throughout the region. USP or SPC could be vehicles to initiate this in the future and it is understood that SPC are funding a research student with research in this topic area..

3.4.4 Assessment of Sustainability of Project Outcomes

A major challenge for ensuring sustainability of SLM in Tuvalu relates to finance. The cost involved with getting to and from outer islands is very high and very unreliable (in terms of scheduling and hence project planning). In addition, there is a significant time implication of getting stakeholders to workshops on Funafuti (and getting them back again). This results in a less productive project in terms of outputs and deliverables. The cost of travel around the islands can be high, as is getting to Tuvalu, even from Fiji (2 flights a week from Suva).

The impact of the financial budget, on deliverables, is very clear when in 2011, the decision of the Project Manager was made to prioritise and combine specific outputs to ensure some achievement is made on an agreed number of outputs. Exact details on output achievements shall be presented in the Draft Final Report.

An additional issue impacting on the amount of available money during the latter parts of the project is linked to the exchange rate of the Australian dollar. This significantly impacted on the amount of spare budget available for the project to use effectively on activities such as demonstration projects.

Finally, stakeholders in Tuvalu have stated the issue surrounding the delay in funds being passed from UNDP Fiji. This appears to be linked a lack of understanding of how to complete FACE forms in a



timely manner. This issue appears to be a common theme in a few Pacific countries undertaking SLM projects.

As per the GEF Monitoring and Evaluation Policy, 2006, the TE assesses the *“likelihood of sustainability of outcomes at project termination, and provide a rating for this.”*. The following four dimensions or aspects of sustainability are considered in Table 3.4.



Key issues	Rating	Key justification for rating
1. Financial resources: Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)	MU	The risk relates directly to how the GoT wish to take forward SLM and similar MSP related projects beyond 2013. The need to encourage donors to prioritise funding into ICZM and linking this with SLM and land use planning investment is very critical and this must be seen as a priority in the pending NAPA 2 budget allocations. There will be limited financial resources from GoT directly to take forward Outer Island demonstration work. It was clear that during the SLM project, budgets were not available to set up SLM specific demonstration projects on the outer islands (e.g.: replicating the pulaka pit demonstration project).
2. Sociopolitical: Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?	ML	Tuvalu still awaits the formal cabinet approval of any work to implement (through SLM or NAPA2) a formal land use planning system to assist long term development in Tuvalu. Linked to this, the existing island council structure (Kaupule) remains unaltered in its structure or focus on SLM despite the endeavours of the SLM project.
3. Institutional framework and governance: Do the legal frameworks, policies and governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems for accountability and transparency, and the required technical know-how are in place.	MU	No further work was undertaken to integrate SLM principles into updates of the NAP after its 2006 edition. The project has also faced a lot of difficulties in accomplishing activities at the national govt level. This is often due to unavailability of experts/Ministers needed to execute national activities due to their busy schedule.
4. Environmental: Are there any environmental risks that may jeopardize sustenance of project outcomes? The terminal evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes. For example, construction of dam in a protected area could inundate a sizable area and thereby neutralizing the biodiversity related gains made by the project.	U	Sea level rise and climate change is a significant risk to SLM delivery at the national scale. With no formal and use policy (and zoning strategy), the principles of SLM remain at significant long term risk of not being implemented properly.
Overall Rating:	MU	

Table 3.4 Sustainability Assessment : Likely (L): There are no or negligible risks that affect this dimension of sustainability. Moderately Likely (ML): There are moderate risks that affect this dimension of sustainability. Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability Unlikely (U): There are severe risks that affect this dimension of sustainability.



3.4.5 Observations on Special Cross-Cutting Issues

Poverty Alleviation

The project was not designed to address poverty alleviation directly, although conceptually it is very much expected to contribute to poverty alleviation as a result of focus on sustainable management of land, which is the most critical development asset in Tuvalu. A greater focus should perhaps be placed on the land ownership and future “infilling” potential of the “borrow pit” locations around Funafuti which are a significant environmental problem.

Promotion of Gender Equity

There were no specific project interventions aimed at promoting gender equity as part of this SLM project in Tuvalu. Demonstration site project interventions were carried out on an all-inclusive basis making no distinction between the genders, thus making gender equity indiscernible. Some of the activities such as field-test gender analysis was removed from the activities as it was found out through discussing with UNDP Fiji that gender analysis was not an outcome or activity for Tuvalu SLM.

There is no direct evidence of the project team (or National Coordinator) actively promoting the messages from the UNDP-GEF Gender Mainstreaming Series of documents, specifically entitled “Mother Earth – Women and Sustainable Land Management” (2007). This is a useful guidance pamphlet that may (or perhaps should) have been used more effectively throughout the SLM project, particularly during the Project Formulation phase. Despite this, there are some interesting (intentional or unintentional) positive results coming out of the project on gender issues.

Gender aspects are included within the overarching MSP template for SLM projects but there is little guidance on how to implement such considerations. The template, in the stakeholder involvement section, focuses on the relevant stakeholders involved in land degradation. The NAP MSP inter linkage document gives guidance on how to develop the MSP, with little attention the gender consideration, although there is special attention to the poor, women and indigenous population mentioned in the stakeholders involvement section.

Despite this, the IC found evidence that the TNCW was invited to be part of the team visiting outer islands. This proved beneficial for two reasons:1. They have ongoing work on mangrove planting;2. Encourage women participation especially when land degradation is an issue mostly dealt with men (farmers and land owners). The youth, women, men and school children are major target audience of these awareness events.

3.4.6 Overview of Findings

Table 3.5 presents the rating of project formulation (per project outcome), using the criteria set by the ToR for the project.



Outcome	Project Results
1. Increased knowledge and awareness of land degradation and importance of SLM	<i>Satisfactory</i>
2. Enhanced technical, individual and institutional capacities for SLM	<i>Moderately satisfactory</i>
3. Systematic capacity building and mainstreaming of SLM principles	<i>Highly unsatisfactory</i>
4. Enhanced technical support at the local, Outer Island and national level to assist integrated decision making	<i>Unsatisfactory</i>

Table 3.5 Rating of Performance for Project Results



4 Conclusions, Recommendations and Lessons Learnt

4.1 CONCLUSIONS

4.1.1 Project design clarity and expectations

The Tuvalu SLM project was a four year medium-size GEF project with the aim of strengthening and mainstreaming the enabling environment for SLM and developing capacity for SLM into national policies and planning. Sadly, the sixteen planned outputs have had variable success in being delivered. Whilst the activities associated with Outcome 1 (Increased knowledge and awareness) appear to have been successful with regards to project design, clarity and delivery, Outcome 3 (Systematic capacity and mainstreaming of SLM principles) and Outcome 4 (Enhanced technical support at the local level) have fallen short of expectations. The implication of the latter point is that SLM is currently way short of effectively being mainstreamed into GoT strategic policy decision making. Any future SLM initiative needs to ensure it is simple (in terms of what its intended outcomes are and “Tuvalu proof” if it is ever to prove effective in the next few years.

Overall, the project expectations, whilst starting high, appear to have gradually eroded away as the “visibility” of the project diminished. This is believed to be due to a project “slow down” following the departure of the third National Coordinator in March 2012. Despite this, the project has succeeded in generating partnerships to take forward SLM. Working on a joint venture basis (co-financing of demonstration projects on Outer Islands) to undertake an array of mostly small-scale local interventions (including training on mangrove planting) should be raised as a positive success story. These interventions, however, were completed without a clear sense of the overall end intention to “mainstream” SLM and improve capacity development at the local Kaupule level.

While the project has provided some important data analyses, guidelines, social marketing and mainstreaming review reports, SLM in Tuvalu faces a major challenge in its implementation capacity as there remains a “vacuum” with regards to a national land use policy. Also, there needs to be an improved formal integration with coastal resource management. Some of the proposed field level demonstration and piloting outputs were undertaken, however, these do come across as “plastering over the cracks” of a larger national issue that links to solid waste management, coastal adaptation to sea level rise and strategic national planning.

The project can be proud of its management structure and the individuals (National Coordinators) tasked with project implementation. The IC wishes to commend the tireless and focused efforts of the



initial 2 National Coordinators. The IC cannot comment on the contribution of the 3rd National Coordinator due to her timing of departure for maternity leave into the second quarter of 2012. Despite this, the systemic beneficial effects of SLM practices are not clearly visible on a large scale. This comment has to be qualified in that the IC was unable to visit Outer Islands due to project time constraints as originally planned. Project results are, however, compromised inevitably due to project budgets, staff capacity within GoT, management and time constraints and initial unrealistic expectations and assumptions in the project design (especially the delivery of the IFS Medium Term Strategy).

The TE concludes that the project design needed far more consultation at the outset (with Outer Island communities and with decision makers within GoT at a Ministerial level). Adhering to “top down” international SLM project designs is acceptable only if appropriate budgets are allocated for the local realignment of the project design into years 2, 3 and 4.

Finally the SLM project in Tuvalu has fundamentally failed to address the challenges associated with Tuvalu land ownership issues. Far too much time, for example, was spent on identifying a suitable pulaka pit demonstration site which was fundamentally due to uncertainty over land ownership issues. The early “borrow pit” clean up and infill demonstration project (discussed in 2009 as a possible project) eroded time, energy and budget on the real need to identify a pulaka pit site on Funafuti and also on an Outer Island. The budget constraints on the implementation of the demonstration site activity should have been seen early in the project. The IC sees this, however, as the only real evidence of poor National Coordinator management throughout the project.

4.1.2 Project achievements and performance

The project has made some positive contributions towards taking forward program activities for SLM in Tuvalu (e.g.: GIS training for the Department of Lands), however, its legacy (within the country) is concluded to be fair (at best). The original NAP (produced in 2006) was not updated during the project timescale (despite this being a specific activity to achieve Outputs 3.1 and 3.2). In addition, there was a failed attempt to procure an effective consultant to deliver the IFS (Output 3.3).

The IC does, nevertheless, believe that the replicability of the project to Outer Islands is good, mainly due to the successful stakeholder engagement and awareness raising strategy that appears to have worked in Tuvalu. The potential to sustain and expand SLM project results will, however, depend upon establishing a distinct and effective home for SLM advocacy, the necessary resources for programs within the DoE, and the ability (including sharing resources) to work with other ministries, and civil society to advance SLM into 2013 and beyond. At the completion of the SLM project in Tuvalu, it is uncertain whether sufficient momentum and commitment are in place along with required mechanisms and government staff incentives to sustain and utilize the SLM project outputs.



However, Tuvalu is party to the UNCCD hence SLM will be addressed under the DoE, who continue to address these issues. The onset of the NAPA2 discussions (starting in Tuvalu from mid June 2012) may be able to re-ignite the most successful aspects of the SLM project and pick up some strategic lessons learnt messages from this TE. Those lessons are presented in Sections 4.3 and 4.4 of this report. Any future “follow on” work that is proposed through the NAPA2 process (into 2013 and beyond) should seek to factor in administrative and institutional issues that have affected project performance. For completeness, these are summarised as follows:

- Political engagement and willingness to follow SLM procedures set up;
- Availability of good staff in each GoT Ministry plus UNDP Fiji Environment team to devote time to SLM issues;
- Project component design and expectation management (including budget re-allocations to have more “hands on” demonstration project opportunities;
- Lack of guidance for the National Project Coordinators;
- DoE staff capacity;
- Limited use of international consultant deployment and their poor selection process.

The message from this list is that management performance of the NSC has been good throughout the project. However, supporting assistance from the NSC (and key staff availability) may not have always been present (i.e.: staffing availability issues especially with Agriculture, Education). The Dept of Environment have been short staffed throughout the project. UNDP therefore should seek to improve their training opportunities for nominated National Coordinators so they are competent enough to technical management the project and undertake the necessary administrative and financial reporting requirements needed. Whilst the strategy of selecting the DoE to be the Implementing Partner may have been appropriate, their inability to instil confidence, trust and exuberance for the SLM project to other key government departments in Tuvalu inevitably has resulted in a low project impact. This is mainly due to a lack of capacity to carry out the expectations of this project whilst managing their “day to day” workloads in tandem. The individual performance of the first two National Coordinators in Tuvalu (in particular though not excluding the role of the third coordinator in 2011/12), has to be commented on as being admirable. (NB: the third coordinator was still in her position as an assistant coordinator until she left the project, she was not appointed as a PC until she resigned).



In conclusion, the IC believes that any noticeable and tangible success stories, that are directly attributable to the SLM project, will take at least another generation to materialise. Tuvalu, as a nation, needs to absorb SLM principles within more global issues, notably climate change and sea level rise. The success of SLM in Tuvalu is also dependent upon being able to embrace 21st century land management techniques alongside maintaining custom and tradition. Economically, it also needs to help sustain and develop home grown foodstuffs but strategically reducing tariffs on imported goods (e.g.: rice).

4.1.3 Technical Capacity and Training Needs to Deliver SLM

Within Tuvalu there is actually very good individual human technical capacity to deliver SLM principles, however, the IC suggests that the risk of sustaining this is most likely to occur as a result of not effectively mainstreaming SLM within all sectors and also not instilling it at the political level. Technical recommendations and good information, being produced at the local level, is often ignored or has no direct “route” to helping inform future policy decision making. In addition, whilst there appears to be the human resource “enabling environment” for public sector workers to advance, there does appear to be a social engraved “apathy” for Tuvalu public sector workers to develop themselves. The over reliance on donor funds appears to have negatively impacted on developing individual capacity amongst nationals. Celebrating the importance of continued personal development (CPD) and improved academic knowledge/research, and how this informs future land use strategies for Tuvalu, is not being nurtured. Links to regional academic organisations such as University of South Pacific (USP) and their work on SLM have never appeared to be a priority in Tuvalu.

Whilst “workshop” related local training (carried out by the National Coordinator on Outer Islands and on Funafuti – including teachers) appears to have been very positive and useful, not enough “hands on” demonstrations of how to build pulaka pits has taken place. What seems to have failed is the lack of focus on training SLM principles to a range of government sectors so that a clearer picture of how SLM could work in an integrated manner for Tuvalu. Estimates of the number of ‘training/orientation and other participants’ around Tuvalu range from 300 – 4500 (based on an assessment of workshop/training participation lists reviewed during the TE). However, actual capacity development effects in terms of modifying land management practices are concluded to be very limited. Despite this, the project has introduced the SLM approach to many stakeholders in Tuvalu who had not previously been aware of options that could be used to address land degradation.

4.1.4 Project organisation and quality assurance

There are useful lessons from the project experience with regard to project organisation and management systems for quality assurance and accountability. Firstly, new multi-sectoral concepts such as SLM require senior leadership and direction to ensure an effective response within



government, and that the necessary resources, organization and incentives must be in place to directly engage qualified government staff in taking responsibility for project outputs.

