

Terminal Evaluation of Tuvalu Ridge to Reef Project

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Acronyms and abbreviations

AWP	Annual Work Plan
ABWP	Annual Budget and Work Plan
APR	Annual Project Report
BAU	Business as Usual
CBD	Convention on Biological Diversity
CBOs	Community-Based Organizations
CO	Country Office
CSOs	Civil Society Organizations
CTA	Chief Technical Advisor
DFAT	Department of Foreign Affairs and Trade
DIM	Direct Implementation
DoA	Department of Agriculture
DoE	Department of Environment (MFATTEL)
DoF	Department of Fisheries
DMO	Disaster Management Office
DRD	Department of Rural Development
EA	Executing Agency
EU	European Union
FAD	Fish Aggregation Device
FAS	Focal Area Set Aside
FTF	Falekaupule Trust Fund
GEF	Global Environment Facility
GoT	Government of Tuvalu
GPS	Global Positioning System
IA	Implementing Agency
IAS	Invasive and Alien Species
ICM	Integrated Coastal Management
IDC	Island Disaster Committee
IIB	Integrated Island Biodiversity Project (SPREP 2014)
IR	Inception Report
IPCC	Inter-Governmental Panel on Climate Change
ISP	Island Strategic Plan
IWRM	Integrated Water Resources Management
JICA	Japan International Cooperation Agency
KPI	Key Performance Indicators
LDCs	Least Developed Countries
LDCF	Least Developed Country Fund
LMMA	Local Marine Managed Area
M&E	Monitoring & Evaluation
MDG	Millennium Development Goal
MoHARD	Ministry of Home Affairs and Rural Development
MFATTEL	Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour
MMA	Marine Managed Area
MPA	Marine Protected Area
MWCT	Ministry of Works Communications and Transport
NACCC	National Advisory Committee on Climate Change
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NGOs	Non-Governmental Organizations
NSAP	Tuvalu National Strategic Action Plan

NTA National Technical Advisor
PIC Pacific Island Country
PIR Project Implementation Review
PIU Project Implementation Review
PCCSP Pacific Climate Change Science Programme (of the Australian Government)
PPG Project Preparation Grant
SDE Special Development Expenditures
SGP Small Grants Programme
SLM Sustainable Land Management
SNAP Tuvalu's National Strategic Action Plan for Climate Change and Disaster Risk Management
SNC Second National Communication
SOP Standard Operating Procedure
SPC Secretariat of the Pacific Community
TA Technical Assistance
TANGO Tuvalu Association of Non-Government Organizations
TKII Te Kakeega II
TMD Tuvalu Media Department
TNCW Tuvalu National Council of Women
TuCAN Tuvalu Climate Action Network
ToR Terms of Reference
UNDP United Nations Development Programme
UNDP PO United Nations Pacific Office
UNFCCC United Nations Framework Convention on Climate Change
USP University of the South Pacific
WB World Bank

Executive Summary

Table 1. Project Information Table

Project Details	Project Milestones		
Project Title	Implementing a “Ridge to Reef” approach to protect biodiversity and ecosystem functions in Tuvalu (Tuvalu R2R)	PIF Approval Date:	13 September 2013
UNDP Project ID (PIMS #):	5220	CEO Endorsement Date (FSP)/Approval date (MSP):	22 July 2015
GEF Project ID:	5550	ProDoc Signature Date:	25 August 2015
UNDP Atlas Business Unit, Award ID, Project ID:	00086015	Date Project Manager hired:	5 of July 2016
Country/Countries:	Tuvalu	Inception Workshop Date:	16 August 2016
Region:	Pacific	Mid-Term Review Completion Date:	25 November 2018
Focal Area:	Multi-Focal Area	Terminal Evaluation Completion Date:	20 August 2021
GEF Operational Programme or Strategic Priorities/Objectives:	BD-1, BD-2, LD-3, IW-3	Planned Operational Closure Date:	24 August 2021
Trust Fund:	<i>GEF</i>		
Implementing Partner (GEF Executing Entity):	Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour (MFATTEL)		
NGOs/CBOs involvement:			
Private sector involvement:			
Geospatial coordinates of project sites:	NA		
Financial Information			
PDF/PPG	At approval (US\$M)		At PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	0.150		0.150

Co-financing for project preparation	0.0135	0.0135
Project	At CEO Endorsement (US\$M)	At TE (US\$M)
[1] UNDP contribution:	0.05	0.05
[2] Government:	15.630591	0.833950
[3] Other multi-/bi-laterals:		
[4] Private Sector:		
[5] NGOs:		
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	15.680591	0.882950
[7] Total GEF funding:	3.762844	3.762844
[8] Total Project Funding [6+7]:	19.443435	4.645794

Project Description

The objective of project, “Implementing ‘Ridge to Reef’ approach to protect biodiversity and ecosystem functions in Tuvalu (Tuvalu R2R Project)” is “to preserve ecosystem services, sustain livelihoods and improve resilience in Tuvalu using a ‘ridge-to-reef’ approach”. To achieve this objective, the project focused on: enhancing and strengthening conservation and protected areas (Component 1); rehabilitating degraded coastal and inland forests and landscapes and supporting the delivery of integrated water resource management (IWRM) and integrated coastal management (ICM) at a national scale whilst piloting hands-on approaches at the island scale (on three selected pilot islands) (Component 2); enhancing governance and institutional capacities at the national, island, and community levels for enhanced inland and coastal natural resource management (Component 3); and improving data and information systems that would enable improved evidence-based planning, decision-making, and management of natural resources in Tuvalu (Component 4).

The project is part of the regional Pacific R2R program on “Pacific Islands Ridge-to-Reef National Priorities - Integrated Water, Land, and Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods”. It is consistent with three of the GEF-5 focal areas including Biodiversity, International Waters, and Land Degradation, and was designed to advance Tuvalu’s work towards achieving national and international priorities in these key focal areas through a comprehensive Ridge to Reef approach. As such, the project will deliver directly on: The Convention on Biological Diversity (CBD)’s Programme of Work of Protected Areas (PoWPA) of the Aichi Targets and the National Biodiversity Strategy and Action Plan (NBSAP 2012 – 2016); the UN Convention to Combat Desertification (CCD)’s National Action Programme (NAP); the Sustainable and Integrated Water and Sanitation Policy (2012 – 2021); and the Climate Change Policy and Action Plan.

The project worked across the 9 islands of Tuvalu on assessing natural resources status (baseline analysis and data collection), rehabilitating damaged island and coastal ecosystems including forests, and improving or developing Locally Managed Marine Areas (LMMAs), including Marine Protected Areas (MPAs) governed by the 8 Kaupules and Falekaupules (Island Councils). These

activities assist in the recovery of degraded corals and breeding of fish populations. By the end of the five-year implementation, the project aims to: increase and enhance Tuvalu's LMMAs, including MPAs, by 15% with 9 formalized community management systems of marine conservation areas across 9 islands equipped with functional management plans; enhance and/or develop a centralized GIS database system on biodiversity, natural resources, and governance systems; implement sustainable land management interventions and agroforestry interventions; carry out remedial measures for algal bloom in Funafuti Lagoon; mainstream Ridge to Reef into national policies and Kaupule budgets; develop and implement national standard operational procedure on knowledge management; and enhance awareness and build capacities on Ridge to Reef.

The whole of Tuvalu has been targeted within this R2R project. Only Component 2 focusing on integrated land and water management (LD and IW) was limited to 3 islands of Funafuti, Nukufetau and Nanumea, while other components include all 9 islands of Tuvalu. The project aimed to benefit the 6,194 people living in the urban capital Funafuti (55% of the population) as well as two outer islands of Nanumea (556 inhabitants) and Nukufetau (540 inhabitants) with improved integrated water and land management measures. In addition, the project indirectly benefits the livelihoods of the entire population of Tuvalu through the long-term impacts of the R2R approach and the enhanced management of inland and coastal resources through the additional/improved LMMA/MPA networks formalized in all 9 islands.

Summary Project Findings and Conclusions

Overall, the Tuvalu Ridge to Reef Project has progressed well towards its objective of preserving ecosystem services, sustaining livelihoods and improving resilience in Tuvalu using the 'ridge to reef' approach. The project has been delivered through 5 Outcomes and 11 Outputs. The 5 Outcomes are as follows: Outcome 1: Improved management effectiveness of system of conservation areas composed of existing and expanded Locally Managed Marine Areas (LMMAs); Outcome 2: Integrated landscape management practices adopted by local communities; Outcome 3.1: Integrated approaches mainstreamed in policy and regulatory frameworks; Outcome 3.2: Capacity on integrated approaches enhanced at the national and community levels; and Outcome 4: Improved data and information systems on biodiversity, forest lands and management adaptation best practice.

The R2R project has had strong results completing all 11 outputs with only minor shortcomings. This has been done despite facing various challenges. The project experienced a one-year delay in starting due to delays in establishing the PIU within the DoE. Once established, however, the hard work and commitment of the PIU resulted in the project experiencing no significant negative impacts from the delay.

The project also faced challenges in terms of in-country technical capacity and human resources. Achievement of positive results has required technical expertise and partnerships with international parties including the University of the South Pacific (USP), the Secretariat of the Pacific Regional Environment Programme (SPREP), and the Secretariat of the Pacific Community (SPC).

The significant distance between Tuvalu's islands and atolls (distributed in a chain nearly 600 km in length), and limited communications and transport infrastructure produced challenges to implementing work of this nature on Tuvalu's outer islands. The project addressed this by purchasing a vessel 'Tala Moana' to facilitate transport between islands, and by employing island officers stationed on each island.

One of the highlights of the R2R Project achievements is the expansion of both terrestrial and marine conservation areas. In particular, LMMAs have been established in all the 9 islands of Tuvalu. These are community-based conservation areas that will be monitored and managed by the communities on each island. Through the project, the LMMAs show an effective way of managing marine resources by the communities in all the islands. The structure in which these conservation areas exist through management by the Kaupules increases the likelihood of sustainability. The project also conducted extensive training to ensure the capacity of the communities to manage LMMAs was strengthened through the Tuvalu R2R Project.

The project has been suitable and appropriate with time and resources available. The comprehension of the project concept by the Tuvalu R2R Project Board members, the implementing agencies members and the local communities interviewed is considered to be satisfactory. Project monitoring has been strong, with monitoring visits, narrative reports and quarterly reports for the project. Project reporting has been undertaken in a timely manner. The project has been delivered satisfactorily and it is on track in its project implementation. It has gained political support from the communities in all the 9 islands and also from political leaders.

The establishment of GIS systems for mapping and data analysis were established by the mid-point of the project, which supported additional project deliverables. Several technical studies have been undertaken through the project. This included the Biodiversity Rapid Assessment (BIORAP) of Tuvalu. The BIORAP surveys have given an overview of the status of the marine and terrestrial biodiversity and their conservation status in Tuvalu. It specifically reveals the trends or changes in biodiversity in the country. It also shows the major threats to both marine and terrestrial biodiversity. The report also summarizes the priority species that need further information for their protection and conservation.

Institutional capacities have been enhanced at the community level on each island in Tuvalu with island officers conducting awareness and collecting data for GIS maps in each of the islands. The capacity for each island to have data to produce GIS maps for environmental management have been developed, equipped and established on each island. Island Officers have been trained in GIS mapping by the Environment Data Specialist. The GIS mapping capacity within the Tuvalu R2R PIU have also been developed, equipped and established. Overall, national GIS capability has been gained directly through the project training.

The national e-library, established with the R2R Project at the Tuvalu National Library and Archives, has been instrumental in archiving government-related documents on the environment. The facilities for the e-library have been equipped and staff members have undertaken training on the e-library. This facility will continue to help the country in the future in the storage of documents on the environment of Tuvalu. However, funds to keep the e-library functioning and updated regularly have not yet been fully sorted.

Apart from the Tuvalu R2R project achievements and Tuvalu’s obligations to the CBD requirements, the project has also ensured the protection of indigenous traditional knowledge. The active involvement of the whole of Tuvalu in the Locally Marine Managed Areas (LMMAs) establishment has provided an avenue for communities to take ownership of conservation efforts in the country instead of leaving it to government agencies. This provides a community-driven conservation effort and natural resource management plan for each island, ensuring stronger commitment and ownership.

Overall, the R2R project has been well received by project partners, stakeholders and the general public. The awareness raised around conservation and the importance of biodiversity has been substantive as has the awareness around R2R as its own brand.

Table 2. Evaluation Ratings Table¹

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	S
M&E Plan Implementation	S
Overall Quality of M&E	S
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Execution	S
3. Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S
4. Sustainability	Rating
Financial sustainability	L
Socio-political sustainability	L
Institutional framework and governance sustainability	L
Environmental sustainability	L
Overall Likelihood of Sustainability	ML

¹ The definition for the TE Rating Scales are included in Annex 7.

Synthesis of the key conclusions and lessons learned

Conclusions

Project Formulation

Conclusion 1. The project as designed was highly relevant in supporting the government of Tuvalu to preserving ecosystem services, sustaining livelihoods and improving resilience.

The project more broadly is relevant to other Pacific Island Countries and Pacific Regional Organizations that support the Convention on Biological Diversity. The project's lessons learnt are relevant to the R2R interventions in other Pacific Islands on R2R Capacity Development Initiative and contributes to the Pacific Regional R2R Regional overall objectives and outcomes.

Conclusion 2. A good project strategy with a coherent Logical Framework Matrix integrating past experiences and good management arrangements.

The project had a strong logical framework and overall SMART indicators. It would have been helpful to have included specific indicators related to direct beneficiaries at the objective level and to have a capacity assessment score card embedded as part of the sources of evaluation

Conclusion 3. Wide participation of stakeholders during project design laid ground work for strong participation during project implementation.

During the formulation stage at the Local Project Appraisal Committee (LPAC) meeting -there was wide participation from government agencies, NGOs and community representatives. During the implementation stage, these participants at the LPAC became part of the project board and directly or indirectly supported implementation of activities. UNDP and the government can take advantage of the project preparatory grant (PPG) stage to ensure that the groundwork for building partnerships, securing co-financing, and engaging stakeholders is laid out for implementation.

Project Implementation

Conclusion 4. The project used adaptive management to secure project deliverables while maintaining adherence to the overall project design.

The main delay of the project was with project start and in getting the project team in place. Once this was completed, the project management ran smoothly until the last year or so with the advent of COVID-19. This initially caused some delays but overall was overcome with the hiring of more national consultants and undertaking work remotely.

Conclusion 5. Project partnerships with key stakeholders were conducive to strong implementation of activities

Through interviews with the different government departments involved in the project, the ability to undertake cross-departmental activities helped to improve communication across departments

and build a shared understanding of the work that needed to be done, how to avoid duplication of work, and how to develop cross-sectoral synergies. The joint missions to outer island communities were cost-effective and built partnerships among stakeholders.

Project Results

Conclusion 6: The project has achieved significant results through the establishment of LMMAs

Not only did the project expand the conservation area across Tuvalu by 136 km² but the project was able to achieve LMMA community-based conservation areas in all the 9 islands in Tuvalu

Conclusion 7. The GIS mapping has provided significant contributions to knowledge and technology transfer.

Institutional capacities have been enhanced at the community level on each island in Tuvalu with island officers conducting awareness and collecting data for GIS maps in each of the islands. The capacity for each island to have data to produce GIS maps for environmental management have been developed, equipped and established on each island. Island Officers have been trained in GIS mapping by the Environment Data Specialist. The GIS mapping capacity within the Tuvalu R2R PIU have also been developed, equipped and established. Overall, national GIS capability has been gained directly through the project training

Conclusion 8. A focus on empowering Kaupules and community members through training and joint implementation of project activities resulted in a greater degree of community ownership.

An increased awareness of communities and Kaupule in the importance of biodiversity and environment can be seen through inclusion of more environment and biodiversity projects in their ISPs. The project also built the capacity of Kaupule staff in managing and monitoring and reporting on their conservation areas.

Lesson 1. Projects particularly in the Pacific should be designed for a minimum of 6 years. Almost every “child” project approved under the GEF R2R programme has needed a project extension and several of the extension recommendations were developed prior to the onset of the COVID-19 global pandemic. Given capacity constraints in the region, recruiting a complete project team can take a full year, this situation should be incorporated into the initial design of projects. More broadly, there is an added degree of difficulty in implementing projects in the Pacific that is unique to the region and should be incorporated proactively into project design. These include the need for a longer lead-in time prior to intervention for recruitment of qualified project personnel, the expense and difficulty of reaching remote outer islands, the limited number of suppliers servicing the region, and the higher risk of severe tropical storms and other weather-related disasters that PICs face due to climate change.

Lesson 2. A country-driven design leads to strong implementation, which in turn leads to strong project results. There is more chance for a project that is well designed to be a success. A project

that responds to clear national needs and priorities and is structured to be highly relevant for beneficiaries has a higher chance of being implemented effectively.

Lesson 3. While implementing a project through UNDP’s National Implementation Modality (NIM) can cause delays and pose challenges in the short-term, the effort and time devoted to the NIM can lead to stronger country ownership and will build in-country capacity, which builds greater sustainability of results in the long-run.

Lesson 4. The risk log should proactively develop mitigation actions for risks identified through the quarterly reports and PIRs. This would have been helpful with the onset of the COVID-19 pandemic. The risk was identified, however, there was no formal plan put in place to address the risk.

Lesson 5. At the design phase discussions on planned activities should be done with communities as well as women’s groups to ensure concerns from these groups are fully integrated into the full project design. If there is a way as well of customizing activities according to the community-level context rather than standardizing the activity across all islands this will contribute to greater buy-in at the local level.

Recommendations are included in the table below and further expanded upon in Section 4.

Table 3. Recommendations Table

Rec #	TE Recommendation	Entity Responsible	Time frame
1	Ensure that all technical reports produced by the project be available to the public after the end of the project.	PIU	Before project close
2	Expand the exit strategy to include annual costs for activities to be taken over by the government.	PIU	Before project close
3	Organize a final workshop focusing on achievements of the project and the way forward.	PIU, Government partners	Before project close
4	A next phase project should focus on providing additional funding at the community level	UNDP/project developers	In design of new projects

1 Introduction

The objective of the project, “Implementing ‘Ridge to Reef’ approach to protect biodiversity and ecosystem functions in Tuvalu (Tuvalu R2R Project)” is “to preserve ecosystem services, sustain livelihoods and improve resilience in Tuvalu using a ‘ridge-to-reef’ approach”. To achieve this objective, the project focuses on enhancing and strengthening conservation and protected areas (Component 1); rehabilitating degraded coastal and inland forests and landscapes and supporting the delivery of integrated water resource management (IWRM) and integrated coastal management (ICM) at a national scale whilst piloting hands-on approaches at the island scale (on three selected pilot islands) (Component 2); enhancing governance and institutional capacities at the national, island, and community levels for enhanced inland and coastal natural resource management (Component 3); and improving data and information systems that would enable improved evidence-based planning, decision-making, and management of natural resources in Tuvalu (Component 4).

The Tuvalu R2R Project is executed by Department of Environment within the portfolio of the Ministry of Public Works, Infrastructure, Environment, Labour, Meteorology and Disaster. Through a grant of Global Environment Facility (GEF) of USD 3,762,844, the project was initially implemented over a period of 5 years. The total co-financing from partners amounts to USD 15,680,591

1.1 Evaluation Purpose

This Terminal Evaluation (TE) for the project *Implementing ‘Ridge to Reef’ approach to protect biodiversity and ecosystem functions in Tuvalu* (Tuvalu R2R Project) has been initiated by the UNDP’s Pacific Office as the Implementation Agency for this project and it aims to assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

Further to this, the objectives of the evaluation are to:

- Assess the achievement of project results supported by evidence (i.e. progress of project’s outcome targets);
- Assess the contribution and alignment of the project to relevant national development plan or environmental policies;
- Assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) and the United Nation Pacific Strategy (UNPS/UNDAF);
- Assess any cross cutting and gender issues; and
- Implement an examination on the use of funds and value for money.

1.2 Scope of the Evaluation

This TE assess the period from the project start on 25 August 2015 through 31 July 2021. The TE assess project performance against expectations set out in the project's Logical Framework, according to the criteria in the [‘Guidance For Conducting Terminal Evaluations of UNDP Supported, GEF-Financed Projects’](#). The TE report covers the topics listed below along with findings, conclusions, recommendations and lessons learned.

- i. Project Design/Formulation
 - National priorities and country driven-ness
 - Gender equality and women's empowerment
 - Social and Environmental Safeguards
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector
 - Management arrangements
- ii. Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co-finance
 - Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E
 - Implementing Agency (UNDP) and Executing Agency, overall project oversight/implementation and execution
 - Risk Management, including Social and Environmental Standards
- iii. Project Results
 - Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
 - Relevance, Effectiveness, Efficiency, and overall project outcome
 - Sustainability: financial, socio-political, institutional framework and governance, environmental, overall likelihood of sustainability
 - Country ownership
 - Gender equality and women's empowerment
 - Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
 - GEF Additionality
 - Catalytic Role / Replication Effect
 - Progress to impact

1.3 Methodology, Data Collection and Analysis

The evaluation was conducted by one International Consultant/Team Leader (IC) and one National Consultant (NC) intermittently over a two-month period extending from 14 June 2021 to 25 August 2021, beginning approximately two months before anticipated project closure and three years after the Mid-Term Review (MTR) was concluded. The International Consultant was contracted for 22 days to complete the TE. Travel to Tuvalu for the IC was not possible due to the global COVID-19 pandemic.

The TE was conducted in accordance with the “UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects (July 2020)”, and the “GEF Monitoring and Evaluation Policy”, and in line with GEF principles including impartiality, transparency, and participation. The TE sought to provide evidence-based information that is credible, reliable, and useful. In this regard, the Terminal Evaluation Team (TET) followed a participatory and consultative approach, and used the following primary methodological elements:

- 1) Desk review of project documentation, and development of the inception report;
- 2) Review of the baseline, midterm, and final GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement, midterm, and end of project
- 3) Semi-structured, qualitative interviews with key stakeholders at the national and local levels, including: UNDP Country Office, project team, project partners, project beneficiaries, CSOs and any other stakeholders.
- 4) Field mission to one project site (Conservation Area of Funafuti).
- 5) Remote consultations with stakeholders and beneficiaries on outer island project sites.
- 6) Drafting of the TE report, and circulation to evaluation participants for additional feedback and input, as appropriate
- 7) Finalization of the evaluation report and follow-up with the project team and stakeholders

The TE team reviewed relevant sources of information including documents prepared during the preparation phase, the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considered useful for this evidence-based evaluation. The TE team also reviewed the final GEF focal area Core Indicators/Tracking Tools that were completed before the TE was launched (April 2021). A list of documentation reviewed is included as Annex 4.

Detailed interviews and discussions were held with the main agencies and implementing partners (PIU, Department of Environment, Department of Fisheries, Department of Rural Development, Project Board Members, outer island officers and rural outer island communities) regarding Project details, deliverables, management, administration, communications and coordination, and financial effectiveness and accountability. Informants from organizations responsible for specific components (policies, knowledge management, biodiversity surveys, GIS, communities, etc.) were also interviewed on the progress and outcomes, and issues in their areas of responsibility. A list of interviews that took place is included in Annex 3.

Additionally, the National consultant was able to undertake a field visit to the Conservation Area of Funafuti. Given the time constraints for the TE along with the unfavorable shipping schedule, the National consultant was unable to visit the other project sites. Instead, the TE team arranged virtual meetings with Kaupule members using Zoom.

