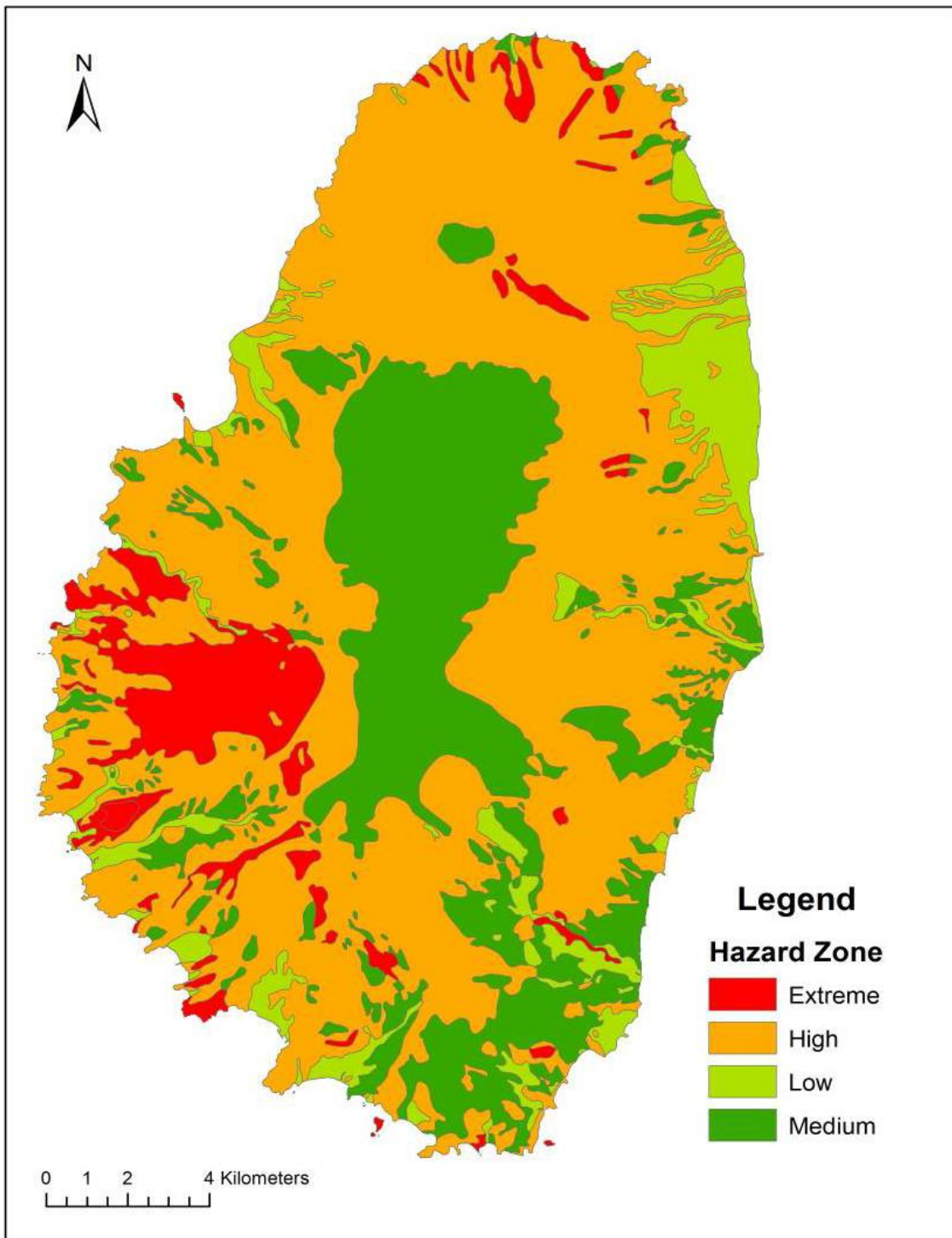


Capacity Building and Mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines



Terminal Evaluation
August 2013

Capacity Building and Mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines

GEF Project ID: PIMS 3416

Evaluation Time Frame: August 1st to 31st 2013

Country: St. Vincent and the Grenadines

GEF Operational Program: OP15 SP1

Implementing Partners: Ministry of Health Wellness and the Environment, Government of St. Vincent and the Grenadines