4.2 RATING OF PROJECT PERFORMANCE

The following table categorises each project outcome against the criteria proposed in the TOR. These have been presented in Section 3. An Overall Rating of each Outcomes performance is also provided.

Outcome	Project Formulation	Project Implementation	Project Results	Overall Rating
1. Increased knowledge and awareness of land degradation and importance of SLM	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>
2. Enhanced technical, individual and institutional capacities for SLM	<i>Moderately satisfactory</i>	<i>Satisfactory</i>	<i>Moderately satisfactory</i>	<i>Moderately satisfactory</i>
3. Systematic capacity building and mainstreaming of SLM principles	<i>Satisfactory</i>	<i>Unsatisfactory</i>	<i>Highly unsatisfactory</i>	<i>Unsatisfactory</i>
4. Enhanced technical support at the local, Outer Island and national level to assist integrated decision making	<i>Unsatisfactory</i>	<i>Moderately unsatisfactory</i>	<i>Unsatisfactory</i>	<i>Unsatisfactory</i>

Highly satisfactory - no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency;

Satisfactory - minor shortcomings;

Moderately satisfactory – moderate shortcomings;

Moderately unsatisfactory - significant shortcomings;

Unsatisfactory – major shortcomings; and

Highly unsatisfactory - severe shortcomings.



The project is also rated in terms of the following overall criteria, using the above classification system.

Criteria	Rating
Sustainability	MU
Achievement of objectives/outcomes	MS
Implementation approach	MU
Stakeholder participation and public involvement	S
Monitoring and Evaluation	U

4.3 RECOMMENDATIONS

4.3.1 Outstanding Actions

There still remains a suite of actions required following on from the SLM project in Tuvalu. Some of the most important ones are identified below:

- Continue to update land ownership records and map these as cadastral and ownership boundaries on the growing GIS system within the Department of Lands;
- Initiate (urgently) efforts to create a long term sustainable land use zoning plan for Tuvalu that includes clarity on the land tenure system;
- Improve the arrangements for economic compensation for leased land (this should include a thorough review of past proposals for “Borrow Pit” reclamation);
- Initiate a formal integrated coastal zone management policy for all islands that links SLM principles with those of ICZM (i.e.: Island System Management which links the two under a “blue-green strategy”. This is hoped to be addressed under NAPA 1.;
- Develop a clear legal system that protects traditional knowledge yet enables the establishment of “conservation” or “specific use” zones in Tuvalu (linking closely to Kaupule biodiversity strategies);
- Capacity building and training of the public sector officials is a continued priority for Tuvalu.

4.3.2 Recommended Future Interventions

Recommendation: Cross fertilisation of ideas across the Pacific: It would be very good that all SLM National Coordinators are encouraged (through a specific targeted budget) to travel to see how other coordinators are working so that good ideas can be “cross fertilised” around the region. It would be sensible to encourage the best practice experiences in designing pulaka pits to be replicated elsewhere around Tuvalu and also other appropriate low lying atoll Pacific nations. Linked to this it is recommended to produce a clear set of “SLM Best Practice” documents. It is recommended that these now should be undertaken on a Pacific regional basis, possibly organized around four SLM



related themes (Agriculture, Community Forestry, Community Fisheries, Community Protected Areas). This should provide an important resource for future programs in Tuvalu including orientation on sustainable land management, root cause of land degradation, and effect of land degradation.

Recommendation: Ensure Demonstration Site Selection is Transparent and uses Multi-Criteria Analysis (MCA). Introducing a transparent approach to better communicate why a demonstration project site has been selected is strongly recommended. MCA is one possible technique that could help discuss all the possible variables that need to be considered before a pilot site (or demonstration site) is selected.

Recommendation: Introduce “Work Shadowing” during the Inception Phase: The idea of establishing a “Work Shadowing” exercise period for all new SLM National Coordinators, ahead of their own Inception Workshop, is put forward as a positive recommendation for UNDP to consider on similar future MSP type projects.

Recommendation: Initiate “Rewards” for SLM Compliance and Enforcement - There could possibly be the introduction of a dual enforcement system to enable SLM policy regulation to be checked in addition to the provision of giving rewards or incentive for good practice. In parallel with this, there should be regulatory systems in place to check regularly government’s ability to enforce its own legislation, removing handicaps to allow agencies to execute their functions.

Recommendation: Continually review Land Use Legislation and policy - The project should have a continuous comprehensive review of legislation and enforcement regulation rather than trying to develop new legislative instruments which take time to initiate and sanction. A new land zoning project is recommended for Tuvalu to help review land use planning and to better integrate coastal zone management principle into this as much as possible. Such resources should be shared as far as possible to maximise capacity resources in Tuvalu.

Recommendation: Improve Inter-Governmental Communication and “Visibility”- While some further validation of technologies may be needed, the primary challenge now is to effectively communicate and disseminate the information through available outreach and extension services across government, the media and within the larger development community. The project needs to continue its good progress on outreach and communication on Outer Islands and importantly, within government circles.

Recommendation: “Championing” SLM in Tuvalu - The DoE should continue to be the lead agency for developing SLM in Tuvalu, however, this MUST be done in conjunction with the Department of Agriculture. A joint agreement should be created between the two departments so that DoE are able to better resource itself for the coming years to accommodate SLM into its work programmes. The



Department of Agriculture need to be more visible on delivering SLM and contributory as a key partner (with the Department of Lands) to this process.

Recommendation: Promote SLM as part of the wider environmental management - The principles of SLM have been included within EIA training programmes in Tuvalu. Whilst this is seen as a positive step, it is strongly advised that the principles of Strategic Environmental Assessment (SEA) and Integrated Coastal Zone Management (ICZM) are incorporated into land use planning and decision making in the future for Tuvalu. The strategic implications of not taking on board SLM principles (as part of an SEA for land use plans for the country) could result in continued land degradation, particularly when considering the implications of continued adaptation to climate change in Tuvalu.

Recommendation: Improving research links with University of South Pacific – Despite some links with USP, GoT should continue to nurture partnerships with the agricultural and forestry research community in USP Fiji, based in Suva. The new Pro Vice Chancellor of USP, Professor John Bythell (Research & International) has confirmed that USP have a strong SLM research arm, though have not worked directly with GoT. This appears to be an important development that should be interrogated into 2012/2013.

Recommendation: New curriculum design on Environmental Protection- SLM principles are currently considered within the Social Sciences curriculum in Tuvalu. It is encouraged that the new Education Bill considers introducing a new specific curriculum on Environmental Protection (a further development from the current Social Sciences Curriculum in Tuvalu) which would take on board all SLM principles as well as important topics of climate change adaptation.

Recommendation: Linking SLM with Climate Change Adaptation - Given the cross-sector linkages between SLM and climate change adaptation and resilience, UNDP should facilitate the integration of SLM Best Practices into Pacific Adaptation to Climate Change (PACC) programme related activities. This could also be linked through to SPREP and their current work plans (within their Climate Change Division) on matters associated with SLM. A specific meeting with SPREP is recommended to discuss this, as the UNDP/GEF/AusAID PACC project is a five year \$20m programme of action (which began implementation in February 2009) with financing from the Special Climate Change Fund. This could be a very useful vehicle to help Pacific nations (such as Tuvalu) to deliver outcomes and outputs to formulate and implement national and sub-national policies, legislation, regulations and costing/assessment exercises. Climate change risks will be incorporated into relevant governance policies and strategies for achieving food security, water management, disaster risk reduction and coastal development.



Recommendation: Create a SLM “Land Planning Guidance” Manual – It would be highly advantageous for GoT to consider the production of a clear “Land Planning Manual” to assist in the sustainable management of lands around all islands and to control growth. The Guidance Manual would set out step by step on issues associated with landscaping, urban and rural drainage, rural land planning and how to set up “Special Zones” for agriculture and protected lands (including foreshore protection areas etc). The audience for this Manual would be all departments of GoT and the private sector.

4.4 LESSONS LEARNT

4.4.1 Strategic Lessons Learnt

- SLM (in any Pacific nation) should not be perceived as a PROJECT which it currently is. It needs to be integral (as a set of principles) within government policy delivery. It needs to be designed to reflect current governmental reform processes (i.e.: streamlining existing approaches) and also GoT indicators.
- There needed to be an improved SLM policy structure and focus within GoT to make the project outputs work better. This also needs to be linked to a review of customary rights and have mapped (as much as possible) all customary boundaries and lease arrangements. Once these are known (and mapped), some form of new planning process for Tuvalu (instilling the principles of SLM) could commence. Until that time, it is likely to be 10-15 years before noticeable change is to be experienced.
- There is no clear link between the 3 key Outcomes of the SLM with the IFS (Medium Term Investment Strategy), which has not been completed (up to June 2012). This should have been planned for far earlier in the project process than seen by the TE mission (i.e.: as set within the ProDoc).
- Setting up “community engagement contracts” on the Outer Islands in particular would have been a sensible approach. For example, a series of “Island Council” Project Officers (as initiated through the NAPA 1 project) could have resulted in better community ownership of the SLM demonstration project ideas and ultimately, more chance of longer term sustainability likelihood over time (ie: continuity and replicability). A clearly defined and simple “MoU” of agreement between the local Kaupule, the community leaders and the SLM project coordinators may have assisted here.
- Future GEF projects (MSP size) should recognize the implementation difficulties of the SLM project and give particular attention to the commitment and leadership from senior government officials, a benefit of setting up a well-defined and accepted project inception strategy to guide



implementation, the need for recruitment of qualified and experienced project management staff with probation conditions for the inception period, and an adequate set of incentives to ensure government staff participation.

- Having knowledge and skills on managing small islands only happens if donors understand the culture and way people operate on outer islands.
- Stronger project management is needed over the 4 years plus string financial management.
- Hands on demonstration projects are needed over the duration of the 4 year project not just at the end. In addition, more funds need to be allocated to demo projects
- Provide training to new recruited staff on Face Forms and how to best manage a project. Also training on how to write a corrective quarterly Narrative Report for UNDP.

4.4.2 Turning Lessons Learnt into Practice

Lesson 1: Continue supplying data and information to communities - Lessons from SLM in Tuvalu show that inclusiveness, open dialogue, and good information are keys to achieving success. Although a variety of knowledge “products” have been developed as part of the project (i.e.: use of video and radio), it will always be difficult to measure the extent to perceptions on SLM have been changed as a result of the project. There is therefore a need for continued attention to be paid to awareness creation, training and capacity building among all concerned stakeholders (especially on the Outer Islands) to promote long term and sustainable SLM in Tuvalu. This issue should be the focus of any follow-on SLM related programme such as NAPA2 (UNDP initiative).

Lesson 2: Improving Coordination of Donor Effort in the future - It is apparent that SLM is a new concept in Tuvalu that will take time and experience to become established. Integrating new agricultural practices and land use development needs for the country will all require time and robust coordination to make effective long term. With so many donor intervention programmes continuing in Tuvalu over the coming years, some degree of coordination of effort on complementary theme areas would be useful. The introduction of a Project Coordinating Unit within GoT may prove to be an effective initial task. This would have the responsibility for managing all donor projects seeking to initiate sustainable land and coastal support projects. Such a unit would need to be effectively resourced and have the commitment of the GoT to provide it with a clear separate budget line to enable it to effectively perform its required tasks.

Lesson 3: Need to use GIS technology for “Community Land Mapping”- An important lesson learnt is to make use of the existing Cartography Department maps (using the recent aerial imagery where possible captured for Tuvalu) to better communicate land use, soil distribution and customary land



ownership back to the communities especially on Outer Islands. This was started during the project with the effective training on GIS that the SLM project has initiated. What was not developed was the visualisation of maps/images produced and compiled to show the impacts of poor and good land management. This would be a key positive step forward, and something that could easily have been undertaken as part of this project. The type of maps that currently exist are shown on the wall in Plate 4.1 below. Making these maps available in a digestible format for local communities is a useful tool for getting messages across and this approach should be recommended in the future to improve spatial awareness of land issues.



Plate 4.1 Example of topographic/bathymetric maps already held by DoL in Tuvalu).

Lesson 4: Set up Cross Department Working Practices - Project implementation and SLM mainstreaming has been jeopardised particularly due to the need to address the manpower requirements for SLM delivery, to have a fully operational NSC (only part of the NSC was actively engaged), and to resolve accountability and roles of the National Coordinator. A series of “Cross Department Working Practices” are recommended in the future for Tuvalu. This is recommended in particular to operate between Departments of Agriculture, Planning and Lands and Environment. Implementing partnerships between institutions in Tuvalu was always going to be a critical component of the projects success rating. In the case of this project, it would have been more effective and the project benefits more enhanced had it fostered implementation partnership between various Departments including Agriculture and Environment (despite these being geographical situation next to each other in the Government Building on Funafuti!).

Lesson 5: Set up Engagement and Communication Strategies - A clearer “engagement strategy” with decision makers in Tuvalu is needed to enable stronger enforcement of land lease policies. Likewise the impact of improving school engagement (plus churches to communicate the benefits of effective



SLM) appears to have started but the harsh evidence at the end of the project is that it has fallen short of what is expected for a 4 year project. A key lesson for Tuvalu is that communicating new ideas and presenting facts are different activities. Publishing a report that no one understands or bothers to read is not communicating. The key to communication, especially at the community level in Tuvaluan Outer Islands, is to deliver a message in a way that the targeted audience understands, through a medium they pay attention to. A formal SLM Communications Strategy needs to evolve (using Island Council officers) significantly from a factual presentation mode (in the ProDoc design) to a community-based communications approach, using theatre, music, radio and printed media.

Lesson 6: Diversify the reliance on the set of usual donors - Tuvalu is heavily reliant on donor money to deliver its national priorities. SLM, as mentioned before, should not be perceived as a “project” and needs to be made more streamlined into national policy. One possible donor who could be approached to target specific deficiencies identified within this TE report is the Commonwealth Secretariat (ComSec). Their work focuses on sustainable development for Member States of the Commonwealth (such as Tuvalu) seeking to provide technical assistance support to vulnerable economies and small states.

Lesson 7: Design National Coordinator Contracts to ensure continuity - Training and clearer handover contracts should be included into clauses for a NC to ensure that should an NC leave their post that they can only leave their position once a clear hand over period has been completed. This issue could be linked to accommodating existing UNDP General Administrative Orders. It should also be announced in quarterly reports if an NC is leaving and so all efforts can be made to train up the replacement so that hand over is as streamlined as possible.