1.4 Ethics

The MTR was undertaken in accordance with the UNEG Ethical Guidelines for Evaluators and the consultant has signed the Evaluation Consultant Code of Conduct Agreement form (Annex 8). Specifically, the consultant has made sure that there is confidentiality of information from people who were interviewed for the Tuvalu R2R Project. Furthermore, in accordance with the UN Declaration of Human Rights, the information from the interviews have been presented to show respect to the people who were interviewed without prejudice or malice.

1.5 Limitations

Due to the limitations of the Covid-19 pandemic, this TE has been undertaken remotely to minimize epidemiologic risks. In this context, the general approach was for the IC to work remotely from her home-office doing a desk review of project documents supported by remote semi-structured interviews using communication tools such as email, Skype, Zoom, WhatsApp and other convenient electronic tools. The national consultant was responsible to conduct interviews face-to-face or by using communication tools as well such as phone, Skype, Zoom or other means, following guidelines that are in place locally to minimize epidemiologic risks.

Given the shipping schedule coupled with the timeframe to complete the TE, only one field visit to one project site was conducted by the National consultant. This was to the Conservation Area of Funafuti. Although the plan had been to connect the IC remotely in consultations undertaken during this visit, this did not happen as logistics did not permit. The National Consultant hired did not have previous evaluation experience, which was a limitation to the TE, especially because the IC could not travel to provide onsite support.

Virtual meetings with most key stakeholders outside of those consulted during the one site visit were undertaken, however, there had been high turnover in key project-related positions including in the PMU, the Implementing Partner (DoE) and the various Responsible Partners (DoF, DoA, etc), resulting in the TE team having to interview several individuals who were not aware of all aspects of the project. In some cases, it was not possible for the TE to reach individuals who had played key roles earlier on in the project.

1.6 Structure of this Report

This TE report documents the achievements, successes, shortcomings and constraints encountered by the project and includes an executive summary and four sections as required in the standard TOR for terminal evaluations. Section 1 briefly describes the purpose, scope, methodology and limitations of the evaluation. Section 2 presents an overview of the project design. Section 3 presents key findings of the evaluation related to project design, implementation, and results and impacts. Section 4 presents the conclusions, recommendations, and lessons learned. Annexes are

supporting the delivery of integrated water resource management (IWRM) and integrated coastal management (ICM) at a national scale. This component has also piloted hands-on approaches at the island scale on three selected pilot islands. Component 3 is focused on enhancing governance and institutional capacities at the national, island, and community levels for enhanced inland and coastal natural resource management. Component 4 is focused on improving data and information systems that would enable improved evidence-based planning, decision-making, and management of natural resources in Tuvalu.

The Tuvalu R2R Project has focused mainly on implementing five outcomes. The outcomes according to the project document are as follows:

1. Outcome 1.1: Improved management effectiveness of system of conservation areas composed of existing and expanded Locally Managed Marine Areas (LMMAs);
2. Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation;
3. Outcome 3.1: Integrated approaches mainstreamed in policy and regulatory frameworks;
4. Outcome 3.2: Capacity on integrated approaches enhanced at the national and community levels; and
5. Outcome 4.1: Improved data and information systems on biodiversity, forests land management adaptation best practices

The Tuvalu R2R Project was therefore designed to preserve ecosystems services, sustain livelihoods and improve resilience in Tuvalu using the “ridge to reef” approach. The Tuvalu R2R Project commenced in 2015 and was implemented for 5 years. The Global Environment Facility (GEF) funding of USD\$3,762,844 has been made available for the project.

The Tuvalu R2R Project is executed by the Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour (MAFTTEL). Other partnering agencies include the Department of Agriculture, Department of Fisheries, Department of Rural Development, Department of Waste Management and the Department of Land and Surveys. These government agencies have played key roles in executing the different components of the R2R Project.

The R2R Project priorities were addressed through the following interlinked Components to achieve its goals and objectives through the four main Components:

- Component 1 includes activities for rehabilitating coastal and island forests. Component 1 is executed through the Department of Environment and the Department of Fisheries. The total co-financing from the Department of Fisheries is USD\$7,524,000 and the contribution of GEF to this component is USD\$1,600,000. Component 1 has a total budget of USD\$9,124,000.
- Component 2 supports activities to enhance Integrated Water Resource Management (IWRM) and Integrated Coastal Management (ICM) at the national scale. It also pilots these approaches at the island scale level in three selected pilot islands of Nanumea, Nukufetau and Funafuti. Component 2 is implemented by the Department of Agriculture, Department of Fisheries and the Department of Waste Management. The co-financing is

USD\$475,000 from the Department of Agriculture, USD\$4,750,00 from the Department of Fisheries and USD\$1,036,809 from the Department of Waste Management. The total co-financing is USD\$6,262,809 and the GEF Trust Fund contributes USD\$1,425,000. Component 2 has a total budget of USD\$7,666,809.

- Component 3 includes activities on enhancing governance and institutional capacities at the national, island and community levels. It supports and enhances island and coastal natural resource management. The approach is to strengthen capacities of outer island administrators and communities in managing natural resources. Component 3 is executed through the Department of Rural Development and the Department of Fisheries. The Department of Rural Development contributes USD\$350,964 as co-financing to this component. The Department of Fisheries also contributes USD\$285,000 towards co-financing while UNDP also contributes USD\$47,000. Therefore, a total co-financing of USD\$683,464 supports activities for Component 3. The GEF Trust Fund contributes USD\$330,000 towards supporting the activities for Component 3. A total budget of USD\$1,013,464 is allocated for Component 3.
- Component 4 includes activities on improving data and information systems. The data and information systems will improve evidence-based planning, decision-making and management of natural resources in Tuvalu. Component 4 is executed through the Department of Environment and the Department of Fisheries. The Department of Environment contributes USD\$256,000 while the Department of Fisheries contributes USD\$171,000 towards co-financing for Component 4. A total co-financing of USD\$427,000 is budgeted for this component. The GEF Trust Fund supports the activities of this Component with a budget of USD\$228,661. The total budget for Component 4 is USD\$655,661.

2.1 Project Start and Duration

The project’s official start was in August of 2015, with the first official disbursement taking place in October 2015. The project’s actual launch did not however take place until a year later in August 2016, when the full team of project officers were on board and the inception workshop took place. The key project dates are listed in the table below.

Table 4. Key project dates for the Tuvalu R2R Project

PIF Approval	13 September 2013
PPG Approval Date	12 September 2013
CEO Endorsement Date	22 July 2015
Project document Signature by Tuvalu Government	13 August 2015
GEF Agency Approval Date (Prodoc Signature by UNDP)	25 August 2015
Project Inception Workshop	15-16 August 2016
Mid Term Review	25 November 2018
Project completion (extended)	22 September 2021

A mid-term review was carried out between October and November 2018, based on recommendations from the MTR, the project was granted an extension and is now expected to close in September 2021.

2.2 Project Strategy

The Tuvalu R2R project was designed to strengthen the capacity of the government and island communities of Tuvalu to enhance sustainable management of the nation's marine and terrestrial resources and protection of its biodiversity through the implementation of a Ridge to Reef approach that integrates Integrated Water Resources Management (IWRM) and Integrated Coastal Management (ICM) approaches. It also utilizes the Locally Managed Marine Areas (LMMA) approach that has been tested in Tuvalu, as well as other Pacific Island Countries (PICs) as a way of strengthening the establishment, monitoring, and management of protected areas.

LMMA: The project focuses on delivering biodiversity through an LMMA approach. It is therefore centered on providing support to help deliver a “whole island” sustainable development and biodiversity approach. The approach towards improving LMMA creation is a core design principle. This is because LMMAs differ from what is more commonly known as MPAs (“no take zones”) in that LMMAs are characterized by local ownership, use and/or control and often follows the traditional tenure and management practices of the region. This differs from MPAs as they (in the more formal sense) are typically designed via a “top down” approach with little if any local input.

IWRM: IWRM is specifically focused on managing water in catchment areas, to cover all physical, social and economic aspects to ensure that water use and treatment is balanced between human use and health, environmental processes, and economic development. It employs a balanced approach to minimize conflict and ensure optimal, equitable and sustainable use, through the active involvement of all stakeholders in the planning and management of water. IWRM uses a range of water treatment methods such as collecting rainwater and treating it for domestic use to treating human sewage and other wastes such as from farms (especially piggeries) to reduce downstream pollution of stream and coral reef ecosystems.

ICM: ICM covers all other aspects of the R2R concept, specifically the management of human activities on small island coastlines. It seeks to maintain coastal and marine ecosystem services and where necessary, repair damaged coastal systems for both human and environmental benefits. ICM in project sought to replant shoreline vegetation (forests) and remove damaging invasive plants, protect coastal hinterland from erosion, repair damaged coastal agricultural lands, replant mangrove forests, implement protected areas, especially along the coasts and over coral reefs, and above all seek to raise awareness within communities and government of the need to sustainably manage coastal resources. ICM and IWRM work synergistically to support the health of ecosystems and human populations on Tuvaluan islands.

The project design displays good vertical consistency, and the implementation and design of the components, outcomes and outputs of the project are closely aligned with and relevant to GEF-5 Strategic Priorities under Biodiversity (BD), Land Degradation (LD), and International Waters

(IW). This includes: BD-1: Outcome 1.1: Improved management effectiveness of existing and new protected areas; BD-2: Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation; LD-3: Outcome 3.2: Integrated landscape management practices adopted by local communities; and IW-3: Outcome 3.3: IW portfolio capacity and performance enhanced from active learning/KM/ experience sharing.

2.3 Baseline Indicators Established

The indicators for the project's key performance are provided in the Project Results Framework (PRF). These include objective indicators and performance indicators. The indicators for the **Project Objective** as stated in the project document are as follows:

- Increase (up to 15%) in spatial extent of the Tuvalu marine protected areas network;
- The integration of new R2R knowledge and information into appropriate national and island wide policy and legislation; and
- Delivery of at least 3 “on the ground” R2R intervention techniques that improve community and livelihood resilience to climate change and biodiversity impacts by the end of the project.

The indicators for the **Project Outcomes** in the project document include the following:

- Improved management effectiveness of system of conservation areas composed of existing and expanded of Locally Managed Marine Areas (LMMAs);
- Integrated landscape management practices adopted by local communities;
- Capacity of integrated approaches enhanced at the national and community levels; and
- Improved data and information systems on biodiversity forests land management adaptations best practices.

2.4 Implementing Entity/Responsible Partners

The project has been implemented under the UNDP National Implementation Modality (NIM), which for GEF corresponds to national execution of the project by the Government. Specifically, the Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour (MFATTEL) is the Implementing Partner (IP) given its formal role as lead institution for the environment and biodiversity sector for Government of Tuvalu.

MFATTEL assigned the Department of Environment (DoE) to undertake day-today implementation activities of the project. Based on the standard NIM procedures, the MFATTEL is responsible for the overall project and reporting to UNDP Fiji Multi-Country Office (MCO). The DoE established a Project Implementation Unit (PIU) in Funafuti with a full time National Project Coordinator and other core project staff. The PIU worked with Responsible Parties (RP) to the project and other stakeholders to support the implementation of the four Components of the project.

Four departments under two Ministries were designated as responsible parties to implement project activities as described in Table 5.

Table 5. Responsible Partners Roles and Responsibilities

Implementing Entity / Responsible Partners (RP)	Roles and Responsibilities
Department of Environment	Responsible for overall project management. Project focal point. Responsible for environmental planning, policy and legislation. It will bridge and ensure close collaboration between ministries, conservation NGOs and other project partners.
Department of Fisheries	Responsible for providing technical support and advice on conservation activities with linkages to the marine environment. It will provide input into policy development. Provide advice on project activities on surveys and monitoring of the marine environment. Also provide overall policy guide on conservation areas development. Outcome 1.1 on “Improved management effectiveness of system of conservation areas composed of existing and expanded Locally Managed Marine Areas (LMMAs)”.
Department of Agriculture	Responsible for monitoring the impacts of agriculture development on the environment. It is also the Responsible Party for the technical delivery of Outcome 2.1 on “Integrated landscape management practices adopted by local communities”.
Department of Waste Management	Responsible for waste collection, waste disposal and waste management on all islands. It also supports interventions on algal bloom in Funafuti lagoon. It provides advice on IWRM and ICM.
Department of Land and Surveys	Responsible Party for Outcome 4.1 on “Improved data and information systems on biodiversity, forest land management adaptation best practices.”

2.5 Expected Results

The goal of the project is to preserve ecosystem services, sustain livelihoods and improve resilience in Tuvalu using a “ridge to reef” approach. The project aimed to achieve its objective through five outcomes generated by a total of 11 outputs. Table 6 provides a summary of the outcome and output level indicators for the project.

Table 6. Summary Outcome and Output level indicators

Indicator	End of Project Target
Objective Level	
<u>Tracking Tool BD-1.1: Improved management effectiveness of existing and new protected areas</u>	<ul style="list-style-type: none"> ➤ Expansion/enhancement of the LMMAs including MPAs by approximately 1200 ha or 12 km² (representing an additional 15% of existing LMMA/MPA in Tuvalu)
<u>Tracking Tool BD 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation</u>	<ul style="list-style-type: none"> ➤ Creation of 1 nationally recognized Policy Framework that integrates R2R principles ➤ 9 formalized community management systems of marine conservation areas with management plans (hotspots, PAs, bio-indicators etc.).

	<ul style="list-style-type: none"> ➤ 8 ISPs have R2R principles integrated that incorporates ICM, MSP and IWRM
Tracking Tool LD 3.2: Integrated landscape management practices adopted by local communities	<ul style="list-style-type: none"> ➤ Introduction of at least 3 new sustainable land management (SLM) practices (focusing on improved opportunities for underutilized local crop species) and agroforestry interventions in Nanumea, Funafuti and Nukufetau that (if improved upon) will positively contribute to food security development on the 3 islands, for over 300 community members (or 30% of island population; 30% of which should be female) by the end of the project. ➤ At least 1 knowledge product on climate-resilient SLM techniques developed and 2 suitable awareness programs to educate people (gender sensitive) on “climate resilient” replanting of arable crops (i.e. Happy Garden initiative), benefiting over 200 vulnerable community members (30% at least being female) by the end of the project. ➤ Planting of over 500 suitable hardwood (coconut/mahogany etc.), fruit tree species and underutilized local crop species over at least two islands by the end of Y4. ➤ At least 3 agricultural interventions (1 each in Nanumea and Nukufetau) implemented (with number of beneficiaries (at least 30% women and/or youth) and value of investments recorded).
Tracking Tool IW 3.3: IW portfolio capacity and performance enhanced from active learning/KM/ experience sharing.	<ul style="list-style-type: none"> ➤ At least 1 remedial measure implemented to reduce point and non-point sources of pollution causing algal bloom in Funafuti Lagoon. ➤ At least 5 delegates from Tuvalu participate and provide inputs to the design of a regional/international agency donor conference for R2R lessons learned (at least 2 female candidates) by the end of the project.
Outcome Level	
Outcome 1.1 Improved management effectiveness of system of conservation areas composed of existing and expanded Locally Managed Marine Areas (LMMAs)	<p>By the end of the project,</p> <ul style="list-style-type: none"> ➤ 1 updated/new national environment GIS-based information management system. ➤ At least 9 GIS maps for each Tuvalu LMMA/MPA (1 per conservation area) with data and information (including BD hotspots and existing projects), integrated into reports and plans, and distributed and utilized by decisions makers. ➤ At least 50% of participants engaged in data collection and dissemination are from vulnerable groups of society (women, children, adolescents, elderly). ➤ Expansion/enhancement of the LMMAs including MPAs by approximately 1200 ha or 12 km² (representing an additional 15% of existing LMMA/MPA in Tuvalu) ➤ 9 formalized community management systems of marine conservation areas with management plans (hotspots, PAs, bio-indicators etc.). ➤ At least 50 % of participants engaged in consultations are from vulnerable groups including women and youth
Outcome 2.1: Integrated landscape management practices adopted by local communities	<p>By the end of the project,</p> <ul style="list-style-type: none"> ➤ Up to 3 (1 for each pilot islands) new land and geotechnical surveys undertaken on Nanumea, Nukufetau and Funafuti and information stored within the GIS by the end of Y2. ➤ Introduction of at least 3 new sustainable land management (SLM) interventions (focusing on improved opportunities for underutilized local crop species) and agroforestry interventions in Nanumea, Funafuti and Nukufetau that (if improved upon) will positively contribute to food security development on the 3 islands, for over 300 community members (or 30% of island population; 30% or over should be female) by the end of the project.

	<ul style="list-style-type: none"> ➤ Up to 3 water quality testing and algal bloom monitoring efforts implemented (baseline, midterm, and at project end). ➤ At least 1 remedial measure implemented to reduce point and non-point sources of pollution causing algal bloom in Funafuti Lagoon.
<p><u>Outcome 3.1: Integrated approaches mainstreamed in policy and regulatory frameworks</u></p>	<p>By the end of the project,</p> <ul style="list-style-type: none"> ➤ At least one report/toolkit on mainstreaming “ridge to reef” principles into national and island planning (ISP) by end of Year 1 which is developed and disseminated to all stakeholders in at least 2 different formats, and translated into local language. ➤ Creation of 1 nationally recognized Policy Framework that integrates R2R principles ➤ 8 ISPs have R2R principles integrated that incorporates ICM, MSP and IWRM
<p><u>Outcome 3.2: Capacity on integrated approaches enhanced at the national and community levels</u></p>	<p>By the end of the project,</p> <ul style="list-style-type: none"> ➤ 75% of 2014 staffing numbers (30% of which being female or more) are trained to be able to identify environmental risk and help towards implementing the R2R components of the ISP by the end of the project. ➤ As a result of the training, at least 50 GoT staff and 200 community members are able to identify environmental risks and prioritize, plan, and implement effective conservation and integrated measures.
<p><u>Outcome 4.1: Improved data and information systems on biodiversity, forests land management adaptation best practice</u></p>	<p>By the end of the project,</p> <ul style="list-style-type: none"> ➤ At least 1 improved or new integrated data and information system (fed by components 1, 2, and 3) established and accessed ➤ National standard operational procedure (SOP) on knowledge management developed and disseminated to cover 10 key institutions and 20% of the general public (i.e., by radio programs) ➤ By the end of the project, production of at least 5 separate types of innovative and effective awareness and communication materials developed and disseminated to at least 50% of island populations (30% of which are women, youth, and vulnerable people) ➤ At least 5 people are trained (between all the islands – 30% of which are female) on database set up and maintenance by end of Y4

3 Findings

3.1 Project Design/Formulation

This section assesses whether the overall project design has remained valid. The key evaluation criteria questions addressed the validity of project assumptions; whether the project responded to the needs of Tuvalu; and whether the project design is adequate and suitable.

Analysis of Results Framework: project logic and strategy, indicators

Overall, the project's objectives and components were clear, practical and feasible within an implementation phase of five years. However, given the difficulty of securing a qualified project team, not only in Tuvalu but in the Pacific region more generally, it would be beneficial if at the project design stage, delays for start-up are integrated and a one-year buffer is programmed to avoid the need for inevitable project extensions

The project was also highly tied to country priorities and designed in close collaboration with the national and local government as well as potential beneficiaries, NGOs, academia and regional agencies (i.e. SPREP, SPC). A review of the documentation and interviews with key stakeholders in the review process confirmed that the design and implementation of the project outcomes were highly relevant to Tuvalu's national strategies as well as providing support to the government to meet its obligations under several international agreements.

The project was initially designed to be consistent with the TKII: "National Strategy for Sustainable Development (NSSD) 2005–2015" and in particular the following National Development Priority Strategic Areas are of most relevance to this project include:

- TKII Strategic Area 1: Good Governance: Strengthen and develop the institutional capacity of the Tuvalu Public Sector.
- TKII Strategic Area 4: Falekaupule and Outer Islands: Provide quality public service and create more opportunities for the sustainable development of Outer Islands.
- TKII Strategic Area 7: Natural Resources: Improve the management and use of natural resources for the sustainable development of Tuvalu;

Tonga's national strategy was updated since the R2R project was initially designed. The project strategy and outcomes are also well aligned with the updated TK III: National Strategy for Sustainable Development 2016 to 2020. Table 7 below includes a summary of the project's alignment with Tonga's policies and strategies as well as how the R2R project design aligns with the latest versions of Government of Tuvalu's (GoT) policies and strategies since the time of project approval.

The R2R project also aligns with UN's consolidated effort to support Tuvalu's development priorities highlighted within the UN's Development Assistance Framework (UNDAF) for Tuvalu. In particular, the following outcomes and outputs are of most relevance to R2R:

- UNDAF Focus Area 1: Environmental Management, Climate Change and Disaster Risk Management)
 - Output 1.1.1: Strengthened capacity of national and Falekaupule to develop and mainstream integrated policies on natural resources, environment, climate change, disaster risk reduction and management into national, sectoral planning and budgeting processes.
 - Output 1.1.2: Communities, including vulnerable groups, have strengthened capacity to implement gender-inclusive and up-scaled/replicated climate change adaptation and mitigation measures.

Project Outcomes 1.1, 2.1, and 3.2 align with UNDAF Focus Area 1

- UNDAF Focus Area 5: Governance
 - Output 5.1.1: Strengthened capacity of local governance systems for inclusive planning and budgeting.

Project Outcome 3.1 and 4.1 align with UNDAF Focus Area 5

The R2R project was also designed to directly support Tuvalu in achieving UNCBD Aichi targets 1, 2, 4, 6 and 11 under UNCBD by promoting awareness of the values of biodiversity as well as steps that can be taken to conserve and use it sustainably (outcomes 3.2, 4.1); integrating biodiversity into national and local development and poverty reduction strategies and planning processes (outcomes 1.1, 3.1); implementing plans for sustainable production and consumption and keeping the impacts of use of natural resources well within safe ecological limits (outcomes 1.1, 2.1, 3.1); ensuring all fish and invertebrate stocks and aquatic plants are managed and harvested sustainably; and conserving coastal and marine areas through effectively and equitably managed systems of protected areas (outcomes 1.1, 2.1).