Evaluator: Dr. Reynold Murray

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Executive Summary

Project Summary Table

Project Title	Capacity Building and Mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines			
GEF Project ID:	PIMS 3416		<i>At endorsement</i>	<i>At completion</i>
UNDP Project ID:	00046250	GEF Financing	485,000	264,497
Country:	St. Vincent	EA/IA/Own		
Region:	LAC	Government	402,760	
Focal Area:	Land Degradation	Other	975,000	
FA Objective, (OP/SP):	OP15 SP1	Total co-financing	1377,760	
Executing Agency	UNDP	Total Project Cost:	1,877,760	
Other Partners Involved	Ministry of Health and the Environment	ProDoc Signature (Date Project began):		
(Operational) Closing Date			Proposed:	Actual: 30 th June 2012

St. Vincent and the Grenadines is aggressively pursuing a national land policy fashioned from a draft Organization of East Caribbean States (OECS) land policy. This policy promises to address issues of land tenure, land management, and use of Geographic Information System (GIS) in mapping the island. These elements are all reflected in the recently concluded Sustainable Land Management (SLM) project. In this regard, this SLM project is both a forerunner and a catalyst in the development of sustainable land management in St. Vincent and the Grenadines.

The goal of the Sustainable Land Management (SLM) Project in St. Vincent and the Grenadines (SVG) was ‘the sustainable management of natural resources through improved land management practices that will contribute to the protection of biodiversity and the preservation of ecosystem goods and services for the economic and social benefit of all the people’. At development, it was expected that the goal will be achieved through capacity development of the relevant government Ministries, private sector and civil society organizations, and the mainstreaming of SLM into national development planning. The strategic approach was to link the project to successful outcomes of previous projects as well as appropriate activities of current projects. Among these were the National Physical Development Plan (NPDP) of 2001, the National Environmental Management Strategy (NEMS) of 2004, the National Action Plan to address land degradation and drought (in St. Vincent and the Grenadines) of 2008, the ongoing National Land Titling and Land Registration Project and the Integrated Forest Management and Development Programme (IFMDP). These initiatives involve a mix of upstream and downstream approaches to land management, which is a good recipe for success.

The project experienced significant delays during implementation resulting in the lumping of activities towards the end but with no real loss of outputs. In terms of relevance, effectiveness, and efficiency the project scored better than 75% in all three areas. The most significant and notable shortcoming of the project is the failure to implement Outcome 4, the investment plan. Many of the assumptions in the SLM design

were based on institutional capacity and level of buy-in. The implementation process and the adaptive management strategies ensured that these assumptions did not restrict the project.

The Mid Term Evaluation (MTE) noted that the project was experiencing institutional challenges, however, working through the UNDP support to NEX modality the project was able to overcome most of these challenges to the point that it was able to achieved most of its targets including the strengthening of key institutions. The project’s outcomes focused on capacity building, generation of knowledge management and financial mobilization tools to support SLM. The only outcome not achieved at project closure was the financial mobilization for sustainability of SLM.

This TE found that the SLM project demonstrated adaptive management and impacted all of its stakeholders; that its legislative output was minimal but that the placement of activities within the national physical development plan has resulted in significant policy impact. Although progress has been made in terms of mainstreaming and capacity development at the individual and systemic levels, information on land management in St. Vincent and the Grenadines remains fragmented. The Project Steering Committee (PSC) expects this situation to change by the time the time the national Land Policy is complete.