Appendices





APPENDIX A – TERMS OF REFERENCE



Empowered lives.
Resilient nations.

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

Title: Team Leader for UNDP/GEF Project Terminal Evaluation
Project: Building Capacity and Mainstreaming Sustainable Land Management in Tuvalu
Duration: 24 working days commencing no later than May 24th and to be completed no later than 20th June
Supervisor(s): UNDP Multi Country Office in coordination with national executing agency, Department of Environment, Tuvalu

Duty Station: Tuvalu

Project Background

The Medium Sized Project (MSP) on Building Capacity and Mainstreaming Sustainable land management in Tuvalu is a Global Environment Facility (GEF) funded project through the United Nations Development Program (UNDP). The project is implemented by the Department of Environment. The project duration commenced on June 5th, 2008 and operationally finishes on June 5th, 2012.

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

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

Project Objectives and Expected Outputs

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



Objectives of the Evaluation

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

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

Scope of the Terminal Evaluation

Overall evaluation of the project

The terminal evaluation will address the following specific issues:

Project design

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

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

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

Project implementation

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

- assess overall institutional arrangements for the execution, implementation, management, monitoring and review of the project. This covers a number of issues, including: the appropriateness of joint implementation and coordination; whether there has been adequate periodic oversight of activities; the effectiveness of government counterparts; and the effectiveness of relationships between key stakeholders;
- assess the use of logical framework as a management tool during implementation;
- assess indicators of adaptive management;
- assess the quality and relevance of project reporting;



- assess the mechanisms for information dissemination (advocacy and awareness raising) in project implementation and the extent of stakeholder participation in management;
- analyze the project financing, specifically how the project has materialized/leveraged co-financing for various components (this is preferably presented in a matrix form).
- review the effectiveness and the methodology of the overall Programme structure, how effectively the Programme addressed responsibilities especially towards capacity building and challenges, its main achievements and overall impact as well as the remaining gaps.
- assess the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration: Human rights, Equity, Institutional strengthening and Innovation or added value to national development

Results

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

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

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

Governance and capacity-building

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

One of the specific areas the evaluation team is asked to assess in this area is how and to what extent the project has built management, planning and operational capacity among the project's stakeholders, particularly at the community levels. This should include an overview of capacity-building techniques employed by the project as well as of the monitoring mechanisms involved.

Lessons learned

The terminal evaluation will also highlight lessons learned and best and worst practices in addressing issues relating to relevance, performance and success. Describe the main lessons that have emerged in terms of:

- Country ownership/drivenness;
- Stakeholder participation;
- Adaptive management processes;



- Efforts to secure sustainability; and
- The role of M&E in project implementation.

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

Methodology

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

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

Conduct of the Evaluation

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

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

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

Deliverables

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

- Draft copy of terminal evaluation report ;
- 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

Qualifications of Team Leader

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

Proposed Methodology and Timelines

The consultant shall be engaged to undertake the evaluation working according to a planned schedule to be completed by June 20th, 2012. The Team Leader will have the overall responsibility of organizing and completing the review, submitting the final report as well as supervising the local consultant.

The Team Leaders expected to propose a work layout, plan, budget and timelines to achieve the expected outputs with the appropriate methodology.

Proposal Requirements:

Proposals should contain the following information:

- i) **Technical proposal** including a P11 form (available on the UNDP website <www.undp.org.fj>), an updated current CV, contact details of at least three referees and a cover letter setting out:
 - How the applicant meets the selection criteria



- Evaluation approach and methodology

ii) **Financial Proposal**

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

Daily consultancy rates	A daily consultancy rate proposed by the consultant
Air Ticket	To and from home country
Air Ticket	(including at least one travel to Fiji for preliminary briefings)
Living allowances	Based on the number of days spent at the respective duty station ¹
Other miscellaneous expenses	(please state)

Payment Schedule

- Twenty per cent (20%) of the maximum payable Consultancy Fee [Professional Service] will be paid immediately following the signing of this Agreement by May 21st (includes travel expenses to Tuvalu);
- Ten per cent (10%) of the maximum payable Consultancy Fee [Professional Service] will be paid immediately following the acceptance of a work plan and report lay out by UNDP by May 23rd ;
- Twenty per cent (20%) will be paid within eight (8) working days of receipt and acceptance by the United Nations Development Program of a draft report by June 8th;
- The remaining fifty (50%) will be paid within eight (8) working days of the acceptance by the United Nations Development Program of the final Evaluation Report by June 20th;

Evaluation Method

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

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

A	Technical	(70%)
i)	Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP/GEF or other United Nations agencies, development agencies and major donors;	10%
ii)	International/regional consultant with academic and/or professional background in natural resource management or related fields with experience in land management, with in-depth understanding of land issues as well as community-based natural resource management. A minimum of 10 years of working experience is required;	10%
iii)	Familiar with SLM approaches in Pacific and /or developing countries either through management and/or implementation or through consultancies in evaluation of land related projects. Understanding of local actions contributing to global benefits is crucial;	15%

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



iv)	Knowledgeable and experienced in facilitating participatory monitoring and evaluation processes;	15%
v)	Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;	10%
vi)	Demonstrate ability to understand/contextualize SLM in local settings. Ability to communicate in local language/dialects and understanding of customary protocols is advantageous.	10%
B	Financial	(30%)
	Total	(100%)

Reporting Requirements:

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

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

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

Application Submission

All applications must include a Curriculum Vitae with full contact details of three referees and P-11 form to be submitted by Monday April 30th, 2012 5:30PM Fiji Time either electronically to david.lumutivou@undp.org or addressed under confidential cover to:

Terminal Evaluation Tuvalu SLM Project - Consultancy (Team Leader)

C/- UNDP Resident Representative

UNDP

Private Mail Bag

Suva.

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

Further Information

For further information concerning this Terms of Reference, Mr. Floyd Robinson, Environment Program Associate, UNDP-MCO, Suva, on email floyd.robinson@undp.org / telephone (679) 3312500 or Mrs. Pepetua Latasi, Director for Department of Environment, Email: pepetua@gmail.com,

Women candidates are encouraged to apply.

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



APPENDIX B – MISSION ITINERARY

Phase 1 – Work and Mission Planning (29 May to 31 May 2012)

This was prepared during the first few days of the project (from Vanuatu and Fiji) from 29 May 2012 onwards. During these first few days, a clear Final Evaluation matrix and survey instrument (questionnaire) was designed and communicated with the client (via email – see Annex B).

Jonathan McCue arrived into Suva early on Wednesday 30 May. The Inception Meeting was held at 12.00. The draft Evaluation Matrix, interview questionnaires and meeting schedules were discussed at this meeting. Jonathan McCue stayed overnight in Suva on 30th May ahead of mission departure to Tuvalu.

Phase 2 – Mission to Tuvalu (31-5 June 2012)

Jonathan McCue departed Suva on Thursday 31 May for Tuvalu (Air Pacific – FJ281). Upon arrival in Funafuti (from 11.30), the Evaluation Matrix and questionnaire was clearly communicated to the UNDP Tuvalu Project Officer, to ensure necessary information can be gathered during the mission and visits to demonstration site visits. Separate meetings with local government stakeholders (agriculture/lands Department etc) were arranged for 31 May and 1 June. Field mission trips to the demonstration sites on Funafuti were scheduled for 2 June (weather permitting). A workshop event was planned with the National Steering Committee on Monday 4 June. Jonathan McCue shall depart from Tuvalu on Tuesday 5 June and is scheduled to depart Fiji (Nadi) on that evening.

Phase 3 – Draft Final Reporting (UK): (6 - 15 June 2012)

Jonathan McCue returns back to the UK on the evening of 6 June 2012. A series of skype interviews will be undertaken with those stakeholders that were not on island during the Phase 2 mission. This especially applied to the Acting Director of the DoE in Tuvalu (scheduled skype interview for 13 June). The remaining time shall be used to prepare the Draft Final TE Report, ready for despatch to Fiji on 15 June.

Phase 4 – Final Reporting (UK): (20-25 June 2012)

Upon receipt of draft report comments (assumed to be received by 20 June 2012), the final edits to the report shall be compiled so enable the final report to be submitted, on schedule for 25 June 2012. A summary Work Plan table (Table 1) is produced to outline the Work Plan for the mission.

Table 1 – Proposed Daily Work Programme (as of 30 May 2012)

UNDP Mission

Tuvalu Mission Programme (31st May - 5th June, 2012)

Objectives:

- Terminal Evaluation of Sustainable Land Management (SLM) Project

Mission: Mr. Jon McCue, Team Leader for UNDP/GEF Project Terminal Evaluation

Time	Agenda Item/ Objectives	Venue
Day 1: Thursday 31st May- Arrival, Consultation meetings		
12.00pm	Arrive in Funafuti	
2:15pm- 2:55pm	Consultation meeting with Department of Agriculture – Mr. Itaia Lausaveve and Mr. Fialua Monise	Department of Agriculture
3:00pm-3:45pm	Consultation meeting with Education Department – Mrs. Valisi Tovia	Department of Education
4:00pm-5:00pm	Consultation meeting with JICA – Mr. Matsui	
Day 2: Friday 1st June - Consultation meetings		
8:30am-9:15am	Consultation meeting with Lands Department – Mr. Faatasi, Mr. Kulene and Mr. Ane Talie	Department of Lands
9:15am-9:35am	Consultation meeting with Planning and Budget Department - Mr. Amosa Tau	Department of Planning and Budget
9:35am-10:00am	Consultation meeting with Tuvalu Media Department - Ms. Silafaga Lalua	Tuvalu Media Office
10:05am-10:35am	Consultation meeting with TUFHA - Mr. Lono Leneuoti	TUFHA Office
11:00am-11:45am	Consultation meeting with Ms. Moe Saitala	Department Environment
12.00am – 13.00	Consultation meeting with Met Office	Met Office
13.00pm – 13.30pm	Visit to vacated SLM office to retrieve files for review	SLM Office
2:00pm-2:45pm	Consultation meeting with PACC Coordinator – Mrs. Loia Molipi	PACC office
3:00pm-4:00pm	Visit to the Demonstration site and consultation meeting with Mr. Lopati (Land owner of the Demo Site). Rain delayed and so rescheduled for Saturday 2 June	Demo site
Day 5: Monday 4th June- Meeting with Steering Committee and Communication team		
9:00am-12:00pm	Meeting with Steering Committee and Communication Team (including lunch)	Government Conference Room
14.00 – 16.00pm	Various meetings following the Steering Committee meeting held in the morning (e.g.: Tourism etc)	Various offices
Day 6: Tuesday 5th June- Final meetings and Departure		
9:00am-12:00pm	Various follow up meetings and Mission Report writing	Filomena Guest House
13.00pm	Departure for Fiji and onwards to the UK	

APPENDIX C – LIST OF PERSONS INTERVIEWED AND MET

A series of meetings were held with key stakeholders in Funafuti (Tuvalu) between 31 May and 5 June 2012. Details of each meeting have been captured as key strategic findings in the separate Field Mission and Work Plan report presented to UNDP Fiji on 5 June 2012. The names of all key stakeholders in Tuvalu (or previously involved in the project but now residing outside of Tuvalu) and their organisation are presented in Table C.1 below.

NAME	MINISTRY/ORGANISATION
Mr. Itaia Lausaveve and Mr. Fialua Monise	Department of Agriculture

Mrs. Valisi Tovia	Department of Education
Mr Nobuaki Matsui	Development Policy Advisor (Office of Prime Minister)
Silati Filiake	Department of Tourism
Mr. Faatasi, Mr. Kulene and Mr. Ane Talie	Department of Lands
Mr. Amosa Tau	Department of Planning and Budget
Ms. Silafaga Lalua	Tuvalu Media Department
Ms. Puavasa Josey	PACC Tuvalu
Mr. Lono Leneuoti	TUFHA
Ms. Moe Saitala	Department of Environment
Mrs. Loia Molipi	PACC Team Tuvalu
Mr. Lopati (Land owner of the Demo Site)	Land Owner
Mr Richard ?	Meteorological Department

Table C.1 – Key Stakeholder met during the Mission to Tuvalu (31 May to 5 June 2012) (NB: no meeting was held with Project Manager Pepetua Latasi as she was off island at the time of the IC visit).

APPENDIX D – SUMMARY OF FIELD VISITS

D1 Overview of Field Mission (Saturday 2 June)

A field trip was organised for the morning of 2 June 2012. The focus was on sites on Funafuti only due to time constraints, plus the fact that only 1 or the 2 available seaworthy transport boats (that were capable to showing outer island issues to the IC) was not working. The focus of the morning visit was to show the sustainable land management issues facing Funafuti plus the UNDP SLM Demonstration site.

D2 Strategic Land Management Issues on Funafuti

With land availability at a premium on Funafuti, the existing use of land was scrutinised and evaluated during the brief IC field mission. It is evident that the issue of land ownership, land leasing and customary ownership aspects are critical to understand in Tuvalu. In addition to this, the availability of materials for building houses is also a critical issue. Plate 4.1 displays a “borrow” area where a local has sourced building material from a plot to extract materials for house construction elsewhere on Funafuti. The issue in Plate D.1 is that the individual responsible for the extraction actually did not build a house due financial reasons, however, the legacy of the extraction site remains. The location of this site from mean high water is approximately 25metres (maximum) from the vegetation line, meaning that any potential storm surge or wave overtopping event would be exacerbated by these land “borrow sites”.



Plate D.1 – Borrow plot site, Funafuti

Another key observation, as stated above, is what potential “liveable” or “food security” related land space on Funafuti, is actually being used for. The current demographic trend in Tuvalu is showing a clear net migration from the outer islands in Tuvalu to the capital (Funafuti) for employment opportunities and for family related issues (including health care and transport links as an example). With the airstrip taking up a considerable percentage of the available land on Funafuti, then living space for a growing Tuvaluan population has to consider a range of potential land use issues. One of these issues is how to allocate land for competing social use, namely how much space is needed as human burial grounds. Plate D.2 shows a significant area being used for human burial.

No formal statistics or information appears to have been collated on how much land is allocated (on Funafuti) as human burial plots. It would be of interest to use such a statistic to better inform future land use planning and zoning of lands for such activity, potentially in areas away from potential agricultural production land. The issue is likely to become significant in the coming decade, as more Tuvaluans migrate back to the capital. The problem is also exacerbated by families often bringing back deceased relatives from outer islands so they can be “close” in their time of rest with remaining family members. It is apparent also that in some occasions, neighbours or close friends with available land space will grant permission for a burial on their plots.

Whilst it is understood that burial is a key aspect of Tuvaluan culture, the issue is potentially significant for the success of maintaining the principles of SLM over the longer term.