Table 7. Alignment with country policies and strategies

Alignment with Country Policies and Strategies						
	Description	Aligned Outcomes				
		1.1	2.1	3.1	3.2	4.2
TKII: “National Strategy for Sustainable Development (NSSD) 2016–2020” <i>Original TKII: NSSD 2005-2015 ProDoc</i>	The original project design referred to the TKII: NSSD 2005-2016. Tonga’s NSSD was shortly thereafter updated. The project design does still align well with the updated NSSD 2016-2020 including linking directly to Goal 1: Protect Tuvalu from the impacts of climate change: resilience, mitigation, adaptation; Goal 10: Protect, restore and promote sustainable use of terrestrial ecosystems; halt and reverse land degradation; protect and prevent biodiversity loss	X	X	X	X	X

	and Goal 12: conserve the oceans, seas and marine resources for sustainable development.					
NBSAP Strategy and Action Plan (2012-2016)	The R2R project is aligned directly with NBSAP's 2012 Strategy and Action Plan specifically for the two cross-cutting themes: (i) Capacity Building, Education, Training, Awareness, and Understanding; and (ii) Sustainable Development and Environmental Management as well as 7 of the 8 priority themes (Climate Change and Disaster Risk Management; Traditional Knowledge, Cultural Practices, and Indigenous Property Rights; Conservation of Species and Ecosystem; Community – Empowerment, Involvement, Awareness, Understanding, and Ownership; Sustainable Use of Natural Resources; Food Security; and Waste and Pollution Management)	X	X	X	X	X
Tuvalu National Strategic Action Plan for Climate Change and Disaster Risk Management (NSAP 2012-2016)	NSAP is a joint strategic action plan for climate change adaptation and mitigation and disaster risk management. The NSAP is also the operational (implementation) plan for Tuvalu's Climate Change Policy (TCCP, 2012-2020) known as Te Kaniva. The Te Kaniva is a ten year policy (2011-2020) while the NSAP is a five year action plan (2012–2016). The R2R project aligns most closely with Goal 1: Strengthening and addressing adaptation actions to address current and future vulnerabilities as well as Goal 2: Improving understanding and application of climate change data, information and site specific impacts.	X	X			X
Action Plan for the Implementing the CBD Programme of Work on Protected Areas (PoWPA 2011)	The mission of Tuvalu's PoWPA is to “apply our traditional knowledge, together with innovations and best practices to protect our environment, conserve and sustainably use our biological resources for the sustainable benefit of present and future Tuvaluans” – which is inline with the R2R project outcomes 1.1 and 2.1.	X	X			
UN Convention to Combat Desertification National Action Programme (NAP) (2006)	Tuvalu's NAP strategy focuses on programmatic areas that address land degradation into the broader sustainable development context, which aligns well with the R2R approach. The specific project outcomes align with the NAP's priority programme activities including providing enabling activities, establishment of sustainable land management (SLM) plans, and integrating traditional knowledge into modern ways.		X		X	X

As this was a GEF-5 project, a Theory of Change was not developed, however, the project strategy included: a clear definition of the problem to be addressed, its root causes, desired outcomes, an analysis of barriers to and enablers for achieving outcomes, consideration of how to address barriers.

Based on the project document and discussions with stakeholders the overall theory of change for the project has been reconstructed “post-facto” as part of the TE, based on the project's log frame and outlined project strategy the overarching theory for the project is that by improving and expanding sustainable and integrated management practices of marine and terrestrial ecosystems the forest, agriculture, marine environments (including coral reefs), and other natural habitats will be strengthened and conserved.

The project is built on a series of intervention strategies that lead to the enabling conditions that allow for integrated sustainable land and coastal management in Tuvalu. The enabling conditions at both the national and local level provide a base for broader adoption of a R2R approach creating the desired behavior change of sustainable management practices. The increased uptake in R2R planning and governance will support the reduction of stress on ecosystems and improve environmental, social and economic conditions, thereby creating a long-term impact of sustainable and integrated management of forest, land, and marine ecosystems. Figure 1 provides a schematic of the above suggested pathway of change.

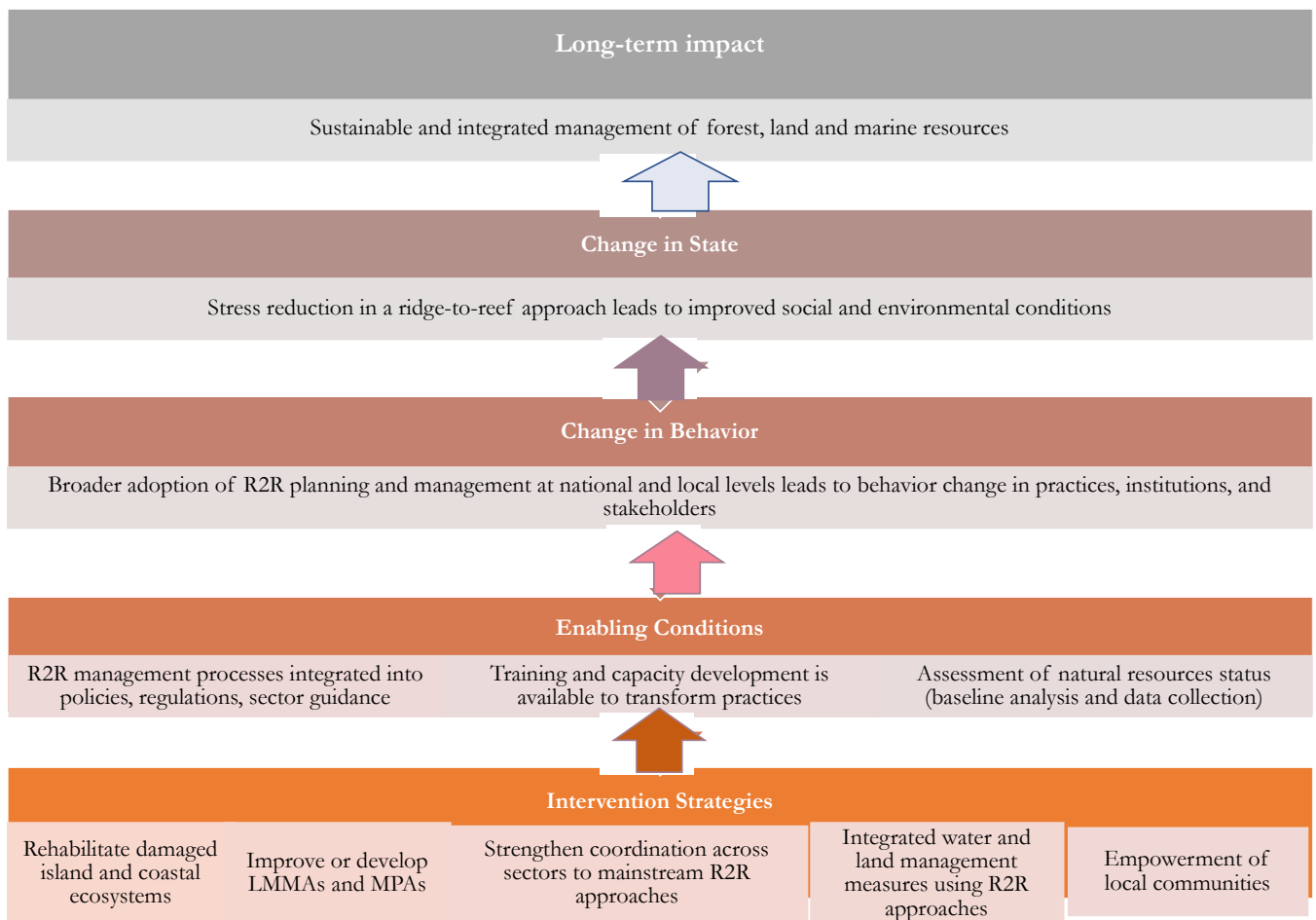
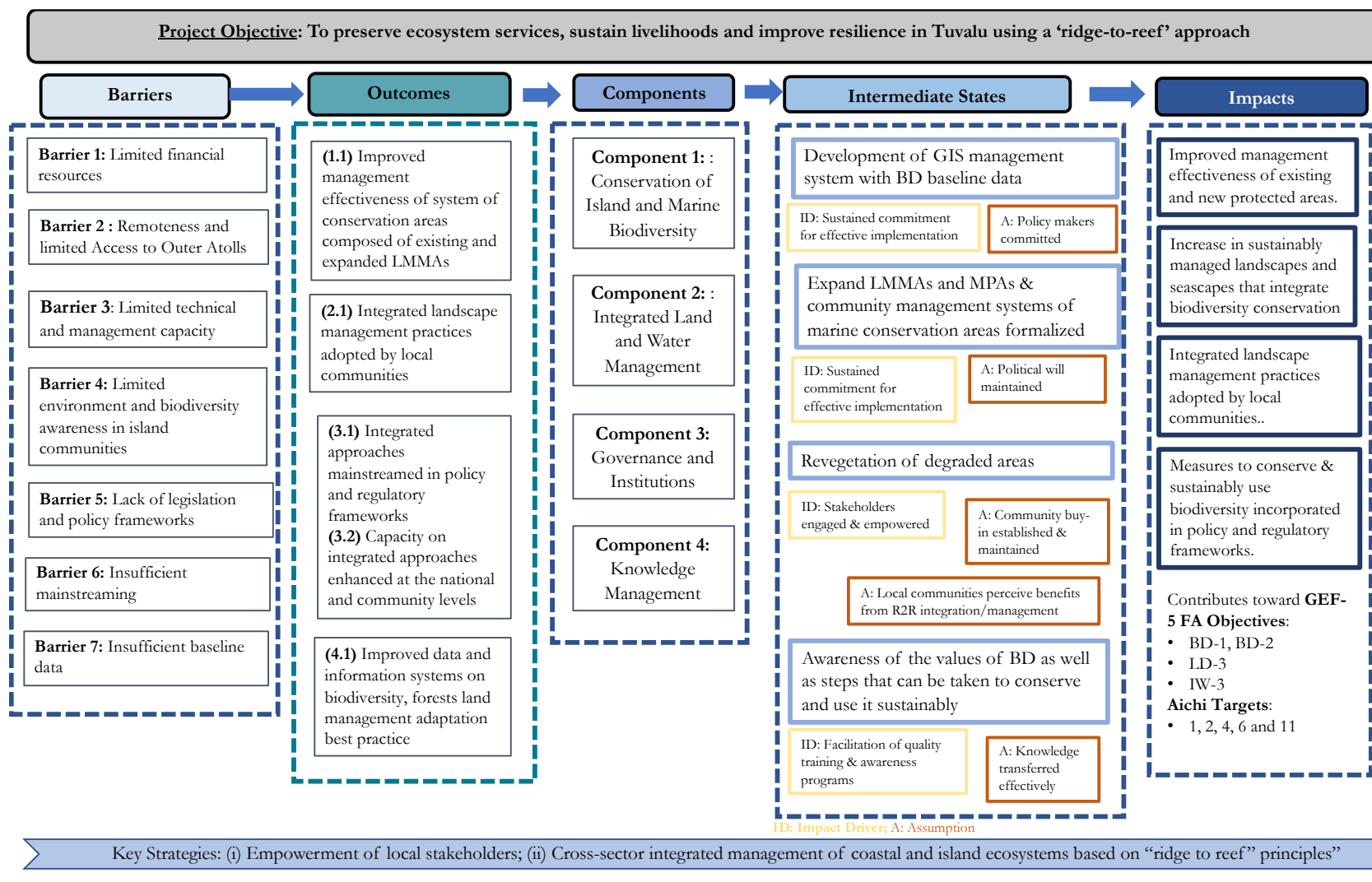


Figure 1. Tuvalu R2R Pathway of Change

2below, provides a mapping of the main barriers the project was designed to address, intermediate states the project aimed to achieve, underlying assumptions, impact drivers, and desired project impacts. The overall model detailed in 2has been used as a basis to better understand the project's intervention strategies that establish the monitoring and assessment of process, stress reduction, environmental status and socio-economic status indicators and will support the capturing of learning for dissemination and adaptive management.

Figure 2. Reconstructed Theory of Change Tuvalu R2R



Overall, the project design displays good vertical consistency with the design of the components, outcomes and outputs of the project closely aligned with and relevant to GEF 5 Strategic Priorities under Biodiversity (BD), Land Degradation (LD), and International Waters (IW). This includes: BD-1: Outcome 1.1: Improved management effectiveness of existing and new protected areas; BD-2: Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation; LD-3: Outcome 3.2: Integrated landscape management practices adopted by local communities; and IW-3: Outcome 3.3: IW portfolio capacity and performance enhanced from active learning/KM/ experience sharing.

The overall project outcomes included clear and realistic indicators including: increase and enhance Tuvalu's LMMAs, including MPAs, by 15% through 9 formalized community management systems of marine conservation areas across 9 islands equipped with functional management plans; develop a centralized GIS database system on biodiversity, natural resources, and governance systems; implement sustainable land management interventions and agroforestry interventions; carry out remedial measures for algal bloom in Funafuti Lagoon; mainstream Ridge to Reef into national policies and Kaupule budgets; develop and implement national standard operational procedure on knowledge management; and enhance awareness and build capacities on Ridge to Reef.

The inclusion of a clear, documented baseline for each of the indicators also makes it possible to assess progress and at project-end the potential longer-term impact of the project interventions. The mid-term review (MTR) provided an analysis of whether each of the outcome and output indicators were SMART (Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted), concluding that for the most part they all met the criteria for being SMART. The TE team, concurs with this analysis and it is therefore not repeated here.

While the original project design included some measure of mainstreaming R2R into local (Kaupule) budgets, the logframe did not include a target monetary amount. The project design would have benefited from actively incorporating a more robust strategy for integrating and establishing a financial mechanism and incentives for R2R improvements. The ProDoc asserts that "assessing the costs and benefits of numerous conservation projects and programs in Tuvalu, the R2R project will shed light on how better to design, fund, and implement these efforts." However, without a specific activity dedicated to undertaking such an assessment and explicitly including an output for formulating recommendations on conservation financing that are realistic and evidence-based, it is difficult for the project to actually accomplish such a goal.

Minor changes were introduced to the Results Framework (RF) during the inception workshop, these included additions of disaggregated data for people with disabilities as well as changes at the activity-level. Similar revisions were suggested at the MTR stage. None of the suggested changes made any material difference to the RF but did help to refine the language and provided additional clarity at the activity-level as well as being responsive to stakeholder inputs.

In terms of broader development impacts, the project design focused on improved governance, and there was some indication for livelihood benefits. There was however no provision to track livelihood gains through the project logframe. Other development impacts were designed to directly benefit the 6,194 people living in the urban capital Funafuti (55% of the population) as

well as two outer islands of Nanumea (556 inhabitants) and Nukufetau (540 inhabitants) with improved integrated water and land management measures. Similar to the financial incentives, beneficiaries were not included as targets in the project logframe and therefore were not tracked systematically.

Assumptions and Risks

The project document defined a series of assumptions and risks. These have been identified as a) limited technical capacities and human resources; b) lack of sustainable finance; c) limited community awareness and support; d) complex island logistics; e) climate change impacts and tsunamis; and f) high political turnover.

The project assumption and risks were well thought out and the measures to mitigate these risks have been largely successful in ensuring progress. The one factor that could be improved is to (as mentioned above) include a project timeframe buffer for unforeseen impacts due to natural disasters, such as tsunamis or as has occurred during the project time frame a global pandemic. Given the higher risks for PICs posed by climate change, incorporating additional time to complete projects should be considered during project design.

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

Lessons from other relevant projects were incorporated well into the project design. The project preparation grant (PPG) consultations placed a strong emphasis on learning lessons from past donor-funded initiatives. One of the key lessons learned was the difficulty in accessing outer islands. The majority of past projects which exclusively relied on passenger vessels, failed to deliver agreed activities and outputs fully or on time, leading to a decline in the engagement of local communities, and challenges of achieving project impacts. To deliver intended outcomes, achieve cost-effectiveness of the investments, and ownership of the project results, the operational design of the R2R project included scheduled outer island visits at least once every 9-12 months, to enable continuous assistance to outer island communities on technical and operational aspects of the project throughout the duration of the project implementation.

Other lessons from projects were integrated throughout the project design including from other marine management efforts to inform the selection of sites for LMMA expansion, utilizing methodologies, approaches and lessons learned from earlier initiatives (NAPA I, II) as a foundation for the implementation of R2R, and building on the findings of the socio-economic surveys completed through other projects to enhance the design and formalization of the LMMA/MPAs.

Planned stakeholder participation

The project document as well as CEO Endorsement template clearly indicated the planned stakeholder participation to ensure the effective and efficient use of resources.

The DoE took the lead as an Implementing Partner and had the overall responsibility for the project. Other planned stakeholder implementing partners as outlined in the project documents

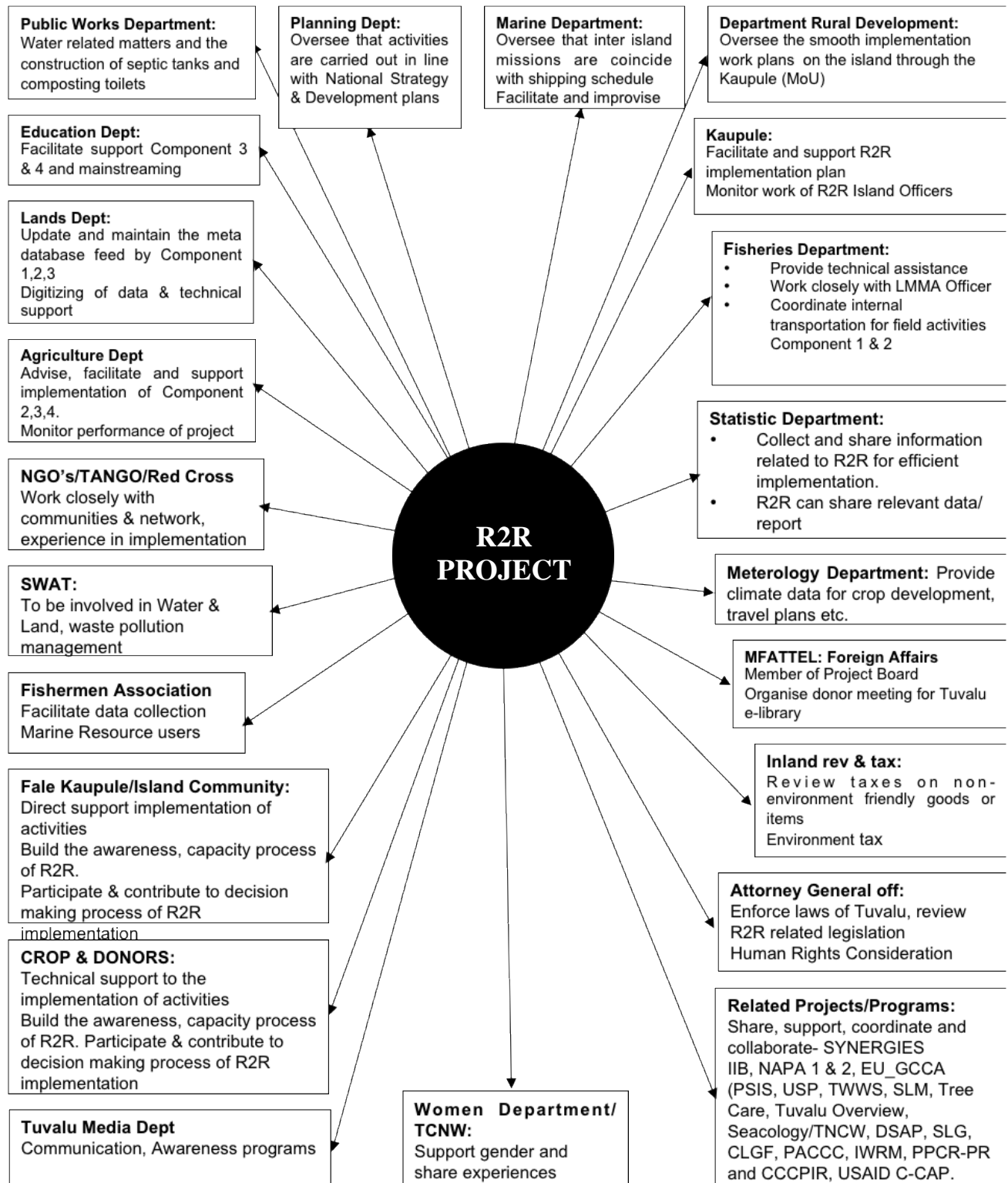
included the Department of Fisheries, the Department of Rural Development, the Department of Waste Management, communities, the Department of Agriculture, the Department of Planning, Public Works Department and the NGOS. Consultants were also hired and Terms of References for each consultant was provided as agreements for specific tasks to be undertaken.

The table below provides the stakeholders that were planned for engagement throughout the R2R project implementation and Figure 3 (stakeholder engagement web) describes which stakeholders will be engaged throughout the R2R project implementation in Tuvalu. Figure 3 further depicts the full scope of planned stakeholder engagement.

Table 8. Stakeholder planned participation by output

Output	Stakeholder
1.1.1	Environment, Rural Development, Lands, ICT, Attorney General & Women Departments, Kaupules, <i>IIB/NAPA 2 & NBSAP Review Projects</i> , NGOs, , 9 Island Communities, Fisherman Association, TANGO, Alofa Tuvalu SPC/SOPAC, USP & SPREP(PICCC)
1.1.2	Environment, Rural Development, Lands, Women, Department Kaupules, <i>IIB/NAPA 2 & NBSAP Review Projects</i> , NGOs, Fisherman Association, ICT, 9 Island Communities, SPC/SOPAC, USP
1.1.3	Environment, Rural Development, Lands, & Women Departments, Aid Coordination Unit, Kaupules, <i>IIB & NAPA 2, CLGF (Commonwealth) & SLG Projects</i> , NGOs/TANGO, Attorney General, Planning, Fisherman Association, ICT, 9 Island Communities
2.1.1	Environment, Agriculture, Lands, Statistics, Rural Development, Metereology & Women(TNCW) Departments, Kaupules, EU_GCCA PSIS/USP, NAPA 1, SLM, Tuvalu Overview Projects, 3 island Communities, TANGO, SPC/SOPAC
2.1.2	Environment, Agriculture, Lands, Rural Development, Department of Kaupules, EU_GCCA PSIS Project, TANGO, 3 island Communities, TNCW, Tuvalu Overview , SPC/SOPAC
2.1.3	Environment, Agriculture, Lands, Rural Development, Public Works, Health, & SWAT (EU TWWS) Departments , Coordination Unit Kaupules, <i>Alliance EU_GCCA (USP Funafuti), IWRM, PACCC Projects</i> , TANGO, 3 island Communities, SPC/SOPAC, PACE, USP
3.1.1	Environment, Agriculture, Fisheries, Planning, Media, Education, Lands, Budget, Attorney General/Legal, Inland Revenue, Women, Tourism & Rural Development Department, Coordination Unit (and all other departments), Kaupules, SWAT, <i>IIB, NAPA 2, EU_GCCA PSIS, IWRM, PACCC, USAID C-CAP, SLG, CLGF, NBSAP Review, PPCR-PR and CCCPIR (GIZ/SPREP) Projects</i> , 3 island Communities SPREP,
3.2.1	Department of Agriculture, Environment, Fisheries, Media, Education, Lands & Rural Development, Coordination Unit Kaupules, <i>IIB, NAPA 2, PPCR-PR and CCCPIR Projects</i> , 9 island Communities, TANGO, SPC/SOPAC, USP
4.1.1	Department of Agriculture, Environment, Fisheries, Media, Education(Library), Lands, ICT, Statistics, Foreign Affairs & Rural Development, Aid Coordination Unit, Kaupules, <i>IIB, NAPA 2,EU_GCCA/PSIS, & Alliance USP/PACE, SLG, PPCR-PR and CCCPIR Projects</i> , 3 island Community, TANGO, SPC/SOPAC, USP, SPREP, EU, ADB, GEF, UNDP, WB donors

Figure 3. Stakeholder Engagement Web



Linkages between project and other interventions within the sector

Linkages with complementary interventions were well established as was planned coordination with other relevant GEF-financed projects (see Figure 3 above).

The “IW Regional: Integrated Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods (R2R Regional Support project)” (GEF/UNDP/SPC-SOPAC, CEO endorsed 6 April 2015) was designed to support and coordinate the 15 national R2R projects, including the Tuvalu R2R project.

Several other GEF projects as well as other national and regional initiatives are described and how the R2R project will complement, build-on and/or link to these was outlined clearly in the project document.

Gender responsiveness of project design

As a GEF-5 project, a separate gender action plan with specific implementation plans and delivery of gender activities was not included at the time of project design. Nevertheless, gender issues were taken into consideration during project design and a brief gender assessment was included in the ProDoc, which supported the integration of gender considerations into project components and activities.