Table1. Evaluation rating

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA & EA Execution	<i>rating</i>
M&E design at entry	HS	Quality of UNDP Implementation	HS
M&E Plan Implementation	S	Quality of Execution - Executing Agency	MS
Overall quality of M&E	S	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance	HS	Financial resources	ML
Effectiveness	S	Socio-political	ML
Efficiency	S	Institutional framework and governance	ML
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	ML

Key lessons generated by the SLM Project: Firstly, willingness to implement a project without supporting institutional structure does not guarantee success and may even discourage well-intentioned stakeholders. From the inception report, it is clear that there was willingness on the part of the Ministry of Health, Wellness and the Environment to implement the project in the given time frame, but the institutional arrangements were not adequate to facilitate this. Secondly, some degree of harmonization between the financial procedures of the implementing agency and the executing agency was necessary for speedy transfer of resources; midstream changes of financial procedures should have been avoided. A third lesson is that the risk management log should have clearly articulated alternatives to the challenges identified, especially where National Implementation Modality (NIM) projects were being implemented in places with limited capacity. This evaluation found that, although the project was well designed and is having some solid and important outcomes, it is not having the full impact anticipated due to protracted delays before inception and during implementation. The expectations of stakeholders regarding the number and types of activities to be funded from the GEF incremental cost fund provided in the project also created implementation challenges. For example, the Department requested funds to purchase equipment that was not specified in the project document. The project operated primarily at the technical level and therefore did not provide sufficient

support to influence policy and institutional change towards mainstreaming SLM. To this end, the technical reports developed under the project needed to have corresponding legal instruments.

Recommendations provided by the Terminal Evaluation include:

- Socio-economic considerations should be addressed at the front end of project.
- Monitoring and Evaluation tracking tools should be developed in parallel with project activities.
- Project outputs should be linked to national development initiatives
- Implementing Agencies and their Implementing Partners should have more dialogue before project inception.
- Stakeholder involvement in project implementation should be more than a list of names in the project document.

Acronyms

CDR	Combined Delivery Report
CWSA	Central Water and Sewerage Authority
DIM	Direct Implementation Modality
EA	Executing Agency
FACE	Funding Authorization and Certificate for Expenditure
GEF	Global Environment Facility
GIS	Geographic Information System
HACT	Harmonized Approach to Cash Transfer
IA	Implementing Agency
IP	Implementing Partner
IFMDP	Integrated Forest Management and Development Programme
LRIS	Land Resource Information System
M&E	Monitoring and Evaluation
MoHWE	Ministry of Health, Wellness and the Environment
MSP	Medium Size Project
MTE	Mid-Term Evaluation
NALIMP	National Land Information Management Project
NCSA	National Capacity Self-Assessment
NEMS	National Environmental Management Strategy
NIM	National Implementation Modality
NGO	Non-Governmental Organization
NPDP	National Physical Development Plan
OECS	Organization of East Caribbean States
OP	Operational Program
PIR	Project Implementation Report
PPCR	Pilot Project on Climate Resilience
PSC	Project Steering Committee
QOR	Quarterly Operational Report
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SPACC	Special Project on Adaptation to Climate Change
SVG	St. Vincent and the Grenadines
TE	Terminal Evaluation
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VINLEC	St. Vincent Electricity Services
WINFA	Windward Islands Farmers Association

1. Introduction

1.1 Purpose of the Evaluation

This Sustainable Land Management (SLM) Project is a medium size project (MSP) funded by the Global Environmental Facility (GEF) and implemented by the United Nations Development Programmer (UNDP). The GEF and UNDP guidance regarding evaluations are largely consistent and mutually reinforcing using common standards. Two aspects of GEF guidance extends beyond current UNDP evaluation guidance: a) all GEF financed projects must receive Terminal Evaluation and b) terminal evaluations of GEF projects include at a minimums, rating on project's relevance, effectiveness and efficiency. This evaluation is therefore in response to the requirements of both the donor and the Implementing Agency (IA).