Plate D.2a and b – human burial “plots” and individual family home space allocated for burial

Plates D.3a and b demonstrate very starkly the issue of land management and use. The “Borrow Pits” displayed are the result of excavated trenches, which were created to extract the necessary coral blocks to make the original runway for the US Air Force during World War 2. The “footprint” trench that was left behind (which occur in a number of locations around Funafuti). Since their creation in circa 1944, no formal attempt has been made to fill them in. The result is a significant environmental and social problem, with the trenches being resting places for pollutants, rubbish and human waste (through pit latrines and into the borrow pit.



Plate 4.3a, b, c d– Borrow area site, *taisala* swamp area and pollutant impact on tree growth

These areas are not inconsequential in terms of size. Whilst no spatial estimate has been found by the IC at the time of writing, the “potential” for this area to be effectively used as arable land or for housing is significant. In addition, the “Borrow pit” areas are impacting on social and environmental health. Local communities are not choosing to locate their homes in these areas, though there is little other alternative on Funafuti. In addition, the pollutant impact (coupled with saline intrusion) is having a detrimental effect on tree growth (see Plate D.3b).

Plate D.4 shows a panorama cross section across Funafuti. This displays an approximate 50m cross section showing the quiescent lagoon coast to the left, the road and the “borrow pit” area to the right. It is interesting to note the new construction of a new shop (to the right – notice the piles in place) into the Borrow Pit area. This is constructed like a climate change adaptation measure, though is actually the only approach to make use of land whose topographic appearance is due to Mans’ intervention 70 years ago.

There were efforts, during the SLM project to propose a Demonstration Project to fill in one (or more) of these Borrow Pit areas. Sadly the financial budget required to do so was way in excess of the budgets available for the UNDP SLM project and so was not pursued.



Plate D.4 – Panorama cross section view across Vaiaku (taisala swamp to the right)

There is scope to pursue this opportunity, potentially through the NAPA 2 project (being devised at the time of writing) and there may also be some possible interesting opportunities for filling in “Borrow Pit” sites under the JICA funded Beach Nourishment project (2011). This latter project is attempting to source beach gravels for use as a coastal engineering/protection scheme in front of these locations. Whilst the amount of beach gravels needed to “fill” a pit could be significant (and hence not be environmentally sustainable as an option if gravels are being sourced from nearby lagoonal areas), there is the possible option of encouraging the “re-use” of these borrow pit sites to accommodate salt tolerant vegetation (i.e.: mangroves) which can act as a natural sea defence for properties and assets towards the centre Funafuti (see Plate D.4).

It is the ICs understanding that 2 very clear consultancy reports (produced over the past decade) that exist and identify a clear strategy for managing these borrow pits areas, however, there appears to be some political “stumbling block” towards implementing the recommendations. It is understood this is linked to land ownership issues plus also funding potential from large international donors.

This is an unfortunate situation as the land space taken up by borrow pits could be more effectively used for land cultivation and/or water storage areas during drought conditions (proposal apparently has already been submitted to the ACP-EU Water Facility Programme by the Tuvalu Government).

D3 Demonstration Project

The IC was taken to the only UNDP SLM demonstration site on Funafuti (Vaiaku). Sadly due to timings and key staff availability, no other sites could be visited outside of the Vaiaku area. Hence no comment is made on the fetau planting demonstration project on Nanumaga Island.

Purpose of the Demonstration Project

A rapid assessment by the agricultural department shows that the level of destruction caused by saltwater intrusion due to sea level rise on pulaka plantations is approximately 60%, and the remaining 40% of pulaka plantations remains highly sensitive to future saltwater intrusion. It was assumed that an absolute destruction to pulaka crops is imminent in the near future for all islands of Tuvalu – possibly in the next decade unless urgent and immediate mitigation measures are implemented. The worst-case scenario is that an absolute

destruction to pulaka crop will divert the dependence of the people of Tuvalu on imported foods, thus, an exposure of low-income families to absolute poverty. Therefore, to reduce risks of an absolute destruction to pulaka crop and preventing abrupt shift of Tuvalu's dependence on imported food is to introduce a salt-tolerant pulaka species in the region (preferably the *Palau pulaka* species).

However, there are key challenges to implementing this aspiration. The soil of Tuvalu is generally of poor quality, and only supports a limited variety of flora. Indigenous plants are rare because of habitat modifications such as the extensive planting of coconuts and other food plants by early settlers. The main vegetation communities consist of coconut woodlands in stands varying in age and condition. Although vegetation communities are of mixed quality and the remaining indigenous vegetation is extensively disturbed, these plants are of critical importance to Tuvalu. The importance of vegetation in the protection of soils and foreshores, and its usefulness as a source of food and for a wide range of utilitarian purposes, makes the retention and enhancement of vegetation a priority issue.

The Demonstration Site

The demonstration site was funded jointly by the SLM Project and the Community Tree Care Project which was agreed on 28 October 2010. represents a small scale example of a "pulaka pit". The concept is to create terracing (within a small area) to enable a range of crops to grow close to each other but at different topographic "terracing" levels. Plate 6a and b show the concept quite clearly. The Department of Agriculture has taken responsibility for managing the "garden" plot, which was started in 2010. The ownership of this land is through an individual called Mr. Lopati, who provided the space for the demonstration project to be trailed. In return, Mr Lopati receives the infrastructure that will be left behind plus the planted crops.

Basically, the concept is that the lowest level is used for root crops (pulaka or taro). The next terrace levels (created through excavation equipment and use of locally produced concrete blocks to create the "terrace") are often proposed for banana or panadanus trees, sugar cane, dalo, melons, tapioca, pawpaw, okra, pumpkin chaye or possibly cassava (see Plate D.5).



Plate D5a and b – Pulaka Pit construction (not complete on 2 June 2012)

Whilst the Demonstration project started in 2010 (exact date to be determined), the demonstration project site (on Saturday 2 June 2012) was not complete (see Plate D.5a and b). The IC is pleased, however, to demonstrate (see Plates D.6a and b) that the following 48hrs showed the site to be complete and ready (for World Environment Day on 5 June).



Plate D.6a and b – Pulaka Pit construction (complete on 5 June 2012 for World Environment Day!)

There have been 3 attempts to grow pulaka in the lower terraces, though each time the growth has failed. This is believed to be due to saline conditions on the soils in the site. It was made clear to the IC that salinity levels are increasing in the groundwater with recorded levels being particularly high on the ocean side of the airport runway but also on the lagoon side. The use of composting techniques is now being used (see Plate D.5 and D.6) to help the growth of pulaka at the site. It is surprising (to the IC) that some introduction of a membrane or plastic sheeting (to create a “pond” for the pulaka to grow in) is not used to prevent saline intrusion. If a pond approach was adopted (i.e.: the “pit”), which was linked to a simple pump system attached to a dedicated water tank to keep the pulaka wet, then it is felt that the end outcome would be more successful. No clarity was received from the Department of Agriculture as to why this simple introduction has not been followed. It is the ICs belief that this technique, whilst slightly more expensive to set up, would not be significantly more and would make the approach more viable and visible to local communities (granted a dedicated water tank and pump would be needed along with suitable “pond” membrane to prevent salt water intrusion).

What actually happens to this site after the project closes is uncertain, though the original landowner hopefully shall be the perfect advocate of this SLM technique around the island. Sadly, there is no direct evidence of any replicability of this concept anywhere else on Funafuti, however, workshop attendees have implied that the “terracing” concept is being adopted on some outer islands. Despite this, it is apparent that workshops outlining the benefit of this approach have been undertaken on the outer islands, though no land was set aside to initiate a parallel demonstration site at such locations. It is with anticipation that this technique could be effectively and simply implemented on small, medium and potentially larger plots where land extent allows. The potential for replicability is, nevertheless, very good, however, cost implications of ensuring success are likely to be high and are reliant on outer island communities taking responsibility to improve their own livelihood security measures by wanting to travel to Funafuti to learn the new pulaka pit approach. This is because the Department of Agriculture have relatively weak links with the outer islands, and so continuity of approach would need to be the responsibility of the local outer island community.

Some key risks had been identified at the outset of the demonstration project, however, these risks appear to have not been properly understood as no real progress appears to have been made on generating a salt tolerant pulaka species as yet. It is the ICs understanding that the actual capability of the selected salt-tolerant pulaka to grow on environmental conditions has not been deduced (still attempting to use composting to assist growth). Similarly, the optimum parameters of pulaka pits in Tuvalu are still not known with only assumptions on optimum performance still being made. Importantly, nobody is really clear on whether a salt tolerant pulaka would actually taste good! Compared to rice, local populations may choose not to use it as a staple alternative. Finally, there is no clarity on whether a new salt tolerant species could introduce a new insect pest into the ecosystem. The obvious link to regional researchers on this (e.g.: at USP) has not been developed. It is a strong recommendation that this is initiated into 2013.

Plate D.7a demonstrates the extent of the garden plot which is roughly estimated as being 17m x 17m in size. Plate D.7b shows the project board which identifies the use of Venezuela Funds that were partly used for this

demonstration project. The Tuvalu Community Tree Care Project was initiated out of the 2006 National Action Plan to Combat Land Degradation and Drought. Plate D.7b shows that the SLM project with the Tree Care project willing to co-finance this site.



Plate D.7a and b- Demonstration site extent and UNDP sign

The IC separately visited other “dump sites” to the north of Funafuti. The pressure to formalise waste management and to initiate municipal composting on a larger scale (plus to outer islands) should be seen as a priority for Tuvalu. Exporting solid waste or allocating a “sacrificial” island/atoll as a “garbage island” (as is done in the Maldives) should be reviewed more seriously.

APPENDIX E – LIST OF DOCUMENTS REVIEWED

The following references have been compiled by the IC during the mission, either from face to face meetings or by separate internet searches. No specific ordering of this reference list has taken place.

- Tuvalu European Union EDF 10 Country Strategy Profile and National Indicative Programme (2008-13).
- Tuvalu National Action Plan to Combat Land Degradation and Drought (2006), Department of Environment Tuvalu.
- TUVALU MARINE LIFE PROJECT -Phase 1: Literature review (July 2009).
- Tuvalu's National Adaptation Programme of Action Under the auspices of the United Nations Framework Convention on Climate Change (May 2007).
- THE STUDY FOR ASSESSMENT OF ECOSYSTEM, COASTAL EROSION AND PROTECTION/REHABILITATION OF DAMAGED AREA IN TUVALU FINAL REPORT [Volume I : Summary Report] JANUARY 2011.
- TUVALU NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN - Fourth National Report to the Convention on Biological Diversity.
- Convention on Biological Diversity (CBD), 2009. Webarchive.
- Government of Tuvalu, 1997. Falekaupule Act 1997.
- Government of Tuvalu, 1999. Tuvalu Initial National Communication under the United Nations Framework Convention on Climate Change. October.
- Government of Tuvalu, 2005. Te Kakeega II. National Strategies for Sustainable Development 2005-2015. Economic Research and Policy Division, Ministry of Finance, Economic Planning and Industries. Funafuti. Sept.
- Central Statistics Division. Ministry of Finance, Economic Planning & Industries. Funafuti.
- Government of Tuvalu, 2007a. Te Kakeega II. National Strategies for Sustainable Development 2005-2015. Kakeega Matrix Reloaded. Ministry of Finance, Economic Planning and Industries. Funafuti. July.
- Government of Tuvalu, 2007b. Environmental Protection (Environmental Impact Assessment) Regulations 2007. Funafuti.
- Government of Tuvalu, 2008. The Environment Protection Act. Department of the Environment. Funafuti.
- Mataio, M. 2009. Tuvalu Country Report. Pacific Heads of Forestry Meeting. 21-24 Sept. Nadi, Fiji.
- Review of Mainstreaming Sustainable Land Management in Tuvalu Government's Plans and Policies (2009), Luke Paeniu.
- Social Marketing Strategy and Implementation Plan (2009) Jim Muldoon.
- Minura, N. 1999. Vulnerability of island countries in the South Pacific to sea level rise and climate change. *Climate Research* 12:137-143.
- SPREP, 1997. Tuvalu: National Environmental Management Strategy. Secretariat of the Pacific Regional Environment Programme, Apia, Samoa.
- SPREP, 2000. Invasive Species in the Pacific: A technical review and draft regional strategy. Edited by Greg Sherley. Apia, Samoa.
- UNDP, 2007. Capacity Building for Land Management in Tuvalu.
- Tuvalu National Strategic Action Plan for Climate Change and Disaster Risk Management (2012-2016). Produced in Nov 2011.