As highlighted in the ProDoc, women on the outer islands of Tuvalu often face challenges in terms of equal involvement in project activities, as well as equitable access to project resources. At the same time, they often express their interest in becoming more involved in certain project activities, and in accessing specific resources. As such the R2R project integrated the organization of targeted activities for groups that are often under-represented in environmental projects. During the design phase, adolescent females, mothers, the elderly (male and female) and special needs children were identified as groups that may need active engagement during project implementation. A series of targeted training events were thus designed to focus specifically on these groups during R2R implementation.

The R2R project at the design stage also identified gender disaggregated indicators to monitor throughout the project implementation. These indicators were designed to contribute to reporting on GoT gender priorities including TK-II and the draft Department of Women’s Strategic Plan.

At the time of project design there were no standardized national targets for gender participation or inclusiveness. During the stakeholder consultation during the PPG phase, stakeholders recommended to utilize the 30% participation target in line with the Tuvalu MDG Progress Report 2010/2011 for the R2R.

The project also incorporated the Department of Women as part of the Project Board to advise on community outreach and implementation activities, knowledge management, and policy and governance mechanisms, to ensure that men, women, and vulnerable groups are given equal opportunity to contribute and benefit from the R2R project.

Gender Equality and Women's Empowerment: The project was designed to establish, community management systems of marine conservation areas following participatory establishment, monitoring, and enforcement of locally managed marine protected areas. The project set a target of at least 30% of the total participants of the R2R project are from women, youth and vulnerable groups. As part of the baseline data collection a gender-based assessment was programed to ensure the identification of specific biodiversity, water, and land issues relative to men, women, and other vulnerable groups such as the youth and elderly.

The results of the gender assessment were planned to inform the identification and development of gender-sensitive, community-based interventions to be included in community based initiatives and knowledge management products. The project log-frame at the design phase did include gender specific indicators.

The project is marked as GEN-2 and as Gender Targeted, which is appropriate given the project design largely focused on the number or equity (50/50) of women, men or marginalized populations that were targeted.

Social and Environmental Safeguards

At the project design phase an assessment of environmental and social risks was undertaken in line with UNDP Social and Environmental Standards as per the project SESP. Associated social and environmental risks were expected to be limited and low for the Tuvalu R2R project.

Only one risk was identified in relation to Indigenous People, where conflicting views amongst the indigenous communities on the islands over Locally Management Marine Areas (LMMA) in terms of its size, location and management methods/authorities was possible. Management measures as reflected in the project design to mitigate this risk included the utilization of community participatory approaches and dialogue in the development of management plans as well as South-South cooperation through cross-exchanges among LMMA communities to share results and best practices.

The measures identified through the SESP were reasonable at the project design phase.

3.2 Project Implementation

The following section assesses project implementation and reviews adaptive management, project finance and co-finance, monitoring and evaluation, and implementation and execution.

Adaptive Management

There has been significant progress in terms of the project achieving its overall objectives, outcomes and outputs during implementation. The initial one-year delay due to the delay in the establishment of the project team, caused slippage in the operational delivery of the project. The project team was however able to expedite the delivery of the project and, if not for the advent of the global COVID-19 pandemic, in all likelihood would have been able to complete all project

activities with only minor delays. As a nationally implemented project, government recruitment systems were utilized to recruit at least six officers based in Funafuti and one island officer based on each of the 8 outer islands. While utilizing national systems may have contributed to the initial delay – in the longer term having national implementation contributes to stronger country ownership and built capacity.

During implementation several adaptive measures were taken to ensure smooth implementation. One good example was the inclusion of joint missions to visit communities, instead of individual partners visiting communities. Joint missions were undertaken with all partners (i.e. Department of Environment, Fisheries, Agriculture etc.) to conduct raising awareness, collect samples and undertake the training workshops. These joint missions have been cost-effective and also effective in raising community awareness as all stakeholders were available to answer questions on the Tuvalu R2R strategies. During interviews conducted for the TE, several government partners mentioned that these types of joint missions allowed them to better coordinate and collaborate with their counterparts in other departments.

Another example was related to training of trainers that was conducted under output 3.2.1 – these were undertaken for 30 trainers, which was the end of project goal. Given the success of the activities the trainers were able during the project implementation to provide workshops and develop the skills of communities for community-based data collection on LMMA areas in each of the outer islands. The project team also made GIS training, which involves highly technical skills using computer software, field data and overlaying of maps available to those on the outer islands, including community members.

Toward the end of the project implementation period 2020-2021, starting with the spread of COVID-19, the project has experienced several delays, in particular because of restrictions of travel in and out of country that were put in place by Government in March 2020. Movements within the country were also limited. The closures caused delays in some of the awareness raising and capacity building plans under the project. To address this situation, the PIU initially moved planned activities, conducted virtual board meetings, and engaged local consultants to the extent possible where international consultants could not travel. While virtual workshops and meetings are less effective than in-person ones, the project may have needed to move in this direction more aggressively as the pandemic stretched beyond 12-months.

Actual stakeholder participation and partnership arrangements

The project has been highly successful in ensuring active stakeholder participation and engaging project partners throughout implementation. Overall, this has been one of the strengths of the project. During the stages prior to project implementation (formulation and identification phases), methodologies and strategies focused on ensuring participation by the communities participating in the initiative were considered. The creation of joint management plans and yearly implementation plans featured the creation of joint management plans. Due to this, it managed to be inclusive and focused on the acceptance of all the parties involved

The partnership arrangement with the Government of Tuvalu (GoT) agencies to implement activities have been effective. There are island officers located in the outer islands and in Funafuti.

The officers have been effective in the collection of data from each of the islands and also in conducting training on each island on biodiversity and conservation. There were some issues raised during the mid-term review (MTR) on the partnership arrangements with the relevant government agencies and these were clearly specified in the ProDoc. These issues were mainly raised with not having R2R officers at the major stakeholders (Department of Fisheries and the Department of Rural Development).

In the project document, the partnership arrangement for all outcomes were very specific on roles and responsibilities of relevant partners. A Memorandum of Understanding (MOU) between the implementing agency (Department of Environment) and other stakeholders have been in place as soon as the project inception workshop was completed and these have been revised annually with annual work plans.

The composition of the Project Board included government department representatives and representatives from other organizations in Tuvalu and the UN joint presence. The Project Board guided the overall directions of the project. The meeting minutes of the Project Board were made available to the TE team and were an important source of information in assessing the effectiveness of the Board. The Project Board has been effective and has captured the progress in each component of the project and some key decision making has been made to strengthen project deliverables for the various outcomes and outputs.

The project design did not include a gender analysis; however, one was completed in 2019 with an associated gender action plan. The gender mainstreaming for the project was heavily focused on inclusion of women and ensuring meaningful participation of women as well as other vulnerable groups. Examples where these groups were specifically targeted are the inclusion of vulnerable groups including youth and children in planting activities across all islands and coral restoration program for Funafuti during commemoration of the World Environment Day and Biodiversity Day (2019). A concerted effort was made to include women in technical training such as GIS training, which is predominantly male dominated. The participation of women in this type of training has enhanced their abilities to support mapping in their respective departments

The push of the project to engage youth and children does represent a shift in norms and this was confirmed as well by the Director of the Department of Education. The project's implementation of activities has adopted a participatory approach at the community level across the nine islands leaving no one behind and promoting wider ownership of project at community level.

Project Finance and Co-finance

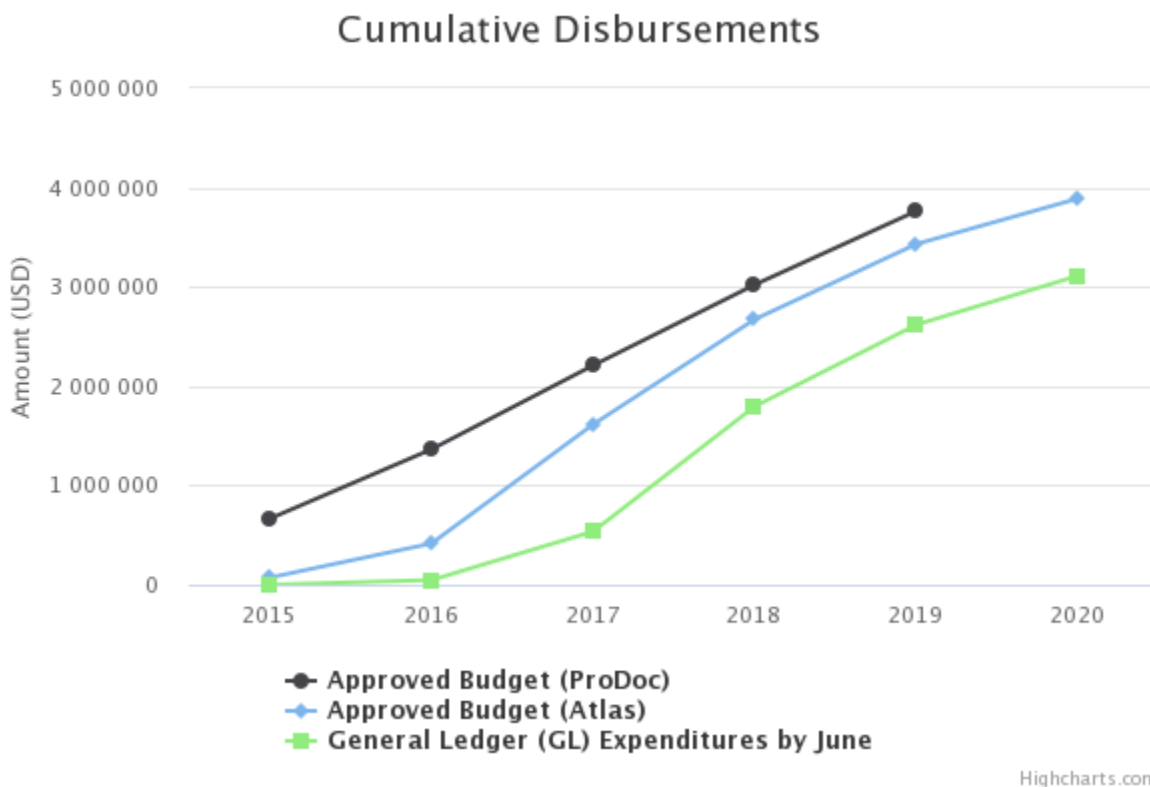
The accounting and financial systems for managing the Tuvalu R2R project have been adequate. Quarterly and Annual Financial Reports have been prepared and submitted in a timely manner. The project has also had two audits. The first undertaken in 2017 and reported in 2018 and the second in 2019 and reported on in 2020. Both reports indicate that the project has been financially managed well since the project inception in 2016.

Quarterly planning and budgeting have also been adequate. The assessments of the quarterly planning and budget was based on the assessments of the Annual Work Plans, Annual and

Quarterly financial reports, quarterly progress reports and the PIR reports. The assessment by the TE team, shows that there has been strong financial control in place for the timely flow of funds and payments for the Tuvalu R2R Project. There is evidence of strong financial controls and this has been indicated in the quarterly and annual financial reports and in the PIR reports. These reports have also indicated that there has been due diligence in the management of funds. These have been verified through the audit as well as from the financial data provided by the PIU.

Out of the total GEF grant amount for the project of USD\$ 3,762,844 cumulative disbursements as of 30 June 2021 totaled USD\$ 3,514,605, which is approximately 93% against the total approved amount (see Figure 4below).

Figure 4. Cumulative Disbursements as of June 30, 2021



The total budget spent from project start through 2021 is included in Table 9below. Year one, from 2015-2016 is where the most significant delay occurred for the project. Project expenditures were able to pick up as the project progressed and in particular in years 3 and 4 of implementation (2017, 2018).

Table 9. Total budget spent through 2021

	2015	2016	2017	2018	2019	2020	2021	Total
		3,607	(1,121)	22,239	4,386	(6,921.02)		

Component 1	47,188	198,418	500,051	445,401	198,274	179,280	234,207	
Component 2		91,416	228,857	406,400	290,096	203,805	149,849	
Component 3		22,461	34,057	59,455	109,950	56,104	24,100	
Component 4		6,879	80,319	51,156	31,614	4,822	5,900	
Project Management		20,033	15,716	81,005	57,421	5,277	17,900	
Total	47,188	342,815	857,881	1,065,656	691,741	442,375	234,207	

The Tuvalu R2R Project was designed with a total budget of USD\$ 19,443,435; USD \$3,762,844 from the GEF and commitment of USD\$ 15,630,591 in-kind from the Government of Tuvalu (GoT) agencies. As of the TE, from information provided by the PIU, the total amount of co-finance that has materialized is USD\$ 21,292,196. Annex 6 provides the breakdown of planned and actual co-financing contributions as well as a list of confirmed co-financing at the TE stage.

Monitoring & Evaluation: design at entry, implementation, overall assessment of M&E

M&E Design at Entry

The M&E plan was well designed in the project document and was prepared using the standard template for GEF-financed projects. In the ProDoc, the monitoring roles and responsibilities were clearly specified for each stakeholder. The partnership arrangements and responsibilities for M&E were discussed and re-affirmed during the inception workshop. The budget was also sufficient for monitoring and evaluation. The indicative costs for each M&E activity was included in the budget. The project also followed closely the M&E Plan provided in the Project Document and in the Inception Report.

The indicators for monitoring project progress are provided in the project Results Framework (RF). The sources of verification in the RF were developed to include interviews and questionnaires to assess results. The project also completed the GEF tracking tools at baseline (while the TE tracking tools were provided, the baseline and MTR tracking tools were not), which supports the ability of the project to demonstrate progress towards objective-level results and alignment with the GEF strategic programmes.

It would have been helpful to include beneficiary numbers as part of the outcome-level indicators. As this was not included directly in the logframe, the overall beneficiary figures were not tracked. It would have also been helpful to include capacity scores for those government officials engaged in the project as well as some form of systematic pre- and post-tests for trainings to determine the effectiveness of training.

Overall, the quality of the M&E design at entry has been rated Satisfactory (S).

M&E Implementation

One of the key monitoring tools for the project is the Project Implementation Report (PIR) process that takes place every year. The PIU jointly developed the PIRs with UNDP (Pacific Office in Fiji and the Regional Technical Advisor in Bangkok). The support by UNDP has been provided through site visits, teleconferences and e-mails. Four PIR reports for the Tuvalu R2R were made available (2017, 2018, 2019, and 2020). The PIR reports were of good quality and have improved over time with the latest PIR (2020) including the most detail on project progress. The PIR ratings have been realistic over time and reflect the implementation challenges faced by the project. The table below provides a summary of ratings provided in each of the submitted PIRs.

Table 10. PIR ratings summary

Rating	2017	2018	2019	2020
Overall DO Rating	MS	S	S	MS
Overall IP Rating	MU	S	S	MS
Overall Risk Rating	Moderate	Moderate	Moderate	Low

As can be seen from the table, the PIRs accurately rated the project with delays in start-up affecting the 2017 ratings and delays due to COVID-19 affecting implementation in the 2020 report. For the 2020 DO rating, a rating of satisfactory would have been acceptable given that the outcomes were still on track to be achieved with only minor set-backs.

The PIU team and the implementing partners have been delivering reports on time. The Annual Work Plan (AWP) is jointly prepared by UNDP and PIU for all project activities. The AWP after it is developed is then reviewed by the IP and RPs before it is approved by the Project Board. The Quarterly Progress Reports are linked to the Annual Work Plan and are prepared by the PIU and the IP/RPs.

The PIU team undertook monitoring work during joint mission trips to the outer islands. These were done regularly throughout project implementation with detailed mission reports prepared after the mission trips to the outer islands. Prior to the COVID-19 pandemic, monitoring trips were conducted once every 6 months and sometimes twice within a 6-month period. These missions allowed the PIU to flag issues associated with operations and capacity constraints experienced on the outer island. The support by UNDP has been provided through face-to-face discussions, phone calls and e-mails. Country visits to Tuvalu have also been undertaken during the Inception Workshop and UNDP Pacific Office staff have also attended several Project Board Meetings.

All the Project Board members interviewed for the TE provided positive feedback on the AWP process as well as the support provided by UNDP.

The Tuvalu R2R Project has been delivering reports on time. Reports on outer island trips and training workshops have been detailed and provide a clear sense of project progress. Most stakeholders were interviewed and stakeholders highlighted positive project performances and results.

There is however no evidence that the GEF tracking tools were updated at mid-term and the TE team was not provided with the baseline tracking tools. The end-of-project tracking tools were updated and completed prior to the start of the TE.

The M&E system allowed for the effective monitoring of the involvement of relevant groups, including women, children/youth, and the disabled. These were tracked systematically during project implementation and the Gender Action Plan that was developed for the project in 2019 included indicators that were tracked and captured. This included tracking the number of female participants at various trainings, workshops, and meetings as well as provisions for including women in identifying bio-indicators and identifying gender roles in resource management.

The entire design of the project embedded the training of project officers as well as community groups to ensure key indicators are monitored and stored through a local and national GIS-based management system (output 2.1.1). The data collected throughout the implementation of the project will be accessible to the government, communities and other relevant stakeholders with the goal of continued updates from those trained through the R2R project.

Finally, the MTR included 12 recommendations most of which were related to additional staff recruitment and clarification of roles and responsibilities. Out of the 12 recommendations in the MTR, 9 have been completed. This included the recommended project extension, the recruitment of key additional positions, the completion of additional technical studies, continued support for the National e-library, and further analyses undertaken for how to strengthen the Department of Environment.

Overall, the quality of the M&E implementation has been rated Satisfactory (S).

The M&E Design, M&E Implementation and the overall quality of M&E have been assessed separately on a six-point scale, in the Table below (rating scales are included in Annex 7).

Table 11. M&E rating summary

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	S
M&E Plan Implementation	S
Overall Quality of M&E	S

UNDP implementation/oversight, Implementing Partner execution and overall assessment of implementation/oversight and execution

Overall, project implementation and oversight has been strong from both UNDP’s side as the implementing entity and from the Implementing Partner execution side. The Project Coordinator and most of the Project Implementing Unit (PIU) signed their contract on the 5th of July 2016 (Tuvalu Inception Report, 2016). The majority of island officers also signed their contract in August of 2016. The institutional arrangement for the R2R Project is that it has a Project Board

and the Project Manager is the Director of the Department of Environment. The Project Coordinator is responsible for the day-to-day management of the R2R Project and is assisted by the Deputy Project Coordinator.

Overall the project has had:

- A strong commitment of key stakeholder throughout lifetime of project
- Constructive guidance that has been provided by Technical Working Group and Project Board
- Consistent guidance and support by UNDP staff
- Effective project management and qualified technical experts engaged as consultants from the University of the South Pacific, SPREP and SPC
- PIR reports and technical reports completed and highlighted achievements
- Memorandum of Agreements (MOAs) completed and adhered to for Implementing Partners
- Joint Missions undertaken and reports completed

The Project Coordinator and the Deputy Project Coordinator were supported by a Finance Officer, Project Support Officer, Environment Data Specialist and an LMMA Officer based in the capital of Funafuti while the 8 island officers are based on the 8 islands of Tuvalu. Apart from conducting awareness and monitoring trips to outer islands, the project also raises awareness of topics related to the project by using radio broadcasts. For example, the project team have used radios to communicate the setting up and managing of MPAs. This has been done frequently every month. PIU has also been strategic in its approach and delegated BioRaps/LMMA work to the LMMA officer. The data specialist has been managing the entry of data from BioRap assessments while others helped with translation. The Deputy Team leader has also delegated role of managing the project to other members of the team.

UNDP's National Implementation Modality (NIM) has worked well for the project allowing the PIU team to be responsible for the delivery of the project. The presence of island officers in each of the island has benefitted the project greatly as they are able to conduct awareness activities and implement other project activities ensuring continued engagement with the target communities.

One important tool for the project's implementation was the availability of the boat "Tala Moana" which helped to resolve the problems of unreliable boat services to the islands. The presence of island officers at the project sites and the availability of the boat have increased the quality of risk management for the project. Reporting for the project has also been straightforward because of accessibility by the boat "Tala Moana" and the presence of island officers on each island.

During this last year of implementation 2021, the PIU has faced challenges with several resignations. This included the resignation of the Project Coordinator, Deputy Coordinator, Project Supporting Officer, Nui Island Officer, Nanumea Island Officer, and Funafuti Island Officer. The Project Coordinator and Deputy Coordinator positions were filled quickly to ensure smooth implementation of the final few months of the project.

Overall the Quality of Implementing Partner Execution has been Satisfactory (S).

UNDP has given its full support to improve project implementation throughout the project’s cycle. UNDP staff members have provided oversight of the project implementation and have assisted as needed. Financial management and procurement have been effective and has been undertaken in accordance to the project budget.

UNDP has also been effective in communicating to partners about timeliness of reporting deliveries. It has been particularly supportive of the PIU to focus its efforts on project results and project delivery. UNDP has also facilitated initial dialogue and contacts with stakeholders. This has resulted in the project officially engaging stakeholders to provide technical support. Examples include the following: (a) SPC facilitating ground water assessments for Nanumea and Nukufetau; (b) Biodiversity expert contracted to support biodiversity surveys by developing questionnaires and supporting first trial run; (c) Seaweed expert and research fellows conducted seaweed assessments and trained community participants. The hiring of consultants to undertake technical work where there is lack of technical capacities has improved the project reporting especially with the scientific aspects of the project.

UNDP has been effective in risk management and especially in consultations with government agencies to recruit consultants to address some of the gaps in the project implementation and project results. UNDP has also facilitated joint discussions with PIU prior to auditors coming into the country to facilitate audits. UNDP also worked closely with PIU to respond to draft audit reports as well as address any audit gaps. The PIRs 2017-2020 have also provided a good overall assessment of UNDP’s views on project reporting and project progress.

Overall, the quality of UNDP Implementation has been Satisfactory (S).

UNDP implementation/oversight and Implementing Partner execution and an overall rating for both will each be rated separately and assessed on a six-point scale (see Annex 7 for the rating scale description), as described in the Table below.

Table 12. UNDP Implementation Rating

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Oversight and Execution	S

Risk Management

The key risks identified during project design are detailed in the table below along with a column summarizing how these were dealt with during project implementation.