Project (Various Reports)

- SLM Tuvalu Newsletter, 30 April 2010.
 - Pacific PIR's for 2009 and 2010.
 - Tuvalu Capacity Assessment Report (2008), UNDP Internal Note.
 - Tuvalu SLM Inception Report (2008);
 - Quarterly Reports: Q3 2008, Q1,2,3,4 2009, Q1, Q1,2,3,4 in 2010, Q1 in 2011;
 - Quarterly Financial Reports
 - Annual Work Plans 2010 and 2011.
-

APPENDIX F – QUESTIONNAIRE USED AND EVALUATION CRITERIA

Evaluation Questionnaire

Project Formulation

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

Project Implementation

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

Project Results

- What are the most important or significant achievements of the project to date in relation to the original or amended project results framework?
-

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

Evaluation Criteria Matrix

Evaluation Components	Evaluation Criteria
Project Formulation	<i>Was the project design relevant, effective and efficient given the project objectives and expected results?</i>
1) Implementation approach relevance and effectiveness	<p>Consistency and contribution to GEF focal area objectives and to national development strategies;</p> <ul style="list-style-type: none"> • Stakeholder views of project significance and potential impact related to the project objective • Extent to which the linkages between activities, outputs and outcomes (objectives) were clearly established and understood • Changes in project circumstances that may have affected the project relevance and effectiveness
2) Country ownership at national and local levels	<ul style="list-style-type: none"> • Government involvement in the project management and completion of project outputs • Community willingness to engage in project activities and to contribute in-kind toward the project
3) Stakeholder participation in the project concept	<ul style="list-style-type: none"> • Extent to which relevant stakeholders were involved in project implementation, and any that in hindsight were overlooked • Gender equity strategy or measures adopted in the project
4) Replication approach viability in the project concept	<ul style="list-style-type: none"> • Consideration given to expanding and disseminating the approach in other parts of Tuvalu • Evidence of replication of project interventions/catalytic role
5) Cost-effectiveness of the project concept and modalities	<ul style="list-style-type: none"> • Reasonableness of the costs relative to scale of outputs generated

	<ul style="list-style-type: none"> • Efficiencies or inefficiencies in project delivery modalities
6) UNDP comparative advantage	<ul style="list-style-type: none"> • Efforts to utilize the strategic role of UNDP in supporting project implementation
7) Linkages between project and other interventions within the sector	<ul style="list-style-type: none"> • Efforts to coordinate or harmonize similar or complementary projects or programs that enhance project results
8) Project indicators quality and utilization	<ul style="list-style-type: none"> • Usability and usefulness of the project indicators • Accuracy of the indicators in measuring project results
Project Implementation	<i>Has the project been implemented in an effective, efficient and sustainable manner, consistent with the project design?</i>
9) Financial planning and co-financing	<ul style="list-style-type: none"> • Extent to which project disbursements occurred as planned • Extent of fulfilment of the agreed co-financing commitments • Financial reporting in accordance with UNDP and GEF norms
10) Execution and implementation modalities	<ul style="list-style-type: none"> • Stakeholder views of the effectiveness of the project organization and implementation approach • Timeliness of completion of annual work plans as scheduled
11) Monitoring and reporting process	<ul style="list-style-type: none"> • Implementation of an effective, operational monitoring system • Quality, objectivity, frequency and relevance of Project reporting
12) Project management arrangements	<ul style="list-style-type: none"> • Participants' understanding of roles and responsibilities • Effective management process that is able to respond to issues and needs during implementation (adaptive management) • Effective working relationships between members involved in the project management decision making
13) Management by the UNDP Country Office	<ul style="list-style-type: none"> • Timely and effective implementation of UNDP's role • Guidance and direction provided by UNDP staff on key issues • Identification of risks and management efforts to mitigate or manage risks
14) Coordination and operational issues	<ul style="list-style-type: none"> • Extent and quality of communication and information dissemination between project partners • Level of coordination and collaboration between relevant ministries and programs • Problems or inefficiencies related to coordination functions and integration of activities
Project Results	<i>Has the project achieved its objectives and contributed toward global and national biodiversity conservation and sustainable land management goals?</i>

15) Progress toward Objectives and Outcomes	<ul style="list-style-type: none"> • Level of achievement of expected outcomes or objectives to date • Long term changes in management processes, practices and • awareness that can be attributable to the project
16) Achievement of Outputs	<ul style="list-style-type: none"> • Level of completion of planned outputs • Quality and use of outputs completed
17) Sustainability project Results	<ul style="list-style-type: none"> • Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) • Implementation of measures to assist financial sustainability of project results • Observable changes in attitudes, beliefs and behaviours as a result of the project
18) Capacity building contribution to upgrading skills of the national staff	<ul style="list-style-type: none"> • Measurable improvements from baseline levels in knowledge and skills of targeted staff/beneficiaries: rangers, technical staff, senior officials, community participants
19) Capacity improvements of the targeted management institutions	<ul style="list-style-type: none"> • Measurable improvements from baseline levels in the planning and management functions of the responsible organizations that were targeted by the project

APPENDIX G – OVERVIEW OF CO-FINANCING AND LEVERAGED RESOURCES

The following table is taken from the ProDoc (2007). This clearly outlines the name and amount of co-financed sources being contributed to the project.

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	475,000
PDF A	25,000
<i>Sub-Total GEF</i>	500,000
Co-financing	
GEF Agency	
Government	87,000
Bilateral	
Multi-lateral (confirmed)	495,000.00
Multi-lateral (under negotiation)	22,000
Others (UNDP)	
<i>Sub-Total Co-financing:</i>	517,000
<i>Total Project Financing:</i>	1,017,000
FINANCING FOR ASSOCIATED ACTIVITY IF ANY:	

The following table shows how the co-financed resources are intended to be used throughout the project.

Co-financing Sources				
Name of Co-financier (source)	Classification	Type	Amount (US\$)	Status
Alofa Tuvalu NGO	B	In-kind	30,000	Confirmed (by email)
UNCCD/GM/SPREP	M	Cash	8,000	Confirmed
GoT % wages	G	In kind	25,000	Committed
GoT % office	G	In-kind	17,000	Committed
GoT vehicle & fuel est	G	In-kind	45,000	Committed
UNCCD- Venezuela Funds	M	In-kind	90,000	Confirmed
EU – EDF 9	M	In-kind	22,000	Neg
EU/SPC DSAP	M	In-kind	130,000	Confirmed
South-South	M	In-kind	150,000	Confirmed
Total Co-financing (Confirmed or subject to letters of support)			517,000	

*Classification: G= government, NGO, M=multilateral, B=bilateral, P=private enterprise

Part II of the ProDoc presents the statement that all sources of co-finance have been discussed with potential donors. Formal letters of negotiation/confirmation have been referred to the donors. These are replicated below for completeness.



TUVALU GOVERNMENT
MINISTRY OF NATURAL RESOURCES AND ENVIRONMENT

Postal Address: Private Mail Bag, Vaiaku, Funafuti, Tuvalu. Ph: (688) 20 836 Fax: (688) 20 167;
email: nre@tgo.gov.tv enr@tgo.gov.tv

LETTER OF CO-FINANCE

Date: 16th August 2007

Richard Dicus
Resident Representative
UNDP
Suva, Fiji

Cc: Andrea Volentras, RTA, UNDP GEF SLM Portfolio Project, Apia, Samoa

Dear Mr. Dicus,

CO-FINANCE COMMITMENT

"Tuvalu's Capacity Building and Mainstreaming of Sustainable Land Management Project" (GEF Medium-Size Project)

This serves to confirm that on behalf of the Government of Tuvalu, the Ministry of Natural Resources and Environment as the Lead Executing Agency for the above-stated project is committed to provide the following support in the form of in-kind contribution and technical assistance as co-financing for the project.

In-kind Contribution

- Ministry of Natural Resources: (*Wages, Office, Vehicles & Fuels*): US\$87,000

Technical Assistance through:

- Department of Agriculture: (*Contribution through South to South Programme*) SS\$150,000
- Department of Environment: (*Contribution through the UNCCD Venezuela Funding*) US\$90,000

Therefore, the total in-kind and technical assistance provided by the Ministry to co-finance this project amounts to **US\$327,000.**

Your Sincerely,

Mr. Uale Taleni
Acting Secretary for Natural Resources and Environment
Ministry of Natural Resources and Environment
Government of Tuvalu



SECRETARIAT OF THE PACIFIC
COMMUNITY
PRIVATE MAIL BAG, SUVA
FIJI
TELEPHONE: (878) 337 0733
CETC 339 1033
FAX: (878) 337 0021



SECRETARIAT GÉNÉRAL DE LA
COMMUNAUTÉ DU PACIFIQUE
PRIVATE MAIL BAG, SUVA
FIDJI
TÉLÉPHONE: (875) 337 0733
CETC 339 1033
TÉLÉCOPIEUR: (878) 337 0021

In reply please quote file: TUV_SLM_APPS_July07
En réponse, veuillez indiquer:

17 July 2007

Mr Enate Evi
Acting Director of Environment
(GEF Operational Focal Point)
Department of Environment
Private Mail Bag
VAIAKU, FUNAFUTI
Tuvalu

TUVALU GOVERNMENT
Ministry of Natural Resources
Date Received: 18/07/2007

Dear Mr Evi

Secretariat of the Pacific Community Co- Financing Support for Tuvalu's Capacity Building and Mainstreaming of Sustainable Management Project

The Secretariat of the Pacific Community fully supports the participation of the 14 Pacific Island Countries and Territories in the United Nation Convention to Combat Desertification/Land Degradation's UNDP/GEF Capacity Building and Mainstreaming of Sustainable Land Management Project. Therefore this co-financing support from the SPC/Land Resources Division is in regards to the agriculture and forestry sector which serves to confirm, the endorsement and its continued support for sustainable land management programs in the Pacific Region.

The total amount of funding SPC Land Resources Division had used in the implementations of the various agriculture and forestry program in the Republic of Tuvalu for 2006 is US\$129,664.51. Therefore it agrees that the Republic of Tuvalu, to use this funding for its co-financing contribution for the preparation, development and implementation of its UNDP/GEF's Medium Sized Project for Capacity Building and Mainstreaming of Sustainable Land Management Project.

I hope the above information will be of assistance to the procurement of the Global Environment Facility (GEF) Funding for the implementation of the above captioned project.

Yours sincerely

'Aleki Sisifa
Director, Land Resources Division
Secretariat of the Pacific Community

Cc: Inoke Ratakalou, Land Use and Resources Policy Adviser, Land Resources Division, SPC
Alvin Chandra, Environment Associate, UNDP Suva

HEADQUARTERS: SECRETARIAT OF THE PACIFIC COMMUNITY, PO BOX 05, NOUMEA CEDEX, NEW CALEDONIA
SERVICES SIEGE DE L'ORGANISATION: SECRETARIAT GÉNÉRAL DE LA COMMUNAUTÉ DU PACIFIQUE, B.P. 05, NOUMÉA
CEDEX, NOUVELLE-CALÉDONIE
CABLE ADDRESS: 'SOUTHACOM', NOUMEA, FACSIMILE: (687) 262016, TELEX: 3139 NM SOPACOM
ADRESSE TELEGRAPHIQUE: 'SOUTHACOM', NOUMEA, TELEPHONE: (687) 262000, TELECOPIEUR: (687) 262016, TELEX:
3139 NM SOPACOM

The following letter identifies the contribution of US\$30,000 from Alofa Tuvalu to the SLM project. It is unknown whether this money was used specifically for the demonstration project or on other aspects of the project.



FTAO : Government of Tuvalu, Department of Environment, Government Building,
Funafuti, Tuvalu.

Re: Alofa Tuvalu's contribution of matching funding for the UNDP project: **CAPACITY
BUILDING FOR SUSTAINABLE LAND MANAGEMENT IN TUVALU**

This is to confirm that Alofa Tuvalu will provide US\$ 30,000 towards matching funding
for this project.

Alofa Tuvalu matching funding is for land management issues relevant to:

- a) sustainable agricultural production;
- b) improved human and livestock sanitation;
- c) communication and awareness raising of issues pertaining to land management and
resource use issues.

Alofa Tuvalu activities will relate to Objectives 1, 3, and 4 of the project.

Yours faithfully,

A handwritten signature in blue ink, appearing to read "S. Hemstock", is placed over a light blue rectangular background.

Dr Sarah L Hemstock (Scientific Advisor)

APPENDIX H – SUMMARY OF EVALUATION FINDINGS

As set out in the project ToR, a rating scheme is to be adopted shall adhere to the recommended 6-point coloured scale as follows:

	Highly Satisfactory (HS), Indicator implies a successful achievement
	Satisfactory (S), Indicator implies a successful achievement
	Marginally Satisfactory (MS), Indicator implies an average achievement
	Marginally Unsatisfactory (MU), Indicator implies an average achievement
	Unsatisfactory (U), Indicator implies a below average achievement (attempted but never likely to be achieved)
	Highly Unsatisfactory (HU). Indicator implies a poor achievement (never attempted and never likely to be achieved)

An evaluation matrix (see Appendix F) is prepared and is based on the evaluation criteria headings (see above) and scope presented in the TOR, the project log-frame (adapted and presented within the Inception Report in 2008) and the review of other key project documents. This matrix has been structured along the key evaluation criteria and includes all evaluation questions set out within the Survey Instrument (questionnaire – See Appendix F).

The purpose of Tables H1, H2 and H3 is to determine “status of delivery” with regards to the agreed project outcomes and outputs. It takes into consideration the views of key stakeholders in Tuvalu captured during the Workshop event held on 4 June (see Appendix I). The IC provides the concluding evaluation on each outcome and output following on from considered assessment of project performance.

The TE also needs to assess achievement of outputs and outcomes and will provide ratings for targeted objectives and outcomes. The following three criteria is assessed in Table H3 to determine the level of achievements/ impacts of project outcomes and objectives with supporting justifiable empirical evidence where possible.

Table H1 – Evaluation Matrix (Project Outcomes) for the Terminal Evaluation for the “Building Capacity and Mainstreaming Sustainable Land Management in Tuvalu”.

Project Outcomes (2008-2012) – Has success been achieved?			
	Indicator of Success (by end of project – June 2012)	Target for 2012 (as specified in 2008)	Progress? (Achievement Ranking)
Project Goal: <i>Contribute to maintaining and improving ecosystem stability, integrity, functions and services while enhancing sustainable livelihoods by building the capacity to implement sustainable land management into all levels of decision-making.</i>			
Project Objective: To strengthen human capacity, institutional capacity and systemic capacity for Sustainable Land Management (SLM).	• Integration of SLM into existing outer island and national policies and plans	SLM incorporated into the National Development Plan (NDP) / National Strategy for Sustainable Development (NSSD) programmes	MS
	• SLM laws and/or regulations developed and submitted for approval	Resource agency plans include budgets for SLM	MS
	• Information on land degradation readily accessible both online and at resource centres	Land Use Policy outlining opportunity & constraint areas endorsed and applied	MU
	• Land Use Policy framework developed and submitted to cabinet	Senior decision-makers aware of land degradation issues and make informed decisions regarding land use	S
	• Non Government Organisations (NGOs) active in promoting SLM	Public awareness and understanding of land degradation & SLM. Land practices changed to prevent land degradation and move toward sustainable practices.	HS
Outcome 1: Increased knowledge and awareness of land degradation and the importance of sustainable land management	• Efficient and effective knowledge management systems in place	Theoretical and practical awareness of land degradation and SLM at National Government, village Kaupule, Outer Island, community and school levels.	MS
	• Marketing plan developed and implemented		S
	• Workshops and training of communities, land owners, subsistence farmers, resource use planners, Kaupule, teachers and school children in SLM		S
Outcome 2: Enhanced technical, individual and institutional capacities for SLM.	• Innovative tools for SLM: information & skills to implement SLM initiatives	Model GIS for land resource mapping - Ongoing training in GIS, land use planning, land rehabilitation	MS
	• Integrated GIS incorporating land resources information managed at the Department of Lands	Model landscape appraisal by the community	S
	• National and island community level GIS, land use planning and community approaches to SLM training workshops and demonstration events well attended	Communities participating in resource assessment & planning GIS enables characterization of land degradation	S
	Integrated land use plans submitted to Cabinet	Coordinating Committee for SLM aligned with the DCC	MS

Project Outcomes (2008-2012) – Has success been achieved?

	Indicator of Success (by end of project – June 2012)	Target for 2012 (as specified in 2008)	Progress? (Achievement Ranking)
	Integration of SLM into existing outer island and national legal frameworks and/or administrative processes	Awareness materials on land degradation and SLM available at National Government, village Kaupule and Outer Island levels	MS
	SLM laws/ regulation and/or policies developed / amended & submitted for approved	Legal & institutional links between community, province and national governance	MU
	Agency designated as responsible for SLM	Specific agency/Department mandated to deliver SLM	MU
	SLM issues integrated into existing school subjects	Information available on land degradation & SLM for schools	MS
Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives	NAP addendums submitted to Government for endorsement	NAP implemented; DoE, MNR, DoA & MoW Corporate plans & budgets include SLM; Investment plan for medium to longer term financing; LU policy & admin processes agreed	MS
	Finance & Economic agencies aware of SLM.	National Budget incorporating SLM needs	MU
	Integration of SLM into Government programmes, including plans, policies, strategies and budgets.	SLM accommodated in National Development Policy Sector policies, strategies & policy accommodating SLM	MS
	Investment & Resource Mobilisation Strategies finalised	NAP M&E approved & operating	MS
	Investment Plan promoted in effort to secure finances	Partners engaged and supporting Investment strategy	U
	Land Use policy framework developed and submitted to cabinet	Finance secured or committed for SLM through the Investment & Res mobilization strategy	U
Outcome 4: Enhanced technical support at the local, Outer Island and national levels to assist with mainstreaming and integrated decision-making	Technical support for SLM supplied to communities & outer islands.	Tools, guidelines and manuals available to national, village and outer island stakeholders; Info and communication systems for remote communities used to transfer SLM materials;	MS
	Stakeholder involvement.	Reference material assembled, managed & available. Successful involvement of all stakeholders	S
	MDG reports incorporate SLM indicators	Links to achieving MDGs made & operational Initiatives integrated with UNCCD implementation mechanisms Creates or promotes linkages to UNFCCC & CBD implementation.	MS
	Knowledge management networks and web-page used to disseminate SLM information	SLM website up and running	MU

Project Outcomes (2008-2012) – Has success been achieved?

	Indicator of Success (by end of project – June 2012)	Target for 2012 (as specified in 2008)	Progress? (Achievement Ranking)
	Report on baselines and ten year targets for SLM completed	Activities designed & implemented for replicating of project successes	U

Table H2 – Evaluation Matrix (Project Outputs) for the Terminal Evaluation for the “Building Capacity and Mainstreaming Sustainable Land Management in Tuvalu”. (NB: the “Rating of Progress” shows stakeholder views captured from the 4 June workshop. The colour depicts the overall view (rating) of the International Consultant).

Performance on Project Outputs

Outcome 1: Increased knowledge and awareness of land degradation and the importance of sustainable land management.		
Outputs	Output Indicators	Rating of Progress
Output 1.1: Awareness raising materials and plan for SLM promotion developed (content of materials, and dissemination / distribution of materials etc).	<ul style="list-style-type: none"> Marketing plan developed by 1st quarter 2009 & implemented by mid-2009 Communications package: biannual newsletters; annual posters and 2 brochures (one general SLM, one project related) Media package: quarterly broadcasts for radio every year, Videos production (documentary and promotions); 1 project video by the end of 2012, short promos 1 every year from 2009 Information is shared, disseminated, and maintained through a project web-site by 1st quarter 2009 	<p>hs s s hs hs s hs</p> <p>S ms hs hs hs s hs</p> <p>S s hs hs hs s s</p> <p>S mu s hs hs s hs</p> <p>S s ms hs hs s hs</p>
Output 1.2: Consultations and demonstration activities with communities and landowners, to increase understanding and awareness of land degradation and implications for SLM.	<ul style="list-style-type: none"> Contract between project and NGO / external organization signed by Feb 2009 1 National and 2 island level training workshops annually to train resource use personnel in basic EIA/SEA, land use planning, focusing on decision making 1 National and 2 island level training workshops annually to train communities in community approaches to SLM Teachers trained on SLM in term breaks in 2009 SLM awareness events held during National Environment Week at schools and educational institutions 1 SLM demonstration site established on every island by end 2010 	<p>mu ms hs s hs</p> <p>S s ms hs s hs</p> <p>S s s ms hs s hs</p> <p>S s s ms hs ms hs</p> <p>S s s ms hs ms hs</p> <p>S s ms ms hs ms hs</p>

	<ul style="list-style-type: none"> Demonstration days held annually at demonstration sites starting in 2010 	<p>S s ms ms hs s s</p> <p>Ss ms ms hs s s</p>
Outcome 2: Enhanced technical, individual and institutional capacities for SLM		
Outputs	Output Indicators	
Output 2.1: Improved Geographic Information Systems (GIS) for land resource assessment and land use planning – to enable characterization of the land degradation problems, define the extent of land degradation and assist with decision-making.	<ul style="list-style-type: none"> Satellite image rectified by May 2009 Aerial photographs for all islands rectified extent of land degradation mapped for selected sites by Oct 2009 Increase the SLM content on Mapserver and increase the Mapserver network by Dec 2008 By mid 2010 an Integrated GIS incorporating land resources information is managed at the Department of Lands. Genetic resource bank sites (pandanus and other traditional plants and trees) are mapped and added to Mapserver by end of 2010, along with other base maps. GIS mapping layers of land degradation elements of coastal zones on the outer islands and for specific sites included in the national mapping system by 2012 	<p>mu s s s s</p> <p>S s s s s s</p> <p>S s s s ms s</p> <p>S s s s hs s</p> <p>S s ms s m s</p> <p>S s s s s</p> <p>ms s s s s s</p>
2.2 Separate training workshops and demonstration events on GIS and Land Use Planning, including exchanges between Outer Island groups	<ul style="list-style-type: none"> At least 1 annual specific GIS (GPS, remote sensing, etc) training per annum from 2010 of GIS and resource use planning personnel (Government & Community representatives): focus on technical extension. 1 national and 2 island community level training workshops annually from 2010 on land use and land use planning approaches 1 training workshop on use of ICT, targeting technical officers and communities in 2010 Land use planning team members finalized by Jun 2010 National demonstration event on GIS use for Env & Land Use Planning twice every year from 2010. 	<p>S s s ms ms</p> <p>S s s s s</p> <p>S s s s s</p> <p>S s s s hs</p> <p>S s s s hs</p>
Output 2.3: Local community mapping and appraisal of representative project areas.	<ul style="list-style-type: none"> Report on participatory technical development and community appraisals in early 2010 Training of trainers in Funafuti on island community approaches in early 2010 Participatory mapping in all islands before mid 2010 Integrated assessment maps developed by communities for the project area/s by Sep 2010, based on information collected during field mapping exercises Integrated land use plan/s submitted to Cabinet in 2012 for approval under strengthened and/or new institutional arrangements 	<p>S ms ms hs s</p> <p>S ms ms hs s</p> <p>S ms ms s s</p> <p>S ms ms s s</p> <p>Mu ms ms s</p>
Output 2.4 Enhanced local institutional structures and functions to better address SLM; [Kaupule and Outer Islands].	<ul style="list-style-type: none"> Report on SLM traditional knowledge, management systems and frameworks, including comparative analysis to 'western' SLM approaches, and community preferred options on how to improve current situation in early 2011, including recommended by-laws Integration of SLM into existing outer island and national legal frameworks and/or administrative processes by Mar 2011 	<p>hs ms s s s</p> <p>S ms s s s</p>

<p>Output 2.5: National institutional structures and functions enhanced to better address SLM</p>	<ul style="list-style-type: none"> Report of institutional structures, functions and practice for resource use agencies in early 2011. Institutional changes to strengthen roles, functions and services by DoE, MNR, DoA and PWD with regards to SLM - to outer islands and village level governance in early 2011. SLM laws/ regulation and/or policies developed / amended & submitted for approved by Mar 2011 	<p>S ms s ms S ms s ms S ms s s</p>
<p>Output 2.6: Modules and training materials for training workshops, demonstrations, seminars and exchanges between outer island groups, local Funafuti Kaupule and national stakeholders.</p>	<ul style="list-style-type: none"> Training modules and materials developed for decision-makers on land use planning; EIA & SEA for SLM; use of environmental economics in decision-making, etc by March 2009 Training modules and materials developed for community approaches to SLM by March 2009 Community based mentoring network established by June 2009 	<p>S s mu s s S s mu s ms S s mu s mu</p>
<p>Output 2.7: Educational activities and curricula development for schools and education institutions</p>	<ul style="list-style-type: none"> Training module for teachers on SLM developed by March 2009 prior to training of teachers in April 2009 Inventory of existing SLM educational materials undertaken after training of teachers by May 2009 Education & awareness materials developed for SLM and land use and distributed to all primary schools by November 2009 SLM incorporated into existing subjects in the primary school curriculum by November 2009 	<p>hs s s hs hu s s s ms s s s s s s s s s s hs</p>
<p>Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives</p>		
<p>Outputs</p>	<p>Output Indicators</p>	
<p>Output 3.1: Elaborate the NAP (through co-financing) and identify specific on-the-ground investments required in the medium to long term to implement the NAP.</p>	<ul style="list-style-type: none"> NAP addendums produced to complement DoE corporate plan under the NSSD by June 2012. NAP addendums submitted to Government for endorsement by Sep 2012. 	<p>mu ms ms mu ms s</p>
<p>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.</p>	<ul style="list-style-type: none"> Inventory of natural / land resource plans / policies / strategies completed by Dec 2008 SLM principles and NAP priorities integrated into natural resource plans / policies / strategies by Mar 2011; SLM represented consistently in thematic / sector policy and budgets by Jun 2011; MDG reporting to include agreed indicators and data on land degradation, and SLM policy integration between NAP, MDGs and the NSSD by Sep 2012 	<p>ms s ms s s ms s ms s s ms s s s s ms mu</p>
<p>Output 3.3: Medium-Term Investment Plan developed to secure long-term support</p>	<ul style="list-style-type: none"> On-the-ground investment needs identified and calculated by March 2010 MTIP developed and in the process for endorsement by Government by Dec 2011 Funding conduits confirmed for follow up action on SLM by March 2012 Resource mobilization plan finalized by Jun 2012 	<p>s s mu mu ms s mu mu ms mu mu ms s mu s</p>

Output 3.4: Development of an integrated land use planning system confirmed for medium-long term development.	<ul style="list-style-type: none"> Report on land and resource use planning and development decision-making laws and processes + improving legislative linkages for policy cohesion and empowerment, incorporating local and traditional management approaches into community-led integrated land use planning systems, by June 2011 Land use policy framework developed and submitted to cabinet by Mar 2012 	S s mu s S s mu s
Outcome 4: Enhanced technical support at the local, Outer Island and national levels to assist with mainstreaming and integrated decision-making		
Outputs	Output Indicators	
Output 4.1: Tools, guidelines and manuals for different approaches to capacity development, mainstreaming with policy platforms and integrated land use planning options;	<ul style="list-style-type: none"> Purchase technical equipment required by Dec 2008 Produce and disseminate at least 3 manuals and 5 guideline documents - covering methods, techniques and specific tools for SLM by Nov 2009. Dissemination of technical information to remote communities using ICT (e.g. SOPAC Mapserver) by Dec 2010 Report on community best practices for integrated planning using traditional knowledge, based on lessons learnt from pilot studies at representative sites by Sep 2011. 	S s ms mu s S s ms mu mu ms ms mu mu S s ms mu mu
Output 4.2: Local and national knowledge management networks, linked to existing networks;	<ul style="list-style-type: none"> Inventory of available knowledge management networks compiled by May 2009 and networks used thereafter to disseminate SLM information, including MapServer. Information for display on web-page created and uploaded by Jun 2009 with additional information uploaded quarterly. Web-page to be used as SLM knowledge management network, supported by e-databases Community based mentoring network of landholders and technocrats established with annual training of mentors starting in Sep 2009 Translation of community SLM awareness materials into local language by Dec 2009 Report on SLM information and knowledge management systems available on outer islands completed by Jun 2010 SLM information centres established by Sep 2011 	ms mu s ms s ms s s ms mu ms s s ms mu S s s ms hs S MU s ms s ms mu s ms mu
Output 4.3: Effective monitoring and evaluation systems in place, for national and Outer Island monitoring, evaluation and reporting frameworks	<ul style="list-style-type: none"> Spatial and thematic database system to assist with M&E of actions for SLM carried out in conjunction with land use planning activities by Sep 2010. Simple recording system developed for community participation in M&E processes by Sep 2011 MDG reports incorporating SLM indicators (also PRSPs) by Sep 2011 and Report on 2011 baselines and ten year targets for SLM completed by Sep 2011 	ms s s mu mu ms s s mu s S s s mu s

Table H3 Relevance, Effectiveness and Efficiency Rating for each Output with associated Justification

Outcome 1: Increased knowledge and awareness of land degradation and the importance of sustainable land management.	Relevance	Effectiveness	Efficiency	Justification
Output 1.1: Awareness raising materials and plan for SLM promotion developed (content of materials, and dissemination / distribution of materials etc).	S	MS	S	<p>4 SLM specific posters have been created.</p> <p>Success in completing (through the use of an international consultant) the development of a Social Marketing Plan for Tuvalu which was accomplished in September 2009.</p> <p>The project has done a range of awareness presentations including one for National Women’s Day in 2010. This presentation targeted women from all the outer islands and also on the main capital who have attended this National Women’s day that was held here in Funafuti. Also the project has completed awareness presentations about SLM during the “Kingtides Festival” that was held in Funafuti where all age groups are involved and the medias from overseas have flown into Funafuti to see this event.</p> <p>The project completed the video documentary “How to make Atoll Gold”. This was copied and distributed to the public for awareness raising. The SLM continued with a radio program that was scheduled for every Wednesday. This radio program was effective and was the best way to reach out to everyone on the main capital and also to the outer islands. Jingles in Tuvaluan to promote the profile of the project were also designed. The media company in charge started to charge for this coverage into 2011 and the lack of funds sadly saw this activity diminish into 2012.</p> <p>Radio promotion including interviews, jingles, awareness programmes were a success until price rises occurred by the radio company.</p>
Output 1.2: Consultations and demonstration activities with communities and landowners, to increase	MS	MU	MS	There were two sign boards that were put up in front of borrow pit heap of wastes informing the public of the amount of waste being collected in one particular day (clean up days). Liaison with the NAPA Community