Table 13. Project risks and mitigation measures

Description	Impact & Probability	Mitigating measures (as provided in CEO Endorsement template)	Implementation
Pressure on the environment and natural island resources due to poverty, increase in population on Funafuti and pressure for economic development.	The risk would prevent the project from delivering all of its Outcomes P = 1 I = 4	The project aims to continue to bring about transformational change in the mindset of the respective communities through raising awareness on the consequences of unsustainable use of the environmental resources, with actual examples from Tuvalu, the Pacific and other parts of the world. At the same time, the community will be made aware of best practices (e.g. SLM, IWRM, ICM) that help ensure economic livelihoods and also protect the environment.	This risk was not an apparent issue during project implementation. The targeted communities were made aware of best practices and some livelihood gains were achieved during project implementation.
<u>National Institutional Risks:</u> Ineffective coordination across Implementing Partner (DoE) and Responsible Parties for project activities; Lengthy and multiple approval processes within DoE hinders timely approval and decision-making that delay implementation of project activities; DoE does not have enough staff to participate in all activities	The risk would prevent the project from delivering all of its Outcomes P = 2 I = 2	The risk will be mitigated by the MoU that has been signed between DoE and DoA, DoE and Dept of Lands and Survey and DoE and MoHARD, in which they would all agree to appoint a dedicated project focal point from a Director-level (with an alternate). This will ensure that the interface of the R2R and NAPA2 project remains constant throughout the project implementation and continuity of technical inputs from these departments. Moreover, in light of the importance of LMMA work, the project will recruit a LMMA officer that will be outposted in the Department of Fisheries to undertake project-related activities. S/he will provide an additional interface with the PMU. Technical meetings among these officers and PMU staff, including the CTA, will take place on an ad hoc basis but at least once a month. Furthermore, detailed management arrangements have been developed in the project, where effectiveness of the decision-making will be reviewed annually and/or on need base.	The project received strong support from Implementing Partners. The implementation arrangements were well coordinated and thought through in detail during project design. Several of those interviewed for the TE, mentioned the coordination and collaboration among various departments to be one of the strengths of the project.
<u>Local Institutional Risks:</u> Conflicting views over Locally Management Marine Areas (LMMA) e.g. size, location and duration amongst the Island Community members; Kaupules unwilling/ unable to allocate their discretionary budgets (core revenues) for R2R related conservation programmes or initiatives	This risk may delay project from implementing community based marine conservation plans P = 1 I = 4	Community participatory approaches and dialogue will be used in developing management plans. South – South cooperation will also take place by having a representative from a successful LMMA community sharing results and best practices with other communities within Tuvalu and with other Pacific R2R countries. The GEF Principles and Guidelines for Engagement with Indigenous Peoples ² will also inform the project’s engagement with communities in the outer islands.	The development of management plans has been effective during project implementation. It would however have been helpful for the project to provide more detail on how the participatory approaches utilized resolved any issues that arose related to conflicting views over LMMAs.
Regular access to outer islands is limited and transportation costs are often prohibitive	This risk delay implementation of activities as well as monitoring and evaluation on outer islands P = 2 I = 4	Better planning and coordination between government departments and other UNDP supported projects to have joint outer island missions. The project will also co-sponsor enhancing transportation for the Fisheries department along with NAPA II project.	Transportation to the outer islands was an issue and the operational risk was flagged during the 2018 PIR. The availability of the boat “Tala Moana” helped to resolve some of the issues related to unreliable boat services to the islands
Potential rapid staff turnover and limited local human resource base could compromise the	This risk temporarily delay project coordination unit	Biannual trainings held at UNDP with 2 PMU staff attending so that if one leaves, continuity is ensured	This is a reality on most SIDS and did present some issues for project implementation. This risk

² http://www.thegef.org/gef/sites/thegef.org/files/publication/GEF%20IP%20Part%201%20Guidelines_r7.pdf

Description	Impact & Probability	Mitigating measures (as provided in CEO Endorsement template)	Implementation
project management unit and delay implementation	P = 3 I = 2		was tracked and mentioned in PIR reports.
Extreme climate events such as cyclones or severe droughts will affect the progress of the R2R project	The risk would prevent the project from delivering all of its Outcomes P = 2 I = 4	The annual probability of severe cyclones affecting the country is relatively low, however, Tuvalu’s outer island has been severely affected by Cyclone Pam in March 2015. In addition, as was observed in 2010, a severe drought resulted in a national emergency and many government agencies, including DoE, were engaged in early response and recovery activities which caused delays in the implementation of the NAPA1 project. Climate change poses major long-term risks to all resources in Tuvalu with potentially stronger cyclones, changes in rainfall, sea level rise and coral bleaching plus ocean acidification. A key objective of the R2R project is to build resilience in the islands, the island vegetation, agricultural production systems, corals reefs and people to deal with such threats in the longer term. El-Nino connected droughts pose a severe risk, both from desiccation of newly planted trees and through contributing to greatly increased wildfire hazard. In dry zones, tree planting should be undertaken early in the wet season and after the soil has become moistened (usually late November/early December).	There is no indication that extreme climate events manifested to cause delays during proeject implementaiton hoewver, the unforeseen advent of a global pandemic (COVID-19) created challenges to implementation in its last 18 months of implementation.
Political Risks: Changing leadership at national and local level resulting in delays or stops to project implementation	The risk would prevent the project from delivering all of its Outcomes P= 2 I = 4	The project will work closely with technical advisory group/ national advisory committee on climate change (NACCC), GEF Opertional Focal Point, island Kaupules to ensure that these key stakehodlers are updated with progress and would be abel to keep natiaon and local leaders updated.	The project did a good job working closely with the government and island Kauples to avoid the political risks identified.

Overall, the R2R project implemented the mitigation measures designed to reduce the risks identified during project design. The major unforeseen risk that arose during project implementation was the advent of the COVID-19 global pandemic. The pandemic significantly impacted the delivery of certain activities. In response to the situation the project had to temporarily suspend monitoring trips to outer islands and adjust AWP.

The project’s quarterly reports tracked risks but could have done a better job of identifying the mitigation measures. In particular for COVID-19, greater specificity as to the activities affected and specific plans for how to address the continued risk.

Social and Environmental Standards

The R2R Tuvalu project undertook an SESP that was submitted during CEO Endorsement. Only one risk was identified during project design and this was in relation to Safeguard 6: Indigenous Peoples. The risk description was as follows: “Conflicting views amongst indigenous communities on the islands over LMMA’s e.g., size, location and management. The description of assessment and management measures was as follows “Community participatory approaches and dialogue will be used in developing management plans. South-South cooperation by having a representative from a successful LMMA community sharing results and best practices.” The overall SES risk of the project was low.

Due to the low-risk nature of the project no ESMP was developed nor an Indigenous People Plan. No additional social and environmental risks were identified during project implementation and no grievances were filed.

Overall, there is no indication that the safeguards were ineffective. The project has successfully established LMMAs in all the 9 islands of Tuvalu through “buy-in” and ownership in all the 9 islands for community-based LMMA areas.

3.3 Project Results and Impacts

The following section assesses project progress against its objectives and expected outcomes as outlined in the results framework, as well as an assessment of results as measured by broader aspects such as: relevance, effectiveness, efficiency, country ownership, gender equality and other crosscutting issues, sustainability, catalytic role and progress to impact.

Progress Towards Objective and Expected Outcomes

The four objective level indicators have been included for the Tuvalu R2R Project in alignment with GEF’s tracking tools. The indicators were clear, specific and relevant and the majority have been achieved within the timeframe of the project and the project established a baseline against which progress could be measured. See Table 14 below.

Table 14. Progress towards project objectives

Objective Level	End of Project Target	Achievement as of 31 July 2021
<u>Tracking Tool BD-1.1:</u> Improved management effectiveness of existing and new protected areas	<ul style="list-style-type: none"> ➤ Expansion/enhancement of the LMMAs including MPAs by approximately 1200 ha or 12 km² (representing an additional 15% of existing LMMA/MPA in Tuvalu) 	<ul style="list-style-type: none"> ➤ Target exceeded ➤ 239 km² was recorded as the total conservation area in Tuvalu, with a 136 km² expansion area
<u>Tracking Tool BD 2.1:</u> Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation	<ul style="list-style-type: none"> ➤ Creation of 1 nationally recognized Policy Framework that integrates R2R principles ➤ 9 formalized community management systems of marine conservation areas with management plans (hotspots, PAs, bio-indicators etc). ➤ 8 ISPs have R2R principles integrated that incorporates ICM, MSP and IWRM 	<ul style="list-style-type: none"> ➤ The project has developed ➤ To date all 9 islands of Tuvalu have developed their Management Plans together with a monitoring plan, these have yet to be launched but are on target to do so by EOP. ➤ All 8 ISPs have been developed and incorporate principles of ICM, MSP, and IWRM ➤ R2R and key stakeholders have developed an Integrated Environment and Natural Resources Policy that reflects R2R principles. The policy has approved by the DCC and Cabinet.
<u>Tracking Tool LD 3.2:</u> Integrated landscape management practices	<ul style="list-style-type: none"> ➤ Introduction of at least 3 new sustainable land management (SLM) (focusing on improved opportunities for underutilized 	<ul style="list-style-type: none"> ➤ Since the start of the project, 3 new SLMs interventions have been identified

<p>adopted by local communities</p>	<p>local crop species) and agroforestry interventions in Nanumea, Funafuti and Nukufetau that (if improved upon) will positively contribute to food security development on the 3 islands, for over 300 community members (or 30% of island population; 30% of which should be female) by the end of the project.</p> <ul style="list-style-type: none"> ➤ At least 1 knowledge product on climate-resilient SLM techniques developed and 2 suitable awareness programs to educate people (gender sensitive) on “climate resilient” replanting of arable crops (i.e. Happy Garden initiative), benefiting over 200 vulnerable community members (30% at least being female) by the end of the project. ➤ Planting of over 500 suitable hardwood (coconut/mahogany etc), fruit tree species and underutilized local crop species over at least two islands by the end of Y4. ➤ At least 3 agricultural interventions (1 each in Nanumea and Nukufetau) implemented (with number of beneficiaries (at least 30% women and/or youth) and value of investments recorded). 	<p>and implemented by the project. These include:</p> <ol style="list-style-type: none"> i. Re-vegetation/replanting of degraded areas ii. Agroforestry – encouraging the concept of agroforestry to increase terrestrial biodiversity of each island iii. Composting – to improve soil quality given the fragile and poor soil quality in Tuvalu. <ul style="list-style-type: none"> ➤ Toolkits with climate-resilient SLM techniques have been developed followed by awareness workshop to government ministry and local community. ➤ More than 500 suitable plants have been planted ➤ Replanting of different varieties of plants through plant competitions, has recently been completed on e 3 selected island. The # of beneficiaries and value of interventions have yet to be confirmed.
<p>IW portfolio capacity and performance enhanced from active learning/KM/ experience sharing.</p>	<ul style="list-style-type: none"> ➤ At least 1 remedial measure implemented to reduce point and non-point sources of pollution causing algal bloom in Funafuti Lagoon. ➤ At least 5 delegates from Tuvalu participate and provide inputs to the design of a regional/international agency donor conference for R2R lessons learned (at least 2 female candidates) by the end of the project. 	<ul style="list-style-type: none"> ➤ Planting of vetiver grass was Identified as a remedial measure undertaken by the R2R since 2018. Later this year (2021), R2R supported the dry litter piggery demonstration project aiming to avoid waste waters driven to marine lagoon. ➤ This activity was planned for 2020, but due to COVID-19 pandemic extended to 2021. It is unlikely this can be achieved by EOP.

Project Objective 1 is to improve management effectiveness of existing and new protected areas. The project has achieved an expansion of more than 136 km² representing an additional 132% of existing LMMA/MPAs in Tuvalu (see Table 15below) specifically:

- LMMA community-based conservation areas have been established in all the 9 islands in Tuvalu
- The new total of current protected terrestrial, marine protected areas and LMMAS is estimated to be 239 km² for all of Tuvalu; both marine and terrestrial protected areas achieved

Table 15. Marine and terrestrial expansion of protected areas by Island

Island	Marine(LMMA/MPA) PA (km ²)			Terrestrial PA (km ²)			Total Area (km ²)		
	Area Before	Current Area	Additional area	Area Before	Current Area	Additional area	Area Before	Current Area	Additional area
Funafuti	35.95	40	↑4.05	0.109	0.08	↓0.029	36.059	40.08	4.021
Vaitupu	1.267	1.5	↑0.233	0.231	0.455	↑0.224	1.498	1.955	0.457
Nukulaelae	28.54	31.85	↑3.31	1.65	1.65	→ 0	30.19	33.5	3.31
Nanumea	2.52	5.2	↑2.68	0	0.238	↑0.238	2.52	5.438	2.918
Nukufetau	17.48	133.97	↑116.5	1.01	1.01	→ 0	18.49	134.98	116.49
Nui	10.823	18.12	↑7.297	1.65	1.65	→ 0	12.473	19.77	7.297
Niutao	0.522	1.68	↑1.158	0	0	→ 0	0.522	1.68	1.158
Niulakita	0.4	0.21	↓0.19	0	0	→ 0	0.4	0.21	-0.19
Nanumaga	1.154	2.078	↑0.924	0	0	→ 0	1.154	2.078	0.924
Total	98.656	234.608	135.952	4.65	5.083	0.433	103.306	239.691	136.385

For Objective 2-level indicators and targets the end of project indicators included the creation of a nationally recognized Policy Framework that integrates R2R principles, 9 formalized community management systems of marine conservation areas with management plans (hotspots, PAs, bio-indicators, etc.) and 8 ISPs have incorporated and integrated R2R principles into the ISPs. In addition, ICM, MSP and IWRM have been incorporated in the ISPs have all been accomplished. The Integrated Environment and Natural Resources Policy was approved by the DCC and Cabinet. Interviews with the project board provides an indication that the policy was not only needed for Tuvalu but provided a way to better coordinate functions among different departments.

For Objective 3-level indicators and targets: The project has made substantive progress by introducing 3 new sustainable land management (SLM) interventions, developing a tool-kit for undertaking climate-smart SLM techniques, undertaking awareness programs, and planting over 500 suitable hard-wood (coconuts, mahogany etc.), fruit tree species, and underutilized local crop species.

Relevance

Overall, the Tuvalu R2R project is highly relevant and aligned with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

Table 7, under section 3.1, provides a summary of how the project aligns well with Tuvalu's national priorities and is specifically relevant to the Te Kanive (Climate Change Policy) and the Te Kakeega II as well as the updated Te Kakeega III (National Development Strategy). It is particularly relevant to Tuvalu's commitment and obligations to the United Nation's Convention of Biological Diversity (CBD). The project was designed in part to deliver on the requirements of the CBD. The project has also developed relevant instruments to strengthen Tuvalu's National Biodiversity Strategic Action Plan (NBSAP) as well as contributing to the Programme of Work on Protected Areas (PoWPA).

Tuvalu's [Sixth National Report to the CBD](#) provides a clear indication as to how the R2R project has effectively contributed to Tuvalu's international and national obligations on the Aichi Targets and National Biodiversity Strategy and Action Plan (NBSAP 2012-2016). The report states that

the project “contributes to various national and international commitments including the CBDs Programme of Work on Protected Areas (PoWPA), the ABTs, Tuvalu’s NBSAP targets, and the UNCCD’s National Action Programme (NAP)” (p.19).

Within the 6th National Report to the CBD, results of the R2R project are cited as evidence for several CBD targets including: (i) strengthen the capacity of people, especially those directly responsible for the development, management and conservation of biodiversity (target C1.2); (ii) increase number of Tuvaluans trained in environmental science and biodiversity in particular (target C1.3); (iii) establish necessary networking both within and with outside entities to assist and facilitate effective development and management of biodiversity (target C1.4); (iv) review all documentations related to environment in Tuvalu and build baseline data for mainstreaming biodiversity into Tuvalu’s overall national policy framework (target C3.2); and (v) review all legislations impinging on biodiversity with the view to consolidate all into one legislation (target C4.1).

The Tuvalu R2R Project is also relevant to other international project community-based conservation interventions in Tuvalu, for example, the Tuvalu NAPA 2 Project and the Green Climate Fund (Tuvalu Coastal Adaptation Project-TCAP). It is also relevant to the Tuvalu PROP project at the Department of Fisheries. All these projects have a component on marine related conservation in Funafuti and the 8 outer islands of Tuvalu.

The project builds on previous local interventions linking the Tuvalu R2R Project in the environment sector by the Department of Environment. This has included previous and current work on awareness raising, NAPA 2 outreach in the outer islands and networking with government agencies and communities. Other relevant project interventions have included partners based at the Department of Fisheries (NAPA 1 & 2, Tuvalu PROP), Department of Rural Development (NAPA 1 & 2) and the Climate Change and Disaster Unit (TCAP) on activities in conservation and marine biodiversity in Funafuti and the 8 outer islands of Tuvalu

The project more broadly is relevant to other Pacific Island Countries and Pacific Regional Organizations that support the Convention on Biological Diversity. The project’s lessons learnt are relevant to the R2R interventions in other Pacific Islands on R2R Capacity Development Initiative and contributes to the Pacific Regional R2R Regional overall objectives and outcomes.

The relevance of the R2R project is rated by the TE as Highly Satisfactory (HS).

Effectiveness

Overall, the R2R project has been effective in achieving its intended outcomes/outputs. The project has completed 86% of its planned activities and is on pace to complete 98% of them. The project has contributed to preserving ecosystem services, sustaining livelihoods and improving resilience in Tuvalu using a ‘ridge-to-reef’ approach’. It has done so through enhancing PAs (136 km² expansion), rehabilitating degraded ecosystems, integrated water resource management (IWRM), integrated coastal management (ICM), improved governance and institutional capacity building, and improving data and information systems. Specific targets have been tracked and met prior to close of project (see Table 14above).

The project has contributed to the following:

- *UNDAF Focus Area 1: Environmental Management, Climate Change and Disaster Risk Management and Regional UNDAF Outcome 1.1: Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management through:*
 - Total Marine Conservation area expansion for all islands of Tuvalu is 234.608km²; Total Terrestrial Conservation area expansion for all islands of Tuvalu is 4.845km²);
 - 9 formalized community management systems of marine conservation areas with management plans (hotspots, PAs, bio-indicators, etc.) and 8 finalized, reviewed and endorsed ISPs have incorporated and integrated R2R principles into the ISP;
- Tuvalu UNDAF Outcome 1.1: National and local authorities and partners enhance resilience of vulnerable communities and natural ecosystems to threats, shocks, disasters, and climate change, *Output 1.1: Strengthened capacity of national and Falekaupule to develop and mainstream integrated policies on natural resources, environment, climate change, disaster risk reduction and management into national, sectoral, planning and budgetary processes.* The project has contributed to Tuvalu's UNDAF through:
 - At the national level the completion and cabinet endorsement of an Integrated Environment and Natural Resources Policy.
 - At the local level, more than 10% of budget allocated under the project for ISPs have been used for Kaupule conservation area management plans to integrate R2R principles. ISPs for all Islands have been finalized, endorsed by local communities are ready to be launched.
- *UNDP Strategic Plan Indicator: Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation and sustainable use of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation has been achieved through the government approval and cabinet endorsement of Tuvalu's Integrated Environment and Natural Resource Policy.*

The project has also contributed, as designed, to four of the GEF-5 focal area outcomes as follows:

1. BD-1: Outcome 1.1: Improved management effectiveness of existing and new protected areas → A nationally recognized Policy Framework that integrates R2R principles approved and endorsed; 9 formalized community management systems of marine conservation areas with management plans completed; and 8 ISPs have incorporated and integrated R2R principles into the ISPs.
2. BD-2: Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation → Expansion and enhancement of LMMAs (including MPAs) by approximately 136km² (a 132% increase).
3. LD-3: Outcome 3.2: Integrated landscape management practices adopted by local communities → introduced 3 new SLM interventions, developed a tool-kit for undertaking climate-smart SLM techniques, and planted over 500 suitable hard-wood (coconuts, mahogany etc.), fruit tree species, and underutilized local crop species.

4. IW-3: Outcome 3.3: IW portfolio capacity and performance enhanced from active learning/KM/ experience sharing → project has supported foundational capacity building (over 50 government employees as well as training the trainers workshops at the Kaaple-level), portfolio learning (GIS system established, national E-library), and targeted research needs for joint, ecosystem-based management of transboundary water systems (BIORAP survey, algal bloom monitoring and water quality monitoring).

The effectiveness of the R2R project is rated by the TE as Satisfactory (S).

Efficiency

The project has been delivered efficiently and in accordance with the project budget. This has led to better delivery of results for all outcomes and outputs. The overall assessment of the TE's that the Tuvalu R2R Project has been delivered efficiently.

Adequate resources have been obtained through GEF and as provided by the PIU, co-financing has been tracked and obtained to support the project activities. The materialized co-finance is 40% more than originally envisioned and contributed to the efficiency in implementation of the project outcomes as well as the ability of the project to coordinate its activities with that of government agencies.

Quarterly reports through 2018 provided a summary of budget utilization for the project (Section 8). Starting in 2019, this section was not included in the quarterly reports and would have been useful to have throughout the project reporting.

International and local consultants have been hired in a timely manner to undertake work on the policies, BIORAP surveys, algal blooms surveys, water quality surveys etc. The inputs from the consultants have been adequate and necessary and consultants have been utilized effectively as part of the project interventions and for adaptive management. Consultants have also been hired from regional organizations such as SPREP, SPC and USP to undertake some of the scientific work for the project. The scientific work on the biodiversity assessments have been undertaken well. The capacities of project staff members and consultants to carry out BIORAP assessments, scientific surveys, scientific taxonomic work and analysis have been implemented efficiently with its dedicated and committed staff and consultants.

The Project Board has worked effectively and strengthened collaborations among partners and community representatives. Having board members from different government agencies, NGOs and community members has allowed for greater coordination and cooperation among key project stakeholders. The Project Board has high level officials participating in decision-making and these include the Permanent Secretary of MFFATEL and the Director of Environment amongst others.

The PIU has also worked very closely with the relevant government agencies (Department of Fisheries, Department of Rural Development, Department of Land and Surveys etc.), regional agencies (SPREP, USP and SPC) and island kaupules to expedite project delivery. This has been effective for the project to minimize risks on lack of capacity within the country.

Overall, the project has completed the planned activities and met or exceeded the expected outcomes in terms of achievement of global environmental and development objectives according to schedule, and as cost-effective as initially planned. There are a few minor short-comings that can mostly be attributed to the slow-down due to the global pandemic.

The project was able to budget for undertaking a comprehensive gender analysis and associated action plan, in 2019. It would have been helpful to have had this done during the first year of project implementation, nevertheless the gender expertise was useful in providing a better way to track participation as well as identifying gender roles in different resource management processes.

The project was designed to include participants from vulnerable groups of society (women, children, adolescents and the elderly) and throughout implementation these groups were targeted and engaged across several activities. It was however unclear if resources were specifically allocated to prioritize these groups.

Given other GEF projects that target PICTs, it is unusual for a project not to need a project extension, therefore the 1-year extension due to the late project start was not unusual. In the future, UNDP should plan for such delays, potentially designing a project that is less ambitious but doable in a 5-year timeframe. Otherwise, budgeting for 6-years is likely more realistic.

The Tuvalu R2R was well managed and if the project team were able to be put in place one year earlier, then the project extension may have been avoided.

The efficiency of the R2R project is rated by the TE as Satisfactory (S).

Overall Project Outcome

Overall, the project outcome has been successful with the level of outcomes achieved as expected. Project highlights include (i) the establishment and expansion of LMMAs on all nine of Tuvalu’s islands and atolls; (ii) successful strengthening of the capacity of communities to manage LMMAs; (iii) the successful establishment of centralized GIS systems for mapping and data analysis; (iv) the successful undertaking of Community Based Rapid Biodiversity Assessment (BIORAP) that has provided an overview of the status and trends of Tuvalu’s marine and terrestrial biodiversity; and (v) development of an Integrated Environment and Natural Resources Policy that reflects R2R principles and has been approved by the DCC and Cabinet.

As indicated above, the project is highly relevant on multiple dimensions and has been effective and efficient in delivering substantive outcomes.

The TE finds that the overall project outcome rating is Satisfactory (S).

Table 16. Assessment of outcomes summary

Assessment of Outcomes	Rating ³
Relevance	HS

³ Ratings scales are included as Annex

Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S

For further details on the rating system, see the ‘Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects’.

Sustainability: financial, socio-political, institutional framework and governance, environmental, overall likelihood of sustainability

Financial sustainability:

When reviewing the sustainability of project achievements - particularly in relation to technical surveys and data collection conducted - financial risk is the main area where the sustainability of some project achievements can be questioned. The project invested in collecting and storing data through a national E-library, developing a GIS system housed at the DoE, and undertaking biodiversity surveys and other land and geotechnical surveys. The key question remains as to whether this data can continue to be updated and key indicators monitored after the project ends and the project resources will be no longer available. The project did however develop a project exit strategy. As part of that strategy, in April 2021, key government partners (DoE, DoA, DOF, WD-PWD, DLG, DoED, and PHD) signed an MOU to systematize the efforts of these partners to sustain and progressively facilitate the activities established under the R2R Tuvalu project.

While this MOU provides a basis for a clear exit strategy, it does not include any specific provisions related to the annual costs of upkeep. It is difficult to determine how feasible such an agreement is without an analysis of what the additional costs to the government partner’s budget will be along with a plan for how this budget will be secured.

The ProDoc did include a statement that the R2R project “will shed light on how better to design, fund, and implement these efforts”, however, it is not clear what recommendations have been developed through the project on conservation financing that are realistic and evidence based.

The MOU does demonstrate that there is political will for this national initiative to have financial allocation of government budgets for biodiversity conservation through the Department of Environment, Department of Fisheries, Department of Rural Development and the Climate Change and Disaster Unit. However, when interviewing key departments, the amount to be allocated has yet to be determined and it is not clear whether or how the R2R Project has worked to ensure budget is allocated for future support of for example the upkeep of the GIS system or the national E-library.

The R2R Project has made significant contributions towards conservation and the sustainable use of globally significant biodiversity in Tuvalu, particularly through the achievements of the project in the establishment of the LMMAs and the level of support from the traditional leaders and the communities. The conservation areas established by the Department of Fisheries in consultations with stakeholders should also sustain marine conservation in Tuvalu in the long term. While the

financial commitment has not been fully agreed and this poses a potential risk to longer-term financial viability, Tuvalu is already receiving significant funding through the GCF funded project [Tuvalu Coastal Adaptation Project](#) (USD 36 M in grant funding) that includes extensive support for building national capacity for resilient coastal management. There are also several GEF-funded projects in the pipeline (in development or approved PIFs) that can support the upscaling and replication of parts of this project.

Rating for Financial resources risks to sustainability: Likely (L)

Socio-political sustainability:

Out the outset of implementation the project has successfully engaged stakeholders. The project inception workshop was undertaken in close consultation with key stakeholders (government agencies, NGOS, communities and indigenous people) through a two-day forum on R2R in 2016. The project has the unwavering support of the Government of Tuvalu (GoT) through the Department of Environment, Department of Fisheries, Department of Rural Development, Department of Agriculture and the Department of Waste Management. All these stakeholders are also members of the Project Board.

One of the strengths of the project has been in developing strong partnerships among government entities. The partnerships among relevant government agencies (Department of Environment, Department of Rural Development, Department of Fisheries, Department of Waste and Management, Department of Agriculture and the Climate Change and Disaster Unit) has significantly improved during the project implementation and particularly after joint missions to the outer islands (awareness processes, surveys and mapping). This was attributed specifically to the R2R project during interviews with the relevant government agencies, and articulated explicitly.

Moreover, the Integrated Environment and Natural Resources Policy developed through the project not only integrates R2R principles but also better defines the roles and responsibilities of government agencies in managing natural resources for Tuvalu. The policy has been endorsed and approved by the government and will further enhance the sustainability of biodiversity and conservation work in Tuvalu.

Rating for Socio-political risks to sustainability: Likely (L)

Institutional framework and governance:

The project has built the existing national institutional mechanism for biodiversity conservation rather than create new structures. The project has reaffirmed MFATTEL (DoE's) mandate and strengthened its capacity as the lead state agency responsible for biodiversity monitoring and reporting. The development of the Integrated Environment and Natural Resources Policy has contributed to enhancing MFATTEL's profile and reputation as a source of up to date information on biodiversity conditions and trends. By setting priorities and targets (as part of the reporting system needed to produce the CDB National Reports), the project has also increased transparency

and stakeholder confidence in the government’s commitment to biodiversity conservation. The project has also built partnerships between state and non-state organizations.

As mentioned above, in April 2021, key government partners (DoE, DoA, DOF, WD-PWD, DLG, DoED, and PHD) signed an MOU committing to (i) facilitate the sharing of data and information; (ii) continue to promote environmental training to communities on both Funafuti and other islands; and (iii) encourage the trainings of trainer’s or new resources persons.

Through the MOU the government partners also committed to collaborating on the following:

1. Retain the R2R Project Board in an ad hoc manner through regular meetings until formalized by the Government;
2. Empower the Falekaupule through the conduct of trainings for community members on data collection methods;
3. Continue the training of stakeholders in the use of GIS;
4. Maintain the mobile app or endeavor to find new ways to improve its functions;
5. Support the establishment of posts in the civil service for an IT officer within the DoE and a LMMA officer within the DoF;
6. Conduct biodiversity and monitoring survey;
7. Continue to conduct and support school awareness programs including the Tuvalu in Young Hands Program; and
8. Strengthen missions for environmental training to the outer islands on data recording, collection, management, access, accountability and reporting.

Roles and responsibilities for each of the government partners are also delineated in the MOU.

The project has also formalized community management systems of marine conservation areas with management plans to the outer islands. This aspect is essential to ensuring the more effective management to outer island levels. In addition, the strengthening of capacities along a number of dimensions through project activities should render the management of the targeted ecosystems more sustainable over the long-term.

Rating for Institutional framework and governance risks to sustainability: Likely (L)

Environmental sustainability:

The review did not find any environmental risks to the sustainability of project outcomes. The project has supported the strengthening of the enabling environment to better enable conservation and sustainable use of biodiversity resources for the resource owners. Ultimately, the achievements of the project through spearheading and establishing relevant community-based Locally Marine Managed Areas (LMMAs) in Funafuti and in the 8 outer islands should have a medium and long-term positive environmental impact for natural resources in the target areas.

Rating for Environmental risks to sustainability: Likely (L)

Table 17. Project sustainability ratings summary

Sustainability	Rating
Financial resources	L
Socio-political	L
Institutional framework and governance	L
Environmental	L
Overall Likelihood of Sustainability	L

Country Ownership

Country ownership for the Tuvalu R2R Project has been highly satisfactory. The project design has been consistent with Tuvalu’s commitment to several international conventions such as the Convention of Biological Diversity(CBD) and the NBSAP.

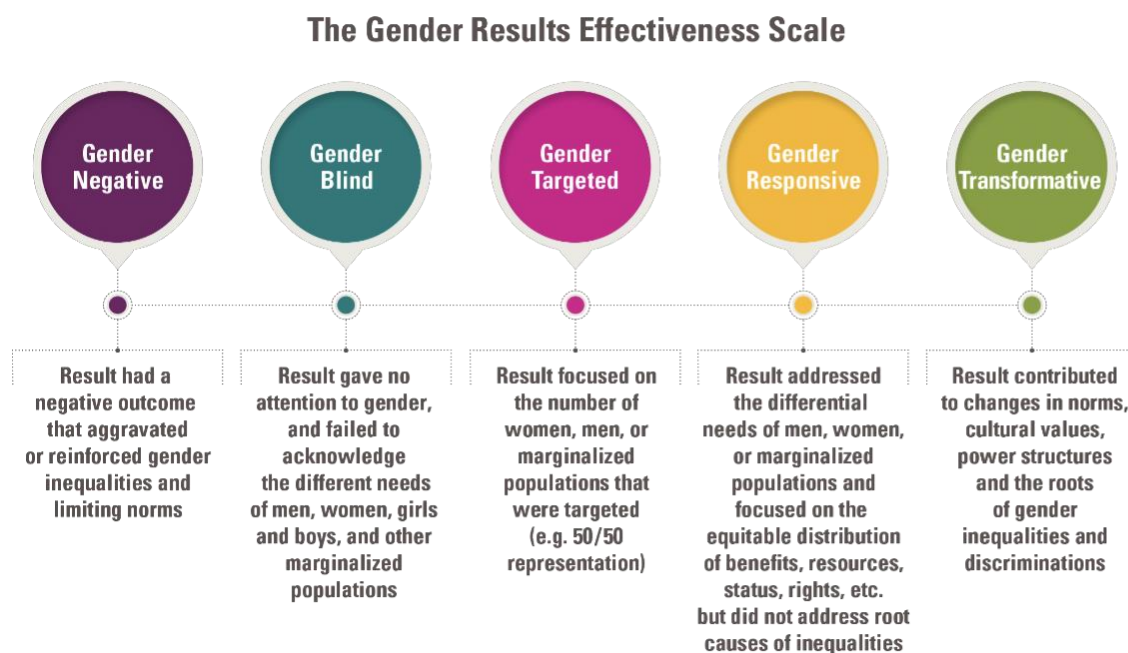
Senior government officials have been actively involved in the project board meeting and in decision-making processes for the project. All the island communities have supported the R2R Project for workshops, training and surveys. The level of support from the leaders and in particular the Island Councils (Kaupules) on all the islands of Tuvalu and their participation in project implementation and collaborations with the 9 island officers have been excellent. The communities’ awareness, understanding and involvement in island and marine conservation work have also increased.

Knowledge and technology transfer have also taken place at the Department of Environment in Funafuti and at each of the 9 islands on GIS capacity and facilities. GIS equipment (hardware and software) has been installed in all outer islands and in Funafuti. Knowledge has improved on GIS mapping of LMMAs and Conservation areas and GIS facilities have been established in the country to undertake GIS mapping for the R2R Project and also to service the Department of Environment in its GIS work.

The project was designed and implemented with a wide range of national stakeholders to conservation and natural resource management work in the country. In particular, the Tuvalu R2R’s project design has spearheaded and has established relevant community-based LMMAs in Funafuti and in the 8 outer islands. Detailed work on the LMMAs has been undertaken in the 3 islands of Funafuti, Nanumea and Nukufetau as pilot study sites.

Gender equality and women’s empowerment

Using UNDPs Gender Results Effectiveness Scale (GRES, see figure below), the project can be scaled as **gender targeted**. The overall outcomes of the project focused mostly on the number of women, men, youth, that were targeted but did not fully reach to the level of gender responsiveness by proactively addressing the differential needs of men, women, and other marginalized populations. Where the project targeted youth however, there is some evidence that this may have provided some shifting of norms towards engaging youth in understanding and supporting the management of protected areas. Additional analysis is provided below and in Annex 9 a basic GRES assessment of each of the indicators in the gender action plan is provided.



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

Figure 5. Gender results effectiveness scale

In terms of some evidence for transformation, the project did provide for the inclusion of vulnerable groups including youth and children in planting activities in all islands and coral restoration programs for Funafuti during commemoration of the World Environment Day and Biodiversity Day. In doing so, the project has worked to build the capacity of young Tuvaluans on the importance of restoration of degraded areas through replanting of trees and corals. The engagement of youth and children represents a shift in norms as youth are not often engaged in implementing activities. This has gained wide traction and such efforts are ongoing in all the 9 islands. With the approach, the project is leaving no one behind and promoting wider ownership of project at community level. Through the TE's interview with the Department of Education (DoE), there was a high level of support for this type of engagement from the government.

The participation of women and youth in demonstration activities has enhanced their knowledge and understanding of conservation. They have also been able to actively contribute to conservation activities as well as increase their participation in the implementation of management plans. In particular, for GIS training which is predominantly male dominated, women were actively engaged and trained to enhance their abilities to support mapping in their respective departments.

Overall, however, the project has mostly focused on inclusion and not addressed any differentiated needs nor created gender transformation. The gender analysis and activities of the action plan, which was developed during project implementation, focused mostly on gender targeting (see Annex 9).

Since the gender analysis and action plan were developed several years after the project already began implementation (which was standard under GEF-5), it was difficult for such an analysis and

action plan to provide the basis by which the project could provide a more substantive gender mainstreaming approach. The focus on ensuring that the project was **Gender Targeted** was appropriate and within the limitations set during the project design.

Nevertheless, there were areas for improvement of the gender action plan including: (i) setting targets for each indicator; (ii) including as an activity a series of targeted training events designed to focus specifically on vulnerable groups (mentioned in the gender analysis); and (iii) providing recommendations for future project design.

Cross-cutting Issues

Cross cutting issues are those which impact all aspects of a project and therefore should be made part of the development policy on all its levels: goals, planning, implementation, monitoring, and evaluation. Several cross-cutting issues are relevant to this project - these include considerations relating to gender equality (discussed in the section above), capacity development, and socio-economic benefits.

Capacity Building and Technical Knowledge Transfer

The project had a clear focus on institutional strengthening and improving the overall coordination for conservation. By strengthening this framework, the project contributed to strengthening the conceptual and operational links between national planning and local implementation. The project also focused on strengthening the awareness and capacities of local island communities (Falekaupules) and councils (Kaupules) on Tuvalu's biodiversity wealth.

The R2R project provided for improved plans, policy and legislation on Biodiversity, Integrated Water Resource Management (IWRM), Integrated Coastal Management (ICM) and Sustainable Land Management (SLM) covering catchments, land, water, forests, fisheries, mangroves, seagrass meadows and coral reefs. Building on the current national efforts to improve biodiversity conservation management and planning (marine protected area management and sustainable land management), the R2R project was able to provide incremental funding for the provision of technical support to the government and other stakeholders including local communities to create an enabling environment for effective governance through integrated "ridge to reef" planning (incorporating IWRM and ICM) to help reduce anthropogenic pressure on islands and within atoll lagoons from unsustainable fishing, land usage (including poor agricultural practice) and competing natural resource uses.

This has been achieved through catalyzing sustainable livelihoods, water pollution reduction and habitat conservation measures. Technical assistance for the application of R2R practices and principles, supported with community-based awareness raising and communication initiatives, facilitated the adoption of island ecosystem protection and adaptive resource management methods.

Socio-economic benefits

Employment is limited in Tuvalu, where most formal jobs are in the public sector, and around 75% of Tuvalu's labor-force works in the subsistence and informal economy. Subsistence agriculture

and fishing remain the primary economic activities, particularly in the outer islands. Migration from the outer islands to Funafuti, and under-employment of youth put considerable pressure on the job market in Funafuti. According to the 2002 census, of the 5,950 Tuvaluans aged 15 and over, 58% were economically active and part of the labor force. A larger proportion of males (70%) than females (48%) were economically active and males made up 57% of the labor force. By sector, employment was concentrated in the public sector (39%), and the semi-public sector or public corporations (30%). The private sector accounted for 28% of employees and non-profit organizations for 3% (ILO Decent Work Country Program Tuvalu 2010). Within the challenging economic context in Tuvalu, the socio-economic benefits to be delivered by the R2R Project at different levels are outlined below.

The R2R project introduced integrated R2R methods that link IWRM, ICM and SLM on Tuvaluan islands with major socio-economic benefits including reduced flooding of croplands and vulnerable settlements and villages, ecosystem-based coastal protection and alternative cropping practices using salt tolerant vegetation. Biodiversity conservation with terrestrial and marine resources and practical measures at the community level with reef protection measures were readily endorsed by R2R stakeholders as sustainable development measures.

At the local level, R2R's focus on environment and sustainability will generate long-term positive benefits such as continuing earnings from livelihood projects and empowering of women and youth with improved incomes and living standards. In speaking with the Tuvalu National Council of Women, the small-scale alternative livelihood support (weaving baskets) was beneficial and could be replicated. Examples of local benefits to island coastal communities are listed below:

- Improved local environment – providing valued goods and services such as potable water and wild-harvested foods and plants;
- Increased and diversified livelihood and income-generating opportunities;
- Increased local ecosystem and community resilience to climate change – especially reduced habitat deterioration and improved terrestrial habitat management through planting and SLM activities; and
- Greater sustainability of local food production/agro-ecosystems – through better soil conservation farming practices and agroforestry.

GEF Additionality

The Government of Tuvalu has limited available internal resources to undertake the full range of environmental initiatives. The annual government budget is approximately \$32 million which is largely employed in the areas of health, welfare, education and logistics; a major output is maintaining ships to service the 8 outer islands at large distances from the capital on Funafuti. The amount allocated to environmental and natural resource management initiatives constitute about 6.4% of the total. With little financial capacity to support environmental and natural resource management interventions, the GEF funding contributed in part to all six GEF additionality areas. Table 18 below provides a summary for how the project contributed to these six areas.

Table 18. Six areas of GEF's additionality

GEF's Additionality	Contribution by R2R Project
Specific Environmental Additionality	239 km ² was recorded as the total conservation area in Tuvalu, with a 136 km ² expansion area directly attributable to project activities designed to expand and strength LMMAs
Legal/Regulatory Additionality	R2R and key stakeholders have developed an Integrated Environment and Natural Resources Policy that reflects R2R principles. The policy has approved by the DCC and Cabinet. The policy has already helped in delineating the roles and responsibilities of the different government departments dealing with the environment and resource management in Tuvalu. The policy has also dealt with some of the inconsistencies between legislations and policies related to different aspects of water and natural resources management. Over time, if implemented the policy has the potential to contribute to more effective land/coastal planning and management for Tuvalu
Institutional Additionality/Governance additionality	As the implementing entity, the DoE gained considerable knowledge throughout the implementation of the R2R project. Moreover, 3 Tuvaluan nationals were trained with a post-graduate certificate from James Cook University. The 3 work within the DoE and their expertise can be used beyond the life of the project. In addition, staff across multiple departments (men and women) have been trained to use GIS software. This built capacity will remain after project close and will allow the DoE and others to more effectively monitor and manage Tuvalu's natural resources.
Financial Additionality	The BIORAP assessment, specifically revealed the trends or changes in biodiversity in Tuvalu as well as the major threats to both marine and terrestrial biodiversity. The report also summarizes the priority species that need further information for their protection and conservation. The assessment provides a roadmap for the government as well as other donors as to where to direct future resources.
Socio-Economic Additionality	3 new SLMs interventions have been identified and implemented by the project on three islands. These include (i) Re-vegetation/replanting of degraded areas; (ii) Agroforestry – encouraging the concept of agroforestry to increase terrestrial biodiversity of each island; and (iii) Composting – to improve soil quality given the fragile and poor soil quality in Tuvalu. These interventions can contribute to communities' food security, water security, as well as increase livelihoods. While this is possible, the project did not provide any evidence to the TE team of progress along these dimensions.
Innovation Additionality	The project has generated a substantive amount of data, including importantly GIS data for the expanded LMMAs as well as the BIORAP assessment which have given an overview of the status of the marine and terrestrial biodiversity and their conservation status in Tuvalu. Along with other technical studies, the project leaves behind an important body of knowledge and baseline data that can be used to secure additional financing from donors as well as design interventions that can make use of a solid evidence base.

Catalytic/Replication Effect

The project has strong replication and scaling-up potential with evidence that replication has been embedded in projects currently under design. For the GEF-6 project *Integrated Agro-ecosystem Approach for enhancing Livelihoods and Climate Resilience in Tuvalu*, the PIF describes how the R2R project results will form part of the baseline for the project including the resource inventory performed (soils characterized and hazards to land and water resources identified and incorporated into GIS area mapping). The project will replicate elements of the SLM interventions in three islands of Funafuti, Nanumea and Nukufetau.

The project's strong partnership approach (by bringing together all key Tuvaluan conservation stakeholders) and its robust knowledge management and lesson learning aspect allows for best practices from different parts of the country to be documented so that all can learn and replicate the best available practices. The project has improved the collection and exchange of knowledge and the launch of the National E-library can foster further dissemination and exchange. It is, however, imperative that the knowledge gained (including baseline data and technical studies) are shared more broadly and in particular through the Regional R2R platform to ensure projects.

Progress to Impact

The project did not include a theory of change (ToC) as a GEF-5, this was not a requirement at the time. Based on the project strategy outlined in the ProDoc as well as in the CEO Endorsement template as well as and discussions with stakeholders for this TE, a ToC was reconstructed.

Based on the above four main impacts could be achieved by the project and these include:

1. Improved management effectiveness of existing and new protected areas;
2. Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation;
3. Integrated landscape management practices adopted by local communities; and
4. Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks.

The project has laid the ground work for these four impact areas through the following: (i) establishing LMMA community-based conservation areas in all the 9 islands in Tuvalu; (ii) increasing the current protected terrestrial, marine protected areas and LMMAS by 136 km² for the whole of Tuvalu; (iii) laying the ground work for increased management of landscapes and seascapes through baseline surveys and GIS mapping; and (iv) ensuring a National Policy that integrates measures to conserve and sustainably use biodiversity is in place.

At this stage it is not possible to state that the project will in fact lead to an environmental status change. Given the relatively short time frame of most GEF projects, it is, in many cases, not reasonable to expect a detectable change in environmental status related to biodiversity projects. Even with this project, where interventions have been effective, it is not yet possible to detect an actual increase in sustainability or conservation measures over such a short period of time.

4 Main Findings, Conclusions, Recommendations, Lessons Learned

Main Findings

Overall, the Tuvalu Ridge to Reef Project has progressed well towards its objective of preserving ecosystem services, sustaining livelihoods and improving resilience in Tuvalu using the ‘ridge to reef’ approach. The project has been delivered through 5 Outcomes and 11 Outputs. The 5 Outcomes are as follows: Outcome 1: Improved management effectiveness of system of conservation areas composed of existing and expanded Locally Managed Marine Areas (LMMAs); Outcome 2: Integrated landscape management practices adopted by local communities; Outcome 3.1: Integrated approaches mainstreamed in policy and regulatory frameworks; Outcome 3.2: Capacity on integrated approaches enhanced at the national and community levels; and Outcome 4: Improved data and information systems on biodiversity, forest lands and management adaptation best practice.

The R2R project has had strong results completing all 11 outputs with only minor shortcomings. This has been done despite facing various challenges. The project experienced a one-year delay in starting due to delays in establishing the PIU within the DoE. Once established, however, the hard work and commitment of the PIU resulted in the project experiencing no significant negative impacts from the delay.

The project also faced challenges in terms of in-country technical capacity and human resources. Achievement of positive results has required technical expertise and partnerships with international parties including the University of the South Pacific (USP), the Secretariat of the Pacific Regional Environment Programme (SPREP), and the Secretariat of the Pacific Community (SPC).

The significant distance between Tuvalu’s islands and atolls (distributed in a chain nearly 600km in length), and limited communications and transport infrastructure produced challenges to implementing work of this nature on Tuvalu’s outer islands. The project addressed this by purchasing a vessel ‘Tala Moana’ to facilitate transport between islands, and by employing island officers stationed on each island.

One of the highlights of the R2R Project achievements is the expansion of both terrestrial and marine conservation areas. In particular, LMMAs have been established in all the 9 islands of Tuvalu. These are community-based conservation areas that will be monitored and managed by the communities on each island. Through the project, the LMMAs show an effective way of managing marine resources by the communities in all the islands. The structure in which these conservation areas exist through management by the Kaupules increases the likelihood of sustainability. The project also conducted extensive training to ensure the capacity of the communities to manage LMMAs was strengthened through the Tuvalu R2R Project.

The project has been suitable and appropriate with time and resources available. The comprehension of the project concept by the Tuvalu R2R Project Board members, the

implementing agencies members and the local communities interviewed is considered to be satisfactory. Project monitoring has been strong, with monitoring visits, narrative reports and quarterly report for the project. Project reporting has been undertaken in a timely manner. The project has been delivered satisfactorily and it is on track in its project implementation. It has gained political support from the communities in all the 9 islands and also from political leaders.

The establishment of GIS systems for mapping for data analysis were established by the mid-point of the project, which supported additional project deliverables. Several technical studies have been undertaken through the project. This included the Biodiversity Rapid Assessment (BIORAP) of Tuvalu has been undertaken. The BIORAP surveys have given an overview of the status of the marine and terrestrial biodiversity and their conservation status in Tuvalu. It specifically reveals the trends or changes in biodiversity in the country. It also shows the major threats to both marine and terrestrial biodiversity. The report also summarizes the priority species that need further information for their protection and conservation.