<p>understanding and awareness of land degradation and implications for SLM.</p>				<p>Organizer and Kaupule of each Island was undertaken in order to run awareness, project's activities and establishment of demonstration sites on each Island without any complications or problems. The lack of a dedicated "Island Resident Officer" impacted on efficiency of this process. The project does have some demonstrated evidence of ongoing consultations with Communities, landowners and subsistence farmers to increase understanding of SLM and means to merge with traditional practices; including land use planning and sustainable farming practices.</p> <p>Useful training workshops were carried out by the Department of Agriculture to demonstrate how to make compost to local communities. It is uncertain how many attendees were present at these events.</p> <p>Original plan to have demonstration projects on Nanumea, Nanumaga, Niutao and Finafuti didn't materialise. Only Funafuti was undertaken as a SLM specific (solely funded demonstration project). Fetau (Beauty Lauren Leaf) planting in the coastal area was undertaken to protect eroding shorelines but this was a co-financed measure.</p>
<p>Outcome 2: Enhanced technical, individual and institutional capacities for SLM</p>				
<p>Output 2.1: Improved Geographic Information Systems (GIS) for land resource assessment and land use planning – to enable characterization of the land degradation problems, define the extent of land degradation and assist with decision-making.</p>	S	MS	MS	<p>The project has produced rectified satellite images using Reference Image Point for Funafuti and Nanumaga Island.</p>
<p>Output 2.2 Separate training workshops and demonstration events on GIS and Land Use Planning, including exchanges between Outer Island groups.</p>	S	MS	MS	<p>The project has worked on developing and implementing training modules on SLM GIS with regular follow up training. The project has conducted a GIS training for stakeholders on coastal evolution and change around Tuvalu (undertaken by SOPAC in 2010). The project has also conducted an "on the job-training" exercise for Department of Lands, Department of Agriculture and other involved partners on GPS handling and data capture. In June 2009, Dr. Wolf Forstreuter of SOPAC came to Tuvalu to conduct a brief introductory training on vegetation mapping from the 19th June - 29 June 2009. The training provided an opportunity for</p>

				participants to experience new tools and concepts particularly in this area of GIS including vegetation mapping and also introducing to relational database.
Output 2.3: Local community mapping and appraisal of representative project areas.	MS	MS	MS	The project has mapped risks, threats and opportunity areas e.g. areas for rehabilitation (e.g. graveyard on Niutao), mitigation/adaptation. It has also mapped vulnerable areas through harmonizing community and technical information. Only a limited amount of community mapping has been undertaken during the lifespan of the project.
Output 2.4 Enhanced local institutional structures and functions to better address SLM.	MS	MU	MU	The existing island council structure (Kaupule) remains unaltered in its structure or focus on SLM despite the endeavours of the SLM project. Despite this, a set of EIA training manuals that were made available with the guidance and assistance of SPREP through its EIA Officer, Mr. Tapa Suaesi had been translated into the Tuvaluan Language by a Local consultant, Mr. Luke Paeniu. The National EIA training course was held on Funafuti from 09/02/2009 – 13/02/2009. This training course was a collaborative effort between SPREP and the SLM PMU (Ministry of Natural Resources and Environment). All participants whom were trained to become trainers received each a CD of the UNEP EIA training manuals.
Output 2.5: National institutional structures and functions enhanced to better address SLM.	MU	MU	MU	The project has faced a lot of difficulties in accomplishing activities at the national govt level. This is often due to unavailability of experts/Ministers needed to execute national activities due to their busy schedule. Also consultancy work was postponed to a later date due to late or no endorsement from the Secretary in order to start any of the proposed consultancy work.
Output 2.6: Modules and training materials for workshops, demonstrations and seminars etc. To be used for outer island groups, local Funafuti Kaupule and national stakeholders.	MS	S	S	Linked to the production of training materials, the project staff initiated events such as “Prize Giving” days (linked to Output 2.7) in which the students and their parents attended, there were awareness activities provided by the project including visiting the demonstration site, quiz and other awareness activities for students. The students’ poster drawings were displayed for the parents and public to see the efforts that the students’ have put into their drawings. After the poster competition the students were aware of ways to sustain our land and to decrease the effects of soil erosion especially on coastal erosion. The project did also provide training on Sustainable Farming Practices such as composting training for the central islands.

Output 2.7: Educational activities and curricula development for schools and education institutions.	S	S	MS	The SLM video “How to make Atoll Gold” was effectively used as an educational material on SLM and was distributed to Primary Schools on Funafuti and Outer Islands. The project has worked together with the Agriculture Department in demonstrating how to make compost to Form 7 students during a World Water Day event. The project has undertaken a poster competition targeting both Primary and Secondary School students. The students were all gathered at the USP centre to compete in the poster competition. There were 53 students who have registered to participate in the competition. The project have awareness workshop with Primary school and Pre-school students and teachers of Niutao Island at the demonstration site. The project included some other awareness activities like quiz, poems, jingles and beauty contest between four teams Aute, Tiale, Sagale and Sigano. The project recorded all of the jingles and poems they made and to play on Wednesday’s SLM radio Program. The project also undertook a Miss SLM Contest whereby all costumes are made out of recyclable waste including plastics, bottles, green leaves etc.
Outcome 3: Systemic capacity building and mainstreaming of SLM principles and objectives				
Output 3.1: Elaborate the NAP (through co-financing) and identify specific on-the-ground investments required in the medium to long term to implement the NAP.	MU	U	U	No further work to elaborate the 2006 Tuvalu NAP was undertaken at any time through the project;
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.	MS	MU	MU	The project has submitted and presented the report on the “Review of Mainstreaming Sustainable Land Management in Tuvalu Government’s Plans and Policies” and it was approved in 2011 with no comments from the DCC members. The report was then submitted to the Cabinet for approval (which was achieved). No further work was undertaken to integrate SLM principles into updates of the NAP after its 2006 edition.
Output 3.3: Medium-Term Investment Plan developed to secure long-term support.	MS	U	HU	The project steering committee did select the panel members for the selection of the IFS consultancy. The panel has already selected the best and qualified applicant to fill in the IFS consultancy and as according to the work plan the consultant was supposed to start his consultancy work by March, but due to the late endorsement from the Secretary, the consultant was not appointed until 2011. The resulting work was,

				however, very poor and no output was received.
Output 3.4: Development of an integrated land use planning system confirmed for medium-long term development.	MU	MU	MU	Tuvalu still awaits the formal cabinet approval of any work to implement (through SLM or NAPA) a formal land use planning system to assist long term development in Tuvalu.
Outcome 4: Enhanced technical support at the local, Outer Island and national levels to assist with mainstreaming and integrated decision-making				
Output 4.1: Tools, guidelines and manuals for different approaches to capacity development, mainstreaming with policy platforms and integrated land use planning options.	S	MU	U	<p>The website for this project has not been finalized (originally designed by SOPAC) which would have been a good tool to help mainstream SLM. In early 2010, it was finished and the last payments for the website has been made. The website sadly remains in a skeleton form in which everything is ready except for the uploading of information into the website about the project and other information. The project had discussed with the Communication Team and also the Steering Committee whether to host the website in Tuvalu or to host it overseas. The project and the 2 committees agreed to host it overseas as the bandwidth is much better compared to that in Tuvalu. No formal hosting agreement was ever made.</p> <p>Budgets were not available to set up SLM specific demonstration projects on the outer islands (e.g.: replicating the pulaka pit demonstration project).</p>
Output 4.2: Local and national knowledge management networks, linked to existing networks.	S	MS	MS	The project has effectively liaised with TANGO and Department of Agriculture plus other existing knowledge management networks towards helping to assist in conducting training workshops on Funafuti and outer islands on awareness on land degradation and ways to solve this problem e.g. composting, gardening, etc.
Output 4.3: Effective monitoring and evaluation systems in place, for national and outer island monitoring, evaluation and reporting frameworks.	U	U	U	No formal procedure for M&E is set, or has been considered to evaluate the future performance of SLM in Tuvalu.

APPENDIX I – TERMINAL EVALUATION (TUVALU) 2 PAGE SUMMARY

The following 2 page summary document was presented at the “TE Findings Workshop” to Tuvalu stakeholders on 4 June 2012.



2012


UNDP/GEF “Capacity Building and Mainstreaming for Sustainable Land Management (SLM) in Tuvalu” Project

Terminal Evaluation De-brief: 4 June 2012
Jonathan McCue (International Consultant)

This project is a totally funded initiative by GEF under the UNDP-GEF LDC Small Islands Developing States (LDS-SIDS) Portfolio Project. Its aim is to raise awareness on land degradation, strengthen local and national capacity for Sustainable Land Management (SLM), enhance technical and institutional capacities for SLM; develop a Medium Term Investment Plan and elaborate the NAP and enhance technical support for Outer Islands and national levels to assist with mainstreaming of SLM. The project has sought to collect, acquire and generate good quality land resource information and raise awareness amongst land administrators and users of better land use management technologies through research, technology transfer, training, generation and compilation of reliable data. The Project had a total of US\$500,000. To access and harness the lessons learnt to date, the UNDP is undergoing a Terminal Evaluation of the project (TE). This is done through an approach of information gathering, formulation and reporting during June 2012.

APPROACH

As part of this Terminal Evaluation (TE,) interviews have been conducted and data collected, from most key stakeholders in Tuvalu, between 31 May to 5 June 2012. The key initial findings, which includes feedback and input from stakeholders previously engaged in the project, are being evaluated to draw out the lessons learnt and required action points. To gain greater insight into and understanding of the project, the following evaluation headings have been used to review the process: **project formulation, project implementation and project results.** This has resulted in a number of informed lessons learnt and recommendations for review by UNDP Fiji. A Final Report shall be complete by the end of June 2012.



TE of the UNDP-GEF "Capacity Building and Mainstreaming for Sustainable Land Management (SLM) in Tuvalu" Project

A. Terminal Review process

Information gathering: was done through face-to-face interviews in Tuvalu (31 May to 5 June 2012), as well as a series of skype interviews and email questionnaire despatches between 7-14 June 2012.

Formulation: Evaluation criteria were used (as part of an overarching matrix) to streamline the comments of the key stakeholders to identify key themes that emerged from the evaluation.

Reporting: results are assessed according to the evaluation criteria. Recommendations and lessons learnt are then drawn out.

B. Project accomplishments

The main project accomplishments are listed below:

- Feb 2010 Seminar for all Government Directors on mainstreaming SLM;
- SLM newsletters twice a year plus posters;
- Annual "King Tides" festival initiated;
- Dept of Agriculture conducting training on composting techniques;
- 200 copies of a 45 minute video on SLM issues produced - well received by all communities;
- EIA training course of SLM (Feb 2009) – undertaken by SPREP consultant;
- National workshop conducted to develop social marketing plan for project (leading towards actual endorsement of the plan);
- Successful capacity building workshop to raise awareness in schools;
- Co-financing success between TNCW and SLM on coastal protection work (Fetau and Togo mangrove planting (Beauty Leaf Laurel));
- Successful completion of the "Review of Mainstreaming SLM in Tuvalu: Govt Plans and Policies" consultancy report (2010);
- Some success with radio coverage (extra funds needed for a specific programme);
- Initial work on vegetation/land use mapping using SOPAC.

C. Lessons Learnt

- The Project Document scope was too demanding. Unrealistic achievements and outcomes set out at outset;
- Closer networking with Ministry of Finance and ability to present relevant documents quickly;
- Make SLM "future proof" in Tuvalu;
- Continued improved use of GIS Mapping to convey SLM to Communities;
- Improve Partnership Mechanisms for SLM delivery;
- Train National Coordinators on effective UNDP Project Management;
- Need to create the correct political enabling environment for SLM in Tuvalu;
- Set up Cross Departmental Working Practices to make SLM Work;
- Ensure Appropriate Financial Mechanisms are set up within key Departments;
- Enforce SLM communication and engagement between sectors;
- Attempt to better "link" land use and marine resource management;
- IFS work has not started – poor selection of consultant (Tene Topalyn)
- Not enough budget allocated to Demonstration Work (US\$70,000 for 10 sites). Only sites proposed for Funafuti, Nanumaga, Nanumea and Niutao;
- A breakdown of the video into chapters and passed to schools would have been welcome (no extra funds)

D. Factors influencing Performance to date

- Start-up problems and mobilisation issues in 2008;
- Continuity problems once a National Coordinator left position;
- Political engagement and willingness to follow SLM procedures set up;
- Capacity of good staff in each Ministry and UNDP to devote time to SLM issues;
- Project component design and expectation management;
- DoE staff capacity;
- Scattered nature of the Tuvaluan islands;
- Delayed release of funds from Ministry of Finance;
- Limited use of international consultant deployment (despite budgets being available – only for IFS and for Social Marketing Plan). Local consultants used to save costs;
- Clarity of the detail of the website (still not completed).

Stakeholder Quotes (June 2012)

"the roadmap is set for SLM...."

"SLM as a term is difficult to understand..."

"If salt water comes in, it will

just kill all the plants ..."

"...the taste of the pulaka is different. It's

getting too salty"

"... We cannot depend on importation of food"



Recommendations for SLM

Need to cross fertilise SLM successes and headlines across the Pacific

Ensure Demonstration Site Selection is Transparent and uses a transparent approach to decision making such as MCA

Introduce the idea of establishing a "Work Shadow" meeting for new National Coordinators.

Improve SLM Visibility amongst Government of Tuvalu

Gain National Acceptance of the Project

Promote SLM as part of the strategic environmental assessment framework

Produce a "Best Practice SLM Guide Book"

Improve research links with University of South Pacific (USP)

Improve SLM into Schools and the Church

Improve the link between SLM and Climate Change Adaptation

Create a SLM Planning Guidance Manual for GoV to implement.

APPENDIX J WORKSHOP EVENT 4 JUNE 2012

Overview and Structure to the Workshop

A workshop event was implemented on 4 June 2012 to initiate discussion with the country office and national coordinating teams. The event was designed to outline and present initial findings of the IC during his mission to Tuvalu. The IC also used the event to request any additional information or views not compiled during face to face meetings.

The main purpose of the event was also to provide interested stakeholders the opportunity to hear from the evaluation team on their findings and conclusions and provide comments in writing and verbally responses.

A full list of attendees at the workshop is already presented below. Notable absentees were obvious at the event, as despite 32 people being invited, only 11 stakeholders were present despite having good notice of the event. This is partly due to people being off island or being engaged on other pre-arranged meetings that had been scheduled.

- Salanoa Tinilau (EKT);
- Jonathan McCue (International Consultant);
- Annie Homs (TANGO);
- Delores Lenenoti (Lands Department);
- Silati Filiake (Tourism);
- Susana M Taupo (UNDP);
- Moe Saitala (Department of Environment);
- Filiga Taukiei (Attorney General);
- Valisi Toura (Director of the Education Department);
- Tapugao Falefou (Permanent Secretary of Foreign Affairs);
- Silafaga Lalua (Media).