Institutional capacities have been enhanced at the community level on each island in Tuvalu with island officers conducting awareness and collecting data for GIS maps in each of the islands. The capacity for each island to have data to produce GIS maps for environmental management have been developed, equipped and established on each island. Island Officers have been trained in GIS mapping by the Environment Data Specialist. The GIS mapping capacity within the Tuvalu R2R PIU have also been developed, equipped and established. Overall, national GIS capability has been gained directly through the project training.

The national e-library, established with the R2R Project at the Tuvalu National Library and Archives, has been instrumental in archiving government-related documents on the environment. The facilities for the e-library have been equipped and staff members have undertaken training on e-library. This facility will continue to help the country in the future in the storage of documents on the environment of Tuvalu. However, funds to keep the e-library functioning and updated regularly have not yet been fully sorted.

Apart from the Tuvalu R2R project achievements and Tuvalu's obligations to the CBD requirements, the project has also ensured the protection of indigenous traditional knowledge. The active involvement of the whole of Tuvalu in the Locally Marine Managed Areas (LMMAs) establishment has provided an avenue for communities to take ownership of conservation efforts in the country instead of leaving it to government agencies. This provides a community-driven conservation effort and natural resource management plan for each island, ensuring stronger commitment and ownership.

Overall, the R2R project has been well received by project partners, stakeholders and the general public. The awareness raised around conservation and the importance of biodiversity has been substantive as has the awareness around R2R as its own brand.

Conclusions

Project Formulation

Conclusion 1. The project as designed was highly relevant in supporting the government of Tuvalu to preserving ecosystem services, sustaining livelihoods and improving resilience.

The project more broadly is relevant to other Pacific Island Countries and Pacific Regional Organizations that support the Convention on Biological Diversity. The project's lessons learnt are relevant to the R2R interventions in other Pacific Islands on R2R Capacity Development Initiative and contributes to the Pacific Regional R2R Regional overall objectives and outcomes.

Conclusion 2. A good project strategy with a coherent Logical Framework Matrix integrating past experiences and good management arrangements.

The project had a strong logical framework and overall SMART indicators. It would have been helpful to have included specific indicators related to direct beneficiaries at the objective level and to have a capacity assessment score card embedded as part of the sources of evaluation.

Conclusion 3. Wide participation of stakeholders during project design laid ground work for strong participation during project implementation.

During the formulation stage at the Local Project Appraisal Committee (LPAC) meeting -there was wide participation from government agencies, NGOs and community representatives. During the implementation stage, these participants at the LPAC became part of the project board and directly or indirectly supported implementation of activities. UNDP and the government can take advantage of the project preparatory grant (PPG) stage to ensure that the groundwork for building partnerships, securing co-financing, and engaging stakeholders is laid out for implementation.

Project Implementation

Conclusion 4. The project used adaptive management to secure project deliverables while maintaining adherence to the overall project design.

The main delay of the project was with project start and in getting the project team in place. Once this was completed, the project management ran smoothly until the last year or so with the advent of COVID-19. This initially caused some delays but overall was overcome with the hiring of more national consultants and undertaking work remotely.

Conclusion 5. Project partnerships with key stakeholders were conducive to strong implementation of activities

Through interviews with the different government departments involved in the project, the ability to undertake cross-departmental activities helped to improve communication across departments and build a shared understanding of the work that needed to be done, how to avoid duplication of work, and how to develop cross-sectoral synergies. The joint missions to outer island communities were cost-effective and built partnerships among stakeholders.

Project Results

Conclusion 6: The project has achieved significant results through the establishment of LMMAAs

Not only the 239 km² was recorded as the total conservation area in Tuvalu, with a 136 km² expansion area but the project was able to achieve LMMA community-based conservation areas in all the 9 islands in Tuvalu

Conclusion 7. The GIS mapping has provided significant contributions to knowledge and technology transfer.

Institutional capacities have been enhanced at the community level on each island in Tuvalu with island officers conducting awareness and collecting data for GIS maps in each of the islands. The capacity for each island to have data to produce GIS maps for environmental management have been developed, equipped and established on each island. Island Officers have been trained in GIS mapping by the Environment Data Specialist. The GIS mapping capacity within the Tuvalu R2R PIU have also been developed, equipped and established. Overall, national GIS capability has been gained directly through the project training

Conclusion 8. A focus on empowering Kaupules and community members through training and joint implementation of project activities resulted in a greater degree of community ownership.

An increased awareness of communities and Kaupule in the importance of biodiversity and environment can be seen through inclusion of more environment and biodiversity projects in their ISPs. The project also built the capacity of Kaupule staff in managing and monitoring and reporting on their conservation areas.

Recommendations

Recommendation 1. Ensure that all technical reports produced by the project be available to the public after the end of the project.

The project has successfully undertaken several technical reports that should be updated over time. These reports should be included in the National E-Library but also where possible uploaded publicly to ensure the data can be used in developing policies, managing resources, and in developing new projects.

Recommendation 2. Expand the exit strategy to include annual costs for activities to be taken over by the government.

The project has developed a strong exit strategy and has reached an agreement with government departments to carry on key work from the project. It is however still unclear how much budget will be required to undertake the items listed in the MOU. If the project can prior to closure provide an estimate of the annual budget needed to undertake the work, the government departments can

be in a better position to ensure those activities are budgeted for either through government sources or other financial mechanisms.

Recommendation 3. Organize a final workshop focusing on achievements of the project and the way forward.

With COVID-19 the project was unable to send delegates from Tuvalu to participate and provide inputs to the design of a regional/international agency donor conference for R2R lessons learned. As this cannot happen, it may be helpful to have a final workshop bringing together the main stakeholders to discuss the overall outcomes of the project and how stakeholders can build on the progress made.

Recommendation 4. A next phase project should focus on providing additional funding at the community level

While the R2R project did include support for communities and ensured presence of the project through officers on the outer islands. During interviews for the TE, it is apparent that many community members believed that additional funding at the local-level would have been beneficial. The current project budget had a significant portion of funding that went toward technical studies, establishing a baseline, and building the capacity of the government. These measures were successful in providing a more robust enabling environment to build on and invest future funds toward additional concrete action at the community.

Lessons Learned

Lesson 1. Projects particularly in the Pacific should be designed for a minimum of 6 years. Almost every “child” project approved under the GEF R2R programme has needed a project extension and several of the extension recommendations were developed prior to the onset of the COVID-19 global pandemic. Given capacity constraints in the region, recruiting a complete project team can take a full year, this situation should be incorporated into the initial design of projects. More broadly, there is an added degree of difficulty in implementing projects in the Pacific that is unique to the region and should be incorporated proactively into project design. These include the need for a longer lead-in time prior to intervention for recruitment of qualified project personnel, the expense and difficulty of reaching remote outer islands, the limited number of suppliers servicing the region, and the higher risk of severe tropical storms and other weather-related disasters that PICs face due to climate change.

Lesson 2. A country-driven design leads to strong implementation, which in turn leads to strong project results. There is more chance for a project that is well designed to be a success. A project that responds to clear national needs and priorities and is structured to be highly relevant for beneficiaries has a higher chance of being implemented effectively.

Lesson 3. While implementing a project through UNDP’s National Implementation Modality (NIM) can cause delays and pose challenges in the short-term, the effort and time devoted to the NIM can lead to stronger country ownership and will build in-country capacity, which builds greater sustainability of results in the long-run.

Lesson 4. Risk log should proactively develop mitigation actions for risks identified through the quarterly reports and PIRs. This would have been helpful with the onset of the COVID-19 pandemic. The risk was identified, however, there was no formal plan put in place to address the risk.

Lesson 5. At the design phase discussions on planned activities should be done with communities as well as women's groups to ensure concerns from these groups are fully integrated into the full project design. If there is a way as well of customizing activities according to the community-level context rather than standardizing the activity across all islands this will ensure that whatever project activity is implemented is in line with community need and within the context of the project framework.

Annex 1. Terminal Evaluation Terms of Reference



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Terms of Reference for ICs and RLAs through /GPN ExpRes

Services/Work Description: Terminal Evaluation, *Tuvalu Ridge to Reef Project*

Project/Programme Title: Tuvalu Ridge to Reef Project

Consultancy Title: Team Leader – International Consultant

Duty Station: Home based & will be working through the UNDP Pacific Office in Fiji for this nationally implemented project based in Tuvalu

Duration: 22 days over 12 weeks

Expected start date: 23 April 2021

1. BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled *Project Title (PIMS #5220)* implemented through the *Department of Environment*. The project started on the *25 August 2015* and is in its *6th* year of implementation. The TE process must follow the guidance outlined in the document '[Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)'

The objective of the project, "Implementing 'Ridge to Reef' approach to protect biodiversity and ecosystem functions in Tuvalu (Tuvalu R2R Project)" is "to preserve ecosystem services, sustain livelihoods and improve resilience in Tuvalu using a 'ridge-to-reef' approach". To achieve this objective, the project focuses on enhancing and strengthening conservation and protected areas (Component 1); rehabilitating degraded coastal and inland forests and landscapes and supporting the delivery of integrated water resource management (IWRM) and integrated coastal management (ICM) at a national scale whilst piloting hands-on approaches at the island scale (on three selected pilot islands) (Component 2); enhancing governance and institutional capacities at the national, island, and community levels for enhanced inland and coastal natural resource management (Component 3); and improving data and information systems that would enable improve evidence-based planning, decision-making, and management of natural resources in Tuvalu (Component 4).

The Tuvalu R2R Project is executed by Department of Environment within the portfolio of the Ministry of Public Utilities, Environment, Labour, Weather & Disaster. Through a grant of Global Environment Facility (GEF) of USD 3,762,844, the project was initially implemented over a period of 5 years. The total co-financing from partners amounts to USD 15,680,591.

The project is part of the Pacific R2R program on "*Pacific Islands Ridge-to-Reef National Priorities - Integrated Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods*". It is consistent with three of the GEF-5 focal areas including Biodiversity, International Waters, and Land Degradation, and is designed to advance Tuvalu's work towards achieving national and international priorities in these key focal areas through a comprehensive Ridge to Reef approach. As such, the project will deliver directly on: the Convention on Biological Diversity (CBD)'s Programme of Work of Protected Areas (PoWPA) of the Aichi Targets and the National Biodiversity Strategy and Action Plan (NBSAP 2012 – 2016); the UN Convention to Combat Desertification (CCD)'s National Action Programme (NAP); the Sustainable



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The whole of Tuvalu is considered within this R2R project. Only Component 2 focusing on integrated land and water management (LD and IW) are limited to one of, or all 3 islands of Funafuti, Nukufetau and Nanumea, whilst other Components include all 9 islands of Tuvalu. The project will directly benefit the 6,194 people living in the urban capital Funafuti (55% of the population) as well as two outer islands of Nanumea (556 inhabitants) and Nukufetau (540 inhabitants) with improved integrated water and land management measures. In addition, the project will indirectly benefit the livelihoods of the entire population of Tuvalu through the long-term impacts of the R2R approach and the enhanced management of inland and coastal resources through the additional/improved LMMA/MPA networks formalized in all 9 islands.

Since the global Covid-19 pandemic has escalated into a global humanitarian and socio-economic crisis in the first quarter of 2020, many countries including Tuvalu responded immediately by implemented strict travel restrictions as a necessary measure to mitigate the spread of the virus. International travel is limited to only necessary travel and those entering the country must have in possession a Quarantine Certificate and a mandatory negative COVID-19 test result. Travellers entering Tuvalu are expected to undergo a 14-day quarantine period (in isolation) before they are allowed to move freely. Initially there was a lockdown period, with national government priorities focused on a Covid 19 response plan. This had a negative impact on the project, resulting in delays to implementation for at least 2 months but with the lifting of restrictions implementation gradually picked up since June. To date, there are no known cases of Covid related deaths in Tuvalu. Government officials continue to monitor the situation and provide regular updates.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

Further to this, the objectives of the evaluation will be to:

- assess the achievement of project results supported by evidence (i.e. progress of project's outcome targets),
- assess the contribution and alignment of the project to relevant national development plan or environmental policies;
- assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) & United Nation Pacific Strategy (UNPS/UNDAF)
- assess any cross cutting and gender issues
- examination on the use of funds and value for money

and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

1. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.



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The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Department of Environment, Department of Agriculture, Department of Waste, Department of Local Governments, All Island Councils (Kaupule), Planning and Finance, Department of Fisheries, Department of Lands and Survey, Tuvaluan Association of Non-Governmental Organizations, Tuvalu National Council of Women, consultants, project board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to (*Nanumea an island in the Northern Group, Nukufetau in the Central, Niulakita in the southern and on Funafuti*), including the following project sites; (*Ifilele pond and Conservation Area of Niulakita, Conservation Area of Funafuti, Nukufetau and Nanumea, Demo Dry Litter Biggery on Funafuti, Mangrove and Coral Plantation sites on Funafuti*). In case the shipping schedule is not favourable, then the TE team will need to arrange virtual meetings with Kaupule member using ZOOM.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

Evaluation team should be able to revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

Analysis and reporting: Data collated will be analyzed and presented based on the evaluation criteria and ratings. Analysis will be provided in matrix, tables to be best present findings and key recommendations; Reporting to be conducted in RBM (results-based management) approach.

Presentation of final draft to country office and stakeholders: The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation



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As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since March 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

2. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the '[Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)'.

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design

Planned stakeholder participation

- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements



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- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for (Tuvalu R2R Project)



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Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

3. TIMEFRAME

NOTE: Flexibility and delays should be included in the timeframe for the TE, with additional time for implementing the TE virtually recognising possible delays in accessing stakeholder groups due to COVID-19. Consideration may be given to a time contingency should the evaluation be delayed in any way due to COVID-19.

The total duration of the TE will be approximately **22 days** over a time period of **12 of weeks** starting on **22 April**. The tentative TE timeframe is as follows:

NOTE: Adjust the text in this column if a mission will not take place. The stakeholder interviews, if done virtually, may require a longer than usual time period. Please adjust the number of days and completion date to accommodate this.

Timeframe	Activity
14 April 2021	Application closes
22 April 2021	Selection of TE team
29 April 2021	Preparation period for TE team (handover of documentation)
4 May 2021	Document review and preparation of TE Inception Report
10 May 2021	Finalization and Validation of TE Inception Report; latest start of TE mission
11 – 24 May 2021	TE mission: stakeholder meetings, interviews, field visits, etc.
26 May 2021	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
7 June 2021	Preparation and submission of draft TE report
8– 15 June 2021	Circulation of draft TE report for comments
16 -22 June 2021	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report

¹ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

23 June 2021	Preparation and Issuance of Management Response
24 June 2021	Expected date of full TE completion.Submission of final report and supporting documentation

Options for site visits should be provided in the TE Inception Report.

4. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	By 10 May	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 26 May	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: 7 June	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OPF
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: 24 June	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

3. Expected Outputs and deliverables

5. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	By 10 May	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 26 May	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: 7 June	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA,

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>



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				Project Coordinating Unit, GEF OFF
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: 24 <i>June</i>	TE team submits both documents to the Commissioning Unit

4. Institutional arrangements/reporting lines

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is *the UNDP Pacific Office*
The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

5. Experience and qualifications

I. Academic Qualifications: Master's degree in Environmental Management/Science, Natural Resource Management or equivalent;

II. Years of experience: Experience in relevant technical areas for at least *10 years*;

III. Language: Fluency in written and spoken English

IV. Competencies:

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Biodiversity, Land Degradation and International Waters ;
- Experience in evaluating projects;
- Experience working in *Small Island developing States, in particular South Pacific* ;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and Biodiversity, Land Degradation and International Waters); experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an is essential
- Experience with implementing evaluations remotely will be considered an asset.

Annex 2. Summary of field visit

FIELD VISIT TO THE CONSERVATION AREA OF FUNAFUTI 9th August, 2021

One of the main components of the R2R project is “Conservation of Island and Marine Biodiversity.” The National Consultant was able to travel to the Funafuti Conservation Area to facilitate the field visit to validate the information on the activities that were implemented by the R2R project team. Some of the activities undertaken include: Coral planting and the plotting of buoys and beacons. These activities are explained briefly below.

1. CORAL PLANTING

Coral planting was one strategy utilized to improve coral reef restoration to support the recovery and protection of the coast. The coral planting activities were implemented by the R2R Team and the Funafuti Kaupule. There were three main selected areas for coral planting. However, one of the areas which is Papaelise Islet, was not successful. According to the project team and the Funafuti Town Council, since the tide is very strong around Papaelise Islet, the corals were destroyed and their survival rates were very low as they are slowly washed away by the strong current.

The other selected areas were Fualopa Islet and Falefatu Islet. From the information obtained from the locals and some members of the Funafuti Kaupule, these two areas are perfect for such activities as the current is not that strong in comparison to Papaelise Islet.

i) Fualopa Islet

There are two coral tables at Fualopa Islet. The photos below indicate that the activity was successfully implemented. Hence, we can see that the field of coral reef restoration is still at an early stage.

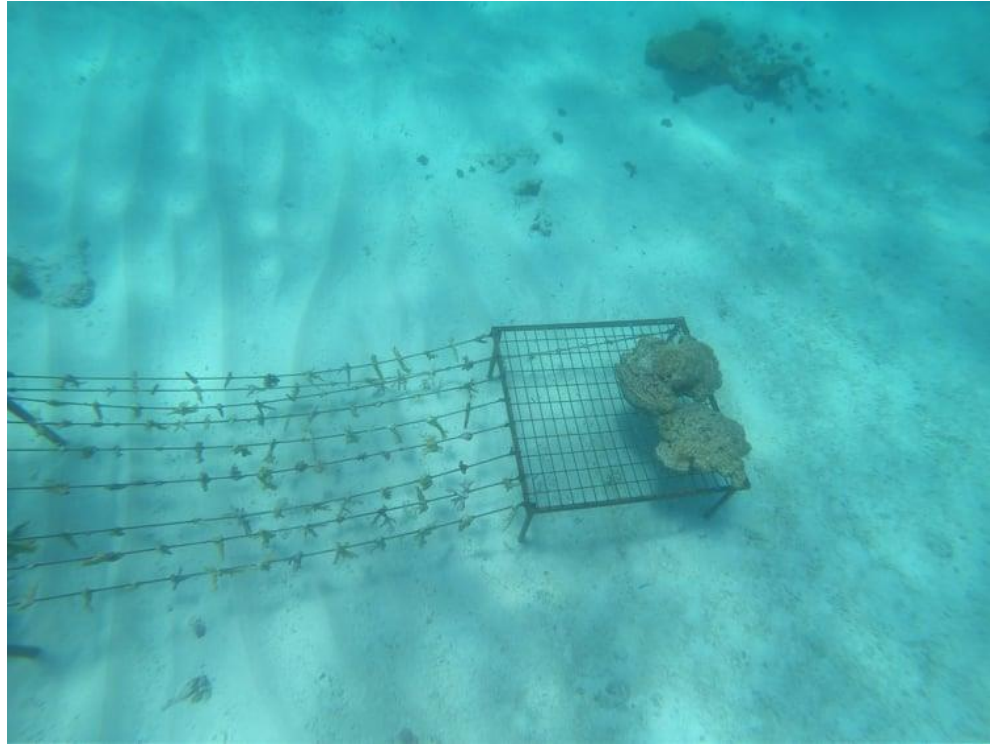


Figure 1.0 – Coral Planting Table at Fualopa Islet



Figure 2.0 – Coral Planting Table at Fualopa Islet



Figure 3.0 – Coral Planting Table at Fualopa Islet



Figure 4.0 – Coral planting tables at Fualopa Islet

ii) Falefatu Islet

There is one coral table at Falefatu Islet. The photos below indicate that the activity was successfully implemented and that the corals are still at early age of restoration.



Figure 5.0 – Coral Planting Table at Falefatu Islet



Figure 6.0: Coral Planting Table at Falefatu Islet.

2. PLOTTING OF BOUYS AND BEACONS

Selected areas were also chosen to plot the Buoys and beacons. There were 6 beacons and 9 buoys in total. However, during the field visit, it was identified that from the 9 buoys that were first plotted at the beginning of the activity, only 4 buoys are left and the other 5 went missing. According to the information obtained from the locals, it is believed that the 5 buoys that went missing, went missing due to the strong current. However, one (1) buoy was found stranded at Fualopa Islet during the site visit.



Figure 3: Photo showing the stranded buoy on Fualopa Islet.



Figure 4.0: One of the 6 sea beacons plotted at the Funafuti Conservation Area



Figure 5.0: One of the 9 buoys plotted at the Funafuti Conservation Area

Feedback from Beneficiaries

According to the feedback that was received from some of the beneficiaries. Such activities have been of a great help to the community. The installation and plotting of buoys and beacons has been of a great help in the indication of safe water and also safer navigation within a channel. These have assisted most locals especially fisherman on the island. It also contributed to less potentials for hazards.

As for the coral planting, since Tuvalu has been greatly affected by climate change, coral bleaching is one of the problems that is caused from the changes of weather patterns etc. Hence, coral planting is a major step in making sure that the limited resources on the island and sea are restored for the sake of the future generations of Tuvalu. Such activity has engaged a lot of locals, youths and mostly students which therefore at the same time educates everyone on the importance of carrying out such activities. The locals are hoping that more activities like the ones that R2R implemented will be maintained and made available in the future.

Annex 3. List of persons interviewed

Several calls and interactions made with the R2 R Project Manager Mr. Feagaiga Penivao and Ms. Lauvao Leupena Deputy Project Coordinator/Finance Officer as well as with Floyd x. These were not included in the table below. All of the interviews conducted were undertaken virtually.

Name	Organization	Date of Meeting
	Department of Fisheries	TB
Mr. Lopati Samasoni	Contracted Trainer, Department of Local Government Ministry of Local Government and Agriculture	16 August
Suiti Faavae	Ag. Director of Local Government, Ministry of Local Government and Agriculture,	16 August
Mr. Samasoni Sauni	Regional Coordinator, GEF Pacific Ridge to Reef Programme	12 August
	Tuvalu National Women Council	11 August
Mrs Auli Tehulu	Kaupule Nanumea Secretary Nanumea Island Council	11 August
Mr. Epu Falega	Department of Waste	10 August
	Department of Rural Development	
Mr.Faoliu Teakau	Department of Environment	28 July
	Department of Planning	21 July
Mr.Enele Epat	Department of Education	21 July
	TANGO	19 July
Mr.Sokotia.Kulene	Gender Department	18 July
Mr. Uatea Vave	Department o Agriculture	18 July
Mr. Noa Petueli Tapumanaia	Tuvalu Library and Archives	14 July
Mr. Faatasi Malologa	Department of Land and Survey	14 July

Annex 4. List of documents reviewed

1. Project Document (ProDoc)
2. CEO Endorsement Template
3. Project Information Form (PIF)
4. Project Implementation Reports (PIRs) 2017, 2018, 2019, and 2020
5. Mid-term Review (MTR)
6. Management Response to MTR
7. Community based BIORAP
8. Scientific BIORAP
9. LMMA Management Plan
10. Gender Analysis and Action Plan
11. LMMA/MPA GIS Map
12. Conservation techniques Report
13. Groundwater Assessment in Nanumea and Nukufetau
14. Soil and Land Resource survey (Funafuti, Nukufetau and Nanumea)
15. Sustainable Land Management Toolkit
16. Seaweed Monitoring Survey
17. Algal bloom & water quality first draft report
18. Options for Pilot fish ranching on Niutao 141020-V2
19. Nanumaga Monitoring Surver LMMA Report 2020 – Copy
20. Monitoring report 2020 final
21. Deploying and Installing the buoys and beacons Report
22. Coral Gardening Report 2020
23. Nukufetau Field Assessment Report
24. Nanumea Field Assessment Report
25. Funafuti Field Assessment Report
26. Groundwater investigations Tuvalu
27. Natural Resource Policy
28. Review LMMA Byelaw
29. Manual Training Report
30. Environment Week Report 2020, 2021
31. R2R Documentary
32. Quarterly Report (2017-Q2 2021)
33. Financial Reports (2017-Q2 2021)
34. Annual Work Plan (2017-2021)
35. Audit reports (2018, 2019)
36. Co-financing Recorded
37. MOU 2021 – Sustainability and Systemization of Existing Activities

Annex 5. Evaluation Question Matrix

The questions below are a preliminary set designed around the primary GEF evaluation criteria: relevance, efficiency, effectiveness, results, Factors affecting performance and sustainability.

Evaluation Questions	Indicators	Sources	Data Collection Method
<i>Evaluation Criteria: Relevance</i>			
<ul style="list-style-type: none"> Does the project's objective align with the priorities of the local government and local communities? 	<ul style="list-style-type: none"> Level of coherence between project objective and stated priorities of local stakeholders 	Local stakeholders Document review of local development strategies, environmental policies, etc.	Local level field visit interviews Desk review
<ul style="list-style-type: none"> Does the project's objective fit within the national environment and development priorities? 	<ul style="list-style-type: none"> Level of coherence between project objective and national policy priorities and strategies, as stated in official documents 	<ul style="list-style-type: none"> National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc. 	Desk review National level interviews
<ul style="list-style-type: none"> Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development? 	<ul style="list-style-type: none"> Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.) 	Project staff Local and national stakeholders Project documents	Field visit interviews Desk review

<ul style="list-style-type: none"> • Does the project objective fit GEF strategic priorities? 	<ul style="list-style-type: none"> • Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators) 	<ul style="list-style-type: none"> • GEF strategic priority documents for period when project was approved • Current GEF strategic priority documents 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Was the project linked with and inline with UNDP priorities and strategies for the country? 	<ul style="list-style-type: none"> • Level of coherence between project objective and design with UNDAF, CPD 	<ul style="list-style-type: none"> • UNDP strategic priority documents 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Does the project's objective support implementation of the Convention on Biological Diversity? Other relevant MEAs? 	<ul style="list-style-type: none"> • Linkages between project objective and elements of the CBD, such as key articles and programs of work 	<ul style="list-style-type: none"> • CBD website • National Biodiversity Strategy and Action Plan 	<ul style="list-style-type: none"> • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
<i>Evaluation Criteria: Efficiency</i>			

<ul style="list-style-type: none"> • Is the project cost effective? 	<p>Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures)</p> <p>Financial delivery rate vs. expected rate</p> <p>Management costs as a percentage of total costs</p>	<p>Project documents</p> <p>Project staff</p>	<p>Desk review</p> <p>Interviews with project staff</p>
<ul style="list-style-type: none"> • Are expenditures in line with international standards and norms? 	<ul style="list-style-type: none"> • Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region 	<p>Project documents</p> <p>Project staff</p>	<p>Desk review</p> <p>Interviews with project staff</p>
<ul style="list-style-type: none"> • Is the project implementation approach efficient for delivering the planned project results? 	<p>Adequacy of implementation structure and mechanisms for coordination and communication</p> <p>Planned and actual level of human resources available</p> <p>Extent and quality of engagement with relevant partners / partnerships</p> <p>Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)</p>	<p>Project documents</p> <p>National and local stakeholders</p> <p>Project staff</p>	<p>Desk review</p> <p>Interviews with project staff</p> <p>Interviews with national and local stakeholders</p>

<ul style="list-style-type: none"> • Is the project implementation delayed? If so, has that affected cost effectiveness? 	<p>Project milestones in time Planned results affected by delays Required project adaptive management measures related to delays</p>	<p>Project documents Project staff</p>	<p>Desk review Interviews with project staff</p>
<ul style="list-style-type: none"> • What is the contribution of cash and in-kind co-financing to project implementation? 	<p>Level of cash and in-kind co-financing relative to expected level</p>	<ul style="list-style-type: none"> • Project documents Project staff 	<ul style="list-style-type: none"> • Desk review Interviews with project staff
<ul style="list-style-type: none"> • To what extent is the project leveraging additional resources? 	<p>Amount of resources leveraged relative to project budget</p>	<ul style="list-style-type: none"> • Project documents Project staff 	<p>Desk review Interviews with project staff</p>

Evaluation Questions	Indicators	Data Collection Sources	Method
<i>Evaluation Criteria: Effectiveness</i>			

<ul style="list-style-type: none"> • Are the project objectives likely to be met? To what extent are they likely to be met? 	<ul style="list-style-type: none"> • Level of progress toward project indicator targets relative to expected level at current point of implementation 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> • What are the key factors contributing to project success or underachievement? 	<ul style="list-style-type: none"> • Level of documentation of and preparation for project risks, assumptions and impact drivers 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • What are the key risks and barriers that remain to achieve the project objective and generate Global Environment Benefits 	<ul style="list-style-type: none"> • Presence, assessment of, and preparation for expected risks, assumptions and impact drivers 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met? 	<ul style="list-style-type: none"> • Actions undertaken to address key assumptions and target impact drivers 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
<i>Evaluation Criteria: Results</i>			
<ul style="list-style-type: none"> • Have the planned outputs been produced? Have they contributed to the project outcomes and objectives? 	<ul style="list-style-type: none"> • Level of project implementation progress relative to expected level at current stage of implementation • Existence of logical linkages between project outputs and outcomes/impacts 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review

<ul style="list-style-type: none"> • Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective? 	<ul style="list-style-type: none"> • Existence of logical linkages between project outcomes and impacts 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits? 	<ul style="list-style-type: none"> • Environmental indicators • Level of progress through the project's Theory of Change 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<i>Evaluation Criteria: Sustainability</i>			
<ul style="list-style-type: none"> • To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends? 	<ul style="list-style-type: none"> • Financial requirements for maintenance of project benefits • Level of expected financial resources available to support maintenance of project benefits • Potential for additional financial resources to support maintenance of project benefits 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained? 	<ul style="list-style-type: none"> • Level of initiative and engagement of relevant stakeholders in project activities and results 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review

<ul style="list-style-type: none"> • Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? 	<ul style="list-style-type: none"> • • Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • To what extent are the project results dependent on sociopolitical factors? 	<ul style="list-style-type: none"> • • Existence of sociopolitical risks to project benefits 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • To what extent are the project results dependent on issues relating to institutional frameworks and governance? 	<ul style="list-style-type: none"> • • Existence of institutional and governance risks to project benefits 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<ul style="list-style-type: none"> • Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits? 	<ul style="list-style-type: none"> • • Existence of environmental risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Field visit interviews • Desk review
<i>Gender equality and women's empowerment</i>			
<ul style="list-style-type: none"> • How did the project contribute to gender equality and women's empowerment? 	<ul style="list-style-type: none"> • Level of progress of gender action plan and gender indicators in results framework 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • • Desk review, interviews, field visits
<ul style="list-style-type: none"> • In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes? 	<ul style="list-style-type: none"> • Existence of logical linkages between gender results and project outcomes and impacts 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • • Desk review, interviews, field visits

<p>Indicate whether the gender results achieved are short term or long term</p>	<ul style="list-style-type: none"> • Existence of logical linkages between gender results and project outcomes and impacts 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • • Desk review, interviews, field visits
<p>Is there any potential negative impact on gender equality and women's empowerment? If so, what can be done do to mitigate this?</p>	<ul style="list-style-type: none"> • Existence of logical linkages between gender results and project outcomes and impacts 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • • Desk review, interviews, field visits
<p>Indicate which of the following results areas the project contributed to (indicate as many results areas as applicable and describe the specific results that were attributed to the project):</p> <ul style="list-style-type: none"> • Contributing to closing gender gaps in access to and control over resources; • Improving the participation and decision-making of women in natural resource governance; • Targeting socio-economic benefits and services for women 	<ul style="list-style-type: none"> • Level of progress of gender action plan and gender indicators in results framework 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • • Desk review, interviews, field visits

Discuss any further points on the project's gender results in terms of relevance, effectiveness, efficiency, country ownership, sustainability and impact.	<ul style="list-style-type: none"> • Level of progress of gender action plan and gender indicators in results framework 	<ul style="list-style-type: none"> • Project documents • Project staff • Project stakeholders 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
<i>Cross-cutting and UNDP Mainstreaming Issues</i>			
<ul style="list-style-type: none"> • How were effects on local populations considered in project design and implementation? 	<ul style="list-style-type: none"> • Positive or negative effects of the project on local populations. 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
Discuss how the project results have contributed to disasters or mitigation risks and or climate change mitigation and adaptation measures	<ul style="list-style-type: none"> • Level of contribution to disasters, mitigation risks and or climate change mitigation and adaptation 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
Discuss scale of project's benefitting poor, indigenous persons with disabilities, and marginalized groups	<ul style="list-style-type: none"> • Level of beneficiaries such as poor, indigenous, persons living with disabilities and marginalized groups from the project 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
Describe how the environmental conservation activities of the project contributed to poverty reduction and sustaining livelihoods	<ul style="list-style-type: none"> • Level of contribution of environmental conservation activities towards poverty reduction and sustaining livelihoods 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits

Describe how the project contributed to a human rights based approach	<ul style="list-style-type: none"> • Level of contribution of project to a human rights based approach 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
<i>GEF Additionality</i>			
Describe if there are quality quantitative and verifiable data demonstrating the incremental environmental benefits	<ul style="list-style-type: none"> • Level of existence of verifiable data and quality/quantitative data demonstrating the incremental environmental benefits 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
Describe if the outcomes be attributed to the GEF contribution as originally anticipated	<ul style="list-style-type: none"> • Level of linkages between the outcomes in attribution to the GEF contribution 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits
Explain if monitoring and evaluation documents provided evidence of the causality between the rationale for GEF involvement and the incremental environmental and other benefits directly associated with the GEF supported project	<ul style="list-style-type: none"> • Level of M&E evidently demonstrating causality between the rationale for GEF involvement and the incremental environmental and other benefits directly associated with the GEF 	<ul style="list-style-type: none"> • Project document, progress reports, monitoring reports 	<ul style="list-style-type: none"> • Desk review, interviews, field visits

Annex 6. Co-financing tables

The Tuvalu R2R Project was designed with a total budget of USD\$ 19,443,435; USD \$3,762,844 from the GEF and commitment of USD\$ 15,630,591 in-kind from the Government of Tuvalu (GoT) agencies. As of the TE, from information provided by the PIU, the total amount of co-finance that has materialized is US\$ 21,292,196. Table 19 provides the planned and actual co-finance and Table x provides a list of confirmed co-financing at the TE stage.

Table 19. Co-Financing Table

Co-financing (type/source)	UNDP financing (US\$M)		Government (US\$M)		Partner Agency (US\$M)		Total (US\$M)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0.05						0.05	
Loans/Concessions								
In-kind support		0.598	15.6	20.7			15.6	21.3
Other								
Totals	0.05	0.598	15.6	20.7			15.65	21.3

Table 20. Materialized Co-finance by Terminal Evaluation

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount (\$)
Recipient Country Government	Department of Environment	In-kind	Recurrent expenditures	486,770
Recipient Country Government	Department of Rural Development	In-kind	Recurrent expenditures	507,795
Recipient Country Government	Department of Fisheries	In-kind	Recurrent expenditures	13,330,742
Recipient Country Government	Department of Agriculture	In-kind	Recurrent expenditures	628,438
Recipient Country Government	Department of Finance	In-kind	Recurrent expenditures	293,952
Recipient Country Government	Department of Education	In-kind	Recurrent expenditures	42,462
Recipient Country Government	Department of Lands	In-kind	Recurrent expenditures	159,500

Recipient Country Government	Department of Waste	In-kind	Recurrent expenditures	5,782,660
GEF Agency	UNDP	In-kind	Recurrent expenditures	59,878
Total Co-financing				21,292,196

Annex 7. TE Rating scales

Below are the tables that provide the definition for the rating scales utilized in this terminal evaluation (TE), as per UNDP and GEF guidelines.

Table 21. TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to Sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately Unlikely (MU): significant risks to Sustainability
3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	1 = Unlikely (U): severe risks to sustainability
2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings	Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability
1 = Highly Unsatisfactory (HU): severe Shortcomings	
Unable to Assess (U/A): available information does not allow an assessment	

Table 22. Implementation/Oversight and Executing Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.

4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Table 23. Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Table 24. Sustainability Ratings Scale

Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to Assess (UA) Unable to assess the expected incidence and magnitude of risks to

Annex 8. Signed UNEG Code of Conduct form

7(A) Signed Code of Conduct for International Consultant

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Dima Reda; Name of Consultancy Organization (where relevant): NA




I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation. Signed at Goleta, CA USA on August 18, 2021

Signature: _____  _____

Annex 9. Tuvalu R2R – Gender Outcome and Indicator GRES Assessment

The following table provides the gender action plan developed during the implementation of the Tuvalu R2R project and



Table 25. Tuvalu R2R Gender Action Plan – Gender Outcome and Indicator GRES Assessment



Priority Areas and objectives	Gender Outcome	Indicators	GRES
Component 1: Conservation of Island and Marine Biodiversity			
Outcome 1: strengthen and expand current protected areas by assessing the status in the 11 existing conservation areas (CAs) established by the 8 Kaupule (Island Councils) across the 9 widely distant islands and atolls of Tuvalu.	1.1- Women and all community groups included in defining indicators 1.2- Have women also trained as R2R island officers 1.3- Training to include women R2R officers 1.4- Annual community training include women groups/women R2R officers	1.1- Gender knowledge/women groups included in defining bioindicators – <i>Result: 290 women participated in defining bioindicators in 2017</i> 1.2- No. of women R2 officers <i>Result: 13 women in total took up positions in the R2R project</i> 1.3- No of women RTR officers trained – <i>Result 8 women (Island Officers) trained on R2R principles.</i> 1.4- % of monitors that are women in communities – <i>Result: 100% of monitoring program in the outer island involve women.</i>	Indicators are assessed as:  Gender Targeted The gender outcomes are all focused on the number or % of women involved in project activities or in project implementation roles
Priority Areas	Gender Outcomes	Indicators	GRES
1.1 Expand existing conservation areas	1.1.1- All consultations are inclusive of women and other vulnerable groups. 1.1.2- LMMAs to have both men and women in committees 1.1.3- Gender roles in different resource management processes identified. 1.1.4- Women groups are part of	1.1.1- % of women in trainings in the 9 islands – <i>Results: Approx. 18% women included in trainings</i> 1.1.2- Women in LMMA committees. – <i>Result: 15 women are directly involved in LMMA committees. These include the 8 female Island officers the project stationed on the outer islands.</i> 1.1.3- Gender roles strengthened and women in decision making roles.	Indicators 1.1.1, 1.1.2, 1.1.4 are assessed as:  Gender targeted Indicator 1.1.3:  Gender Responsive



	community focused habitat rehabilitation	1.1.4- Number of rehabilitation projects that have women inclusion – <i>Results: 2 Rehabilitation activities have involved women (i) pond rehabilitation of Niutao, Nanumaga & Niulakita; and (ii) the degraded area rehabilitation program across all islands.</i>	The third indicator provides an attempt to provide differentiated results based on the need to have more women in decision making roles. No results were provided under this indicator.
1.2 Strengthen, formalize and implement Funafuti MPA Plan and other LMMA/MPA management plans for each of the 9 sites	1.2.1 Women part of participatory approaches used in LMMA in different communities	1.2.1- No. of women facilitators in communities on participatory approaches to LMMA – <i>8 women in the community have been facilitating participatory approaches to LMMA. These are the female islands officers of the project</i>	Indicator is assessed as: ● Gender Targeted
1.3- Community-based monitoring and enforcement system for LMMA/MPA management plans developed and implemented by community members and R2R Island Officers	1.3.1- Training on monitoring and enforcement conducted in communities 1.3.2- Women included in all trainings offered in all islands 1.3.3- Youth trained as R2R wardens and in other areas. 1.3.4- Annual community monitoring engages women and women groups 1.3.5- Review undertaken include women groups from all islands 1.3.6- Monitoring and enforcement systems for each	1.3.1- No, of women trained on monitoring and enforcement – <i>Results: 5% of those trained in monitoring & enforcement were women.</i> 1.3.2- % of women that complete courses – <i>Results: No specific course for R2R designed for each community. Just the R2R post-grad program with James Cook University. 3 males participated and no females</i> 1.3.3- % of young women trained under these interventions – <i>Results: 3% of those trained were young women (includes LMMA, SLM, ICM, IWRM, GIS training).</i> 1.3.4- % of engagement of women and women groups in these annual events – <i>Results: presence of women in 100% of these annual motoring events.</i>	Indicators are assessed as: ● Gender Targeted All indicators target women participation.

	island are gender inclusive	<p>1.3.5- No. of women involved in review in all islands – <i>Results: Approx. 25 women who were part of reviewing management plans for MPAs and LMMAs. These include female island officers and staff in the PIU, Environment & Fisheries department.</i></p> <p>1.3.6- No of women that are part of monitoring and enforcement mechanisms. Monitoring have gender indicators included – <i>Results: Aprox. 10 women who are part of monitoring and enforcement of LMMAs and MPAs. These include the female island officers and the 2 females Pule Kaupule (President) from Niutao and Nukulaelae islands.</i></p>	
Priority Areas and objectives	Gender Outcome	Indicators	GRES

Component 2: Integrated Land and Water Management

2.1- Integrated landscape management practices adopted by local communities; Resource inventory performed, soils characterized and hazards to land and water resources identified and incorporated into GIS area mapping	<p>2.1.1- Resource indicators developed – gender inclusive;</p> <p>2.1.2- RTR island officers and community members including women groups trained.</p> <p>2.1.3- Inventory conducted in 3 islands</p>	<p>2.1.1. Women trained in development of resource indicators - <i>290 women who participated in defining bioindicators in 2017</i></p> <p>2.1.2- No. of women trained – <i>Approx 290 women from the island of Nanumea, Nukufetau & Funafuti who were part of these group training conducted by the project and its stakeholders</i></p> <p>2.1.3- Women group part of the community-based approach – <i>About 17 women groups were part of the community-based approach workshop. These include the two</i></p>	<p>Indicator 2.1.1</p> <p> Gender Responsive</p> <p>The defining of bioindicators provides an attempt to ensure the definition of bioindicators consider women’s views. Remaining indicators are</p> <p> Gender Targeted</p>
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		<i>women groups on each island and the women group of Niulakita.</i>	
2.2-Re-vegetated degraded areas with indigenous hardwood tree in selected sites in 3 islands (Funafuti, Nanumea and Nukufetau), towards improving hydrological functions, coastal resilience against climate impacts, and improving livelihoods and securing food production	<p>2.2.1- SLM interventions and Guide include women's and other vulnerable groups priorities</p> <p>2.2.2- Replanting work implemented and includes women in all islands</p> <p>2.2.3- Community training on tree planting program undertaken.</p> <p>2.2.4- Representatives to Agro-forestry training from each island</p>	<p>2.2.1- SLM guide is gender-inclusive – <i>There is no specific gender element. Included in the SLM guide. However, some techniques are gender-friendly like the mulching type that use concrete to build around the pulaka.</i></p> <p>2.2.2-Women targeted work in the tree replanting projects - <i>Some of the islands used the women approach to do tree planting.</i></p> <p>2.2.3-Tree planting program has specific gender targeted activities – <i>All the tree planting since the beginning of the project always consider women in tree planting programs</i></p> <p>2.3.4- No. of women representatives – <i>There is no specific training conducted by the project for Agro-Forestry but there are agroforestry activities in which there are women involved. Approx 50 women in all islands have participated in agroforestry activity</i></p>	<p>Indicators included mostly are</p> <p> Gender Targeted</p> <p>Targeting women trained and women involved in activities</p>
2.3- Review of completed algal bloom assessment in Funafuti; Implement remedial measures to reduce occurrences and severity	<p>2.3.1-Algal bloom reviewed and impacts on women/men activities documented. Women staff participation in review</p> <p>2.3.2-Women included in all interventions on pollution reduction</p> <p>2.3.3-Awareness training conducted in communities in Funafuti</p>	<p>2.3.1-Consultations with women in communities on review – <i>Approx. 50 women of the Funafuti community were involved in the review of the impact of algal bloom in the Funafuti lagoon.</i></p> <p>2.3.2-No. of women targeted projects on waste pollution reduction in all islands – <i>Approx. 60 women were involve in the vertiver grass planting. A technology system for reducing waste water from land to the lagoon.</i></p> <p>2.3.3- Trainings are gender inclusive and women groups/youth groups,</p>	<p>Indicators included are</p> <p> Gender Targeted</p> <p>Targeting women trained and women involved in activities</p>

		island migrant groups included – <i>All project training and consultation were considered the involvement of women and men.</i>	
Component 3: Governance and Institutions			
3.1-Capacity on integrated approaches enhanced at the national and community levels	<p>3.1.1-Improved data and information systems on biodiversity, forests land management adaptation best practice Training manuals developed mainstreaming gender into all training materials</p> <p>3.1.2- Train the trainers on 3 islands are gender inclusive</p> <p>3.1.3-Trainings implemented in all islands are gender inclusive</p> <p>3.1.4-Tools for biodiversity monitoring developed and include women participation</p>	<p>3.1.1-Completed training manuals are gender inclusive –<i>although there is no specific mention of gender but the manuals are gender friendly.</i></p> <p>3.1.2-No. of women participants at training – <i>45 women from the island of Nanumea, Nukufetau and Funafuti participated in the training</i></p> <p>3.1.3-10% of all participants from islands are women/ youth and children – <i>17% of women have been recorded participating in project workshop and trainings.</i></p> <p>3.1.4-Training materials are gender inclusive – <i>Yes training materials on biodiversity monitoring are gender-inclusive.</i></p>	<p>Indicator 3.1.1 – it is unclear how the manuals are “gender friendly” also for indicator 3.1.4 it is not clear how the training materials are gender “inclusive”</p> <p>The other indicators are</p> <p> Gender Targeted</p>
Component 4- Knowledge Management			
4.1 - Improved data and information systems on biodiversity, forests land management adaptation best practices	<p>4.1.1-GIS training to be gender inclusive</p> <p>4.1.2- Knowledge tools to be gender-inclusive</p> <p>4.1.3-Public education campaigns conducted</p>	<p>4.1.1-No. of women trained – <i>At least 52 women have trained on GIS</i></p> <p>4.1.2-Tools developed include gender mainstreaming activities – <i>The E-library system involved both male and females in the design phase.</i></p>	<p>Indicators included are</p> <p> Gender Targeted</p>

	<p>4.1.4- Knowledge product development to be gender-inclusive</p>	<p>4.1.3- Public campaigns are gender-inclusive targeting women and youth groups in islands – <i>Both women and men were invited to participate in the public campaign of the project in 2018.</i></p> <p>4.1.4-Women to be part of knowledge management/ Gendered information included in knowledge products – <i>Women were considered in knowledge products development of the project since the beginning of the project. All capture sheet was developed to capture how women have participated in the project activities.</i></p>	<p>Targeting women trained and women involved in activities</p>
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Annexed in separate files:

1. TE Audit Trail
2. Relevant GEF/LDCF/SCCF Core Indicators or Tracking Tools
3. LMMA/MPA list