The agenda for the event is set out below:

- 9.00 Introductions (Govt of Tuvalu);
 - 09.15 Project Overview;
 - 09.30 Project Achievement and Challenges;
 - 09.45 Exercise 1 – Project Design;
 - 10.15 Exercise 2 – Project Implementation;
 - 10.45 Exercise 3 – Project Results;
 - 11.15 Discussion : Lessons Learnt;
 - 11.35 Discussion : Recommendations;
 - 12.00 LUNCHTIME.
-

A series of exercises were designed to capture this information and to elicit commentary from key stakeholders on their perspective of project successes and failures. With regard to the exercises presented, attendees were encouraged to work either in groups or as individuals. The IC was the facilitator and presenter and encouraged discussion on the 4 key headings of the TE, namely:

- Project outcome achievements;
- Project design (formulation);
- Project implementation;
- Project results;
- Project output achievements;
- Governance and capacity building.

The questions were posed as a series of hand-outs. These are presented in Figures J.1 to J.4 below.

Project Formulation

Were there any particular aspects of the project design that were either not relevant or not realistic?
If the project was to be implemented again, are there any changes in project design and results framework that you would suggest?
Were there any project risks that were not identified or adequately considered, and how could they have been better anticipated and managed?
How relevant or useful has the project been towards developing the national development priorities of the government?
How effective and efficient was the project management and organisational structure to "make things happen" and towards facilitating implementation? How could this have been improved in hindsight?

Project Implementation

What have been the major challenges or issues in implementing the project? What are the main reasons for any delays?
Has annual work planning and budgeting been effective, and have disbursements been in line with annual budgets?
What changes in project strategy were required during project implementation and what adaptive management measures undertaken? (basis for changing the focus or outputs etc)
Have the project approaches for delivery of activities (ie: through government agencies, NGOs and consultants) been effective and efficient? What are the key factors that affected project delivery?
How effective has project coordination and communication been within the project and with relevant stakeholders in Tuvalu?
Have the project monitoring indicators been effective and feasible for reporting on progress?

Project Results	Project Governance and Capacity Building
What are the most important or significant achievements of the project to date?	Has the SLM project contributed to improved governance at local and national levels?
What expected results have not been achieved or are not fully satisfactory?	
Have the training and workshop events (on SLM) been useful? What gaps remain in staff capacity development relating to SLM?	Can you identify (using an example) how governance issues (problems or challenges) have impacted on the achievement of SLM project goals and outputs ?
What changes in institutional capacity (within the Govt of Tuvalu) could be attributed to the project?	
Has the project had any unanticipated positive or negative results?	How and to what extent has the SLM project built management, planning and operational capacity among the project's stakeholders, particularly at the community levels?
How likely is it that the main project results (e.g. capacity building, etc) can be sustained? What will be the effects of project closure? Will SLM project leave a legacy in Tuvalu?	
What are the key lessons for future projects that have been learned during the implementation of the project?	

Figures J.1 to J.4 – Sample Hand-outs used at the Workshop to elicit views on project performance

Analysis of Findings

The stakeholder workshop was a useful exercise to enable ‘face to face’ interactions between all the stakeholders at the end of the project. This was particularly important knowing that there had not been any similar meeting since May 2011 (i.e.: since the resignation of the National Coordinator, Lily Mose, in March 2012). The event also offered the opportunity for information to be shared with persons who may not otherwise have the opportunity to read the draft final report (due after 15 June 2012).

The results of the exercises carried out (Figure J1 to J4) are presented below.

Project Formulation

<p>Were there any particular aspects of the project design that were either not relevant or not realistic?</p> <ul style="list-style-type: none"> Local communities should have been given the chance to comment of the project design at the outset (inclusion of traditional issues etc); Too much theory (ie: workshops) and not enough demonstration on each island. The success of the project is dependent upon changing peoples' attitudes to what has been done in the past (difficult to change mind-sets unless they can physically see that different ways of doing things maybe a good idea. Outcome titles were relevant but progress was down to commitment of stakeholders to do the activities identified; Funds were not enough to complete an effective demonstration on pulaka pits.
<p>If the project was to be implemented again, are there any changes in project design and results framework that you would suggest?</p> <ul style="list-style-type: none"> Improved community participation and training on the role of the Island Councils in delivering and taking ownership of the SLM project outputs (which was started in the NAPA 1 process); More competition to get "hands on" training for communities and to get them better involved on activities to enable people to see for themselves the change that SLM could bring (eg: revival of pulaka pit competitions etc). SLM should consider covering coastal and marine management aspects as well in an integrated way; Improved role of "power" for the Communications Team as they appears to do most of the work. The NSC would only meet twice a year if that. Nationwide consultation to identify what and how communities need to be involved to achieve the project goal on their islands. Nominating a Project officer for each island may have gone a long way to improving the success of the project.
<p>Were there any project risks that were not identified or adequately considered, and how could they have been better anticipated and managed?</p> <ul style="list-style-type: none"> Time and cost of getting message to outer islands; Financial risks of budget lines being cut or removed to merge with other aspects was key to determining progress; If members of the team had to visit Outer Islands for weeks at a time, the PMU office effectively was "dead" and nothing happened to take the job forward. Salt tolerant pulaka species still do not exist! A pit will still get salty once you dig down to the water table. A way of creating "ponds" with sheeting or membranes to allow a "Swamp" condition to be created (using a pump to supply water from a tank to the "Pit") should have been initiated. Issues of land owners in negotiating for preferred and appropriate demonstration site locations.
<p>How relevant or useful has the project been towards developing the national development priorities of the government?</p> <ul style="list-style-type: none"> Proven very important, but important message of SLM has been diluted by a lack of an enabling environment to make SLM work in Tuvalu. Tuvaluans now understand the purpose of SLM and now are in a better position to help cooperate with Govt if requested to do so; SLM was considered as a route towards developing land use planning, however, the

<p>idea of linking with the coast required better integration of institutions as coastal habitats are assessed through Dept of Fisheries.</p>
<p>How effective and efficient was the project management and organisational structure to "make things happen" and towards facilitating implementation? How could this have been improved in hindsight?</p> <ul style="list-style-type: none"> Needed an improved focus and "budget line" on Monitoring and Evaluation (M&E) as the overall project management and organisational structure was effective towards facilitating implementation. Should have provided outer islands with some incentives to undertaken their own demonstration project, which the SLM project could then have audited. Better introduction of Project Officers on outer islands (however the cost of doing this was too high). The implementation of activities on demo sites and on awareness programs would have improved as a result. PMU deemed ineffective due to their other govt commitments. Supporting full time coordinators (not already employed by the Govt) would have been a good way forward, but budgets dictated away from this.

Project Implementation

<p>What have been the major challenges or issues in implementing the project? What are the main reasons for any delays?</p> <ul style="list-style-type: none"> • Start-up problems and mobilisation issues in 2008; • Continuity problems once a National Coordinator left position (staff turnover); • Political engagement and willingness to follow SLM procedures set up; • Capacity of good staff in each Ministry and UNDP to devote time to SLM issues; • Project component design and expectation management; • DoE staff capacity; • Scattered nature of the Tuvaluan islands. The shipping schedule often changes causing delays on outer island demo sites; • Delayed release of funds from UNDP Fiji (quarterly advance); • Long channel of getting payments and documents endorsed before implementing activities on the ground. • Availability of stakeholders from different depts. To help with technical issues eg: agriculture, education, environmental protection etc. • Media started charging SLM project for any SLM related programme; • Limited use of international consultant deployment (despite budgets being available – only for IFS and for Social Marketing Plan). Local consultants used to save costs;
<p>Has annual work planning and budgeting been effective, and have disbursements been in line with annual budgets?</p> <ul style="list-style-type: none"> • AWP planning has not been effective as delays have caused the project to implement other activities instead of what was originally planned (eg: outer islands demo sites not undertaken due to shipping schedule changes during a quarter resulted in the SLM team having to set up brand new activities that had not been originally planned or budgeted for during that quarter. • The amount requested is different from amount disbursed by UNDP hinders development of activities.
<p>What changes in project strategy were required during project implementation and what adaptive management measures undertaken? (basis for changing the focus or outputs etc)</p> <ul style="list-style-type: none"> • Making sure that a Mid Term Evaluation was carried out which is very important and an integral part of projects such as these. • Due to limited funds for demo sites, the project had to initiate joint ventures with TNCW to help towards co-financing on coastal protection demo sites in which mangroves are planted along with other combined activities to cut down on costs due to limited and insufficient funds.
<p>Have the project approaches for delivery of activities (ie: through government agencies, NGOs and consultants) been effective and efficient? What are the key factors that affected project delivery?</p> <ul style="list-style-type: none"> • Yes, approaches were good (except for the iFS and NAP Review that was done by a national consultant), the problem was linked to the inconsistencies of stakeholder representation involved with SLM issues over the 4 years. • Shipping schedule and transport around to outer islands. • Staff turnover was a major influencing factor on progress. Poor attendance at meetings • Not enough time to carry out certain activities. • Availability of govt agencies, NGOs in implementing activities.

How effective has project coordination and communication been within the project and with relevant stakeholders in Tuvalu?
<ul style="list-style-type: none"> • The infrequent nature of the meetings (especially in this last year when arguably most actions should have been undertaken and enforced) often led to continuity problems. • Delays in the website are mainly due to SOPAC website development work (all undertaken on a voluntary basis in 2008) was not developed further as that individual became too busy to continue. This was then passed (by PACC team) to a local consultant to take forward, however, progress appears to have stalled). Therefore, risk management and mitigation issues (on this issue) do not appear to have been run effectively against the project log frame. PACC co-financing has been initiated between SLM and NAPA to help develop the website.
Have the project monitoring indicators been effective and feasible for reporting on progress?
<ul style="list-style-type: none"> • Quarterly Narrative Reports were good indicators of progress against Activities. Reports were set out well. • Some indicators are feasible whilst others were just unrealistic from the start.

Project Results

What are the most important or significant achievements of the project to date?
<ul style="list-style-type: none"> • Communities have developed SLM in every day use – change in mindset on soil retention methods such as trimming of grass and not uprooting etc). • Video production (if extra funds available then divided into chapters and a version in English). • Feb 2010 Seminar for all Government Directors on mainstreaming SLM; • SLM newsletters twice a year plus posters; • Annual “King Tides” festival initiated; • Dept of Agriculture conducting training on composting techniques; • 200 copies of a 45 minute video on SLM issues produced - well received by all communities; • EIA training course of SLM (Feb 2009) – undertaken by SPREP consultant; • National workshop conducted to develop social marketing plan for project (leading towards actual endorsement of the plan); • Successful capacity building workshop to raise awareness in schools; • Co-financing success between TNCW and SLM on coastal protection work (Fetau and Togo mangrove planting (Beauty Leaf Laurel)); • Successful completion of the “Review of Mainstreaming SLM in Tuvalu: Govt Plans and Policies” consultancy report (2010); • GIS training on coastal evolution assessment; • Some success with radio coverage (extra funds needed for a specific programme); <p>Initial work on vegetation/land use mapping using SOPAC.</p>
What expected results have not been achieved or are not fully satisfactory?
<ul style="list-style-type: none"> • Teaching modules for SLM need to be developed; • IFS; • Review of NAP; • Awareness of the projects activities early on for all Tuvaluans; • Consultant intended to design SLM modules for schools not completed along with training manuals for teachers and communities; • Awareness and demonstration activities on ALL islands (due to costs); • Coastal improvements – apparently most of the mangroves planted on outer islands have died already! Need to monitor growth of plants better to detect health.
Have the training and workshop events (on SLM) been useful? What gaps remain in staff capacity development relating to SLM?
<ul style="list-style-type: none"> • Very useful so far. Problem is people do not practice what they have learnt in workshops unless they are forced to do so. Need more hands on practice on SLM principles. • Need a full time person to ensure “continuity” of message with the local community; • More training manuals needed in the outer islands for landowners especially; • Software training (SOPAC) for coastal change is useful but only Dept of Lands benefited from this; • Insufficient capacity in completing financial reports often resulted in poor disbursement of funds. More training on this is needed.
What changes in institutional capacity (within the Govt of Tuvalu) could be attributed to the project?
<ul style="list-style-type: none"> • Improved commitment of stakeholders in Tuvalu on SLM project activities and related issues (ie: improved integration to a degree); • Improved communication between depts on SLM issues (this includes opportunities for training different dept members on GIS as an example). • Lands Dept benefited greatly from GIS training through the SOPAC initiative.

<p>Has the project had any unanticipated positive or negative results?</p> <ul style="list-style-type: none"> • Project has changed the communities attitudes towards the environment as they see how they can contribute towards sustaining our lands. Also through awareness and trainings most gardeners are using compost rather than chemicals on their lands. • Planting of trees seems more common as a result of the SLM project thus improving soil retention. • Improved links to the NAPA 1 project team and hence opportunities for co-financing between projects. • Able to complete /carry out activities in a short space of time. Previous PMU didn't appear to do too much in the first 2 years but the last long term PM appeared to get things done.
<p>How likely is it that the main project results (e.g. capacity building, etc) can be sustained? What will be the effects of project closure? Will SLM project leave a legacy in Tuvalu?</p> <ul style="list-style-type: none"> • Possibly SLM project results can be sustained through the Depts of Env, Agriculture, Lands and others who have been working closely with SLM project. • The effects of project closure is the funds that were provided will not now be available • No likely legacy expected. Need a set of full time officers for this to happen. • To sustain momentum, the SLM ideas need to link to other new donor projects quickly (eg: NAPA2). • SLM officers should be encouraged and supported to get involved as paid staff in other new projects to encourage momentum • Only likely to continue on a few outer islands (eg: Nanumaga) who have had awareness imparted to the community by the SLM team • GIS training as left a positive legacy as the Dept of Lands are more equipped to take things forward • Demo video on making compost has increased understanding as more people now know that making compost is better than using fertilisers. • Gender and social issues are a positive outcome of the project as the whole family unit have been involved in being trained and educated.
<p>What are the key lessons for future projects that have been learned during the implementation of the project?</p> <ul style="list-style-type: none"> • Having knowledge and skills on managing small islands only happens if donors understand the culture and way people operate on outer islands. • Stronger project management is needed over the 4 years plus string financial management. • Hands on demo projects are needed over the duration of the 4 year project not just at the end • More funds need to be allocated to demo projects • Provide training to new recruited staff on Face Forms and how to best manage a project. Also training on how to write a corrective quarterly Narrative Report for UNDP.

Jonathan McCue
CTL Consult Ltd
Stephenson House
Horsley Business Centre
Newcastle upon Tyne
UK

Email: j.mccue@ctl-consult.com
Telephone: 0044 1661
Direct telephone: 0044 161 7990528