The UNDP Evaluation Policy requires that Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes, they manage for results and serve to reinforce the accountability for project managers; they provides a basis for the evaluation of outcomes and programmes, as well as for strategic and programmatic evaluations and Assessment of Development Results (ADRs), and for distilling lessons from experience for learning and sharing knowledge. In UNDP, project evaluations are mandatory when required by a partnership protocol, such as with the Global Environment Facility "Project evaluation assesses the performance of a project in achieving its intended results. It yields useful information on project implementation arrangements and the achievement of outputs. It is at this level that direct cause and attribution can be addressed given the close causal linkage between the intervention and its effect or output. Project evaluation provides a basis for the evaluation of outcomes and programmes."

The government of St. Vincent and the Grenadines (SVG) is concerned that development funds are in short supply therefore value for money and accountability must be demonstrated. Further, the government will like to see measurable impacts that can be built upon and sustained.

This terminal evaluation is design to address the concerns of the donors, implementing agency and the beneficiary country; to generate data that will inform future project development and measure the contribution of the project to local, national and global environmental benefits.

1.2 Scope and Methodology

All stakeholder groups involved in the project, the PSC, the project manager and the Permanent Secretary in the Ministry of Health Wellness and the Environment were interviewed. The UNDP country Office (CO) team that implemented the project has moved on, however, their replacements were very helpful in provided all the necessary documentation and background information from files and handover notes. This evaluation was national and sub-regional in scope and covered all aspects of the project development and execution.

The evaluator used the UNDP methodological guide provided in the evaluation guide. In this regard, a desk review was conducted followed by a discussion with the UNDP CO. On the island, a group discussion was held with the stakeholders including the PSC. One-on-one discussions were held with the project manager, the Permanent Secretary and the Director of Economic Planning who is the local UNDP focal point.

All information collected were recorded and crossed checked for accuracy. Where there were inconsistencies, the person(s) providing the information was interviewed a second time to seek clarification. Once the draft report was compiled it was circulated for comments. The comments and concerns were addressed and the draft document sent to UNDP for comments before finalization.

1.3 Structure of the Evaluation Report

The structure of the evaluation report is based on the guidance provided in the TORs and Annex F of the Guidance for Conducting Terminal Evaluation of UNDP-Supported GEF-Financed Projects. Chapter 1 of the report describes the evaluation purpose, methodology and structure, Chapter 2 introduces the project its development context, its objectives, its expected results and the stakeholders. Chapter 3 discusses the evaluation findings under the following sub- headings: Project Design, Project Implementation, Project Finance and Project Results. Chapter 4 captures the evaluator recommendations and the lessons learnt. The report concludes with the list of Annexes.

2. Project Description and Development Context

The Global Portfolio project was approved in *September 2004 and UNDP received Delegation of Authority for this Medium Size Project (MSP) on October 9th 2007.*

The government of St. Vincent and the Grenadines signed off on this MSP on the 23rd of April 2008. The project was designed to be executed over three years with an end date in 2011. However, the project was operationally closed on 30th June 2012 as per the instructions of the donors to UNDP.

Although land degradation issues are of major concern to St. Vincent and the Grenadines, national involvement in the development of this project amounted to only two workshops involving government personnel (public sector). Persons from the private sector and NGO communities interviewed by the evaluator had no knowledge of the project’s development. A local consultant was recruited and trained by UNDP to assist St. Vincent and the Grenadines in the development of the project. The consultant did not follow the guidelines provided and the contract was terminated midway in the project development. The Caribbean Environmental Health Institute (CEHI) was then contracted to complete the development of the project. While the final project proposal satisfied the GEF and UNDP, persons in the Ministries of Agriculture and Environment in St. Vincent and the Grenadines felt that the design of the project while relevant, did not meet the national need at that time. Furthermore, the evaluator found no evidence of real stakeholder involvement in the design of the project. The involvement of government personnel served only to provide data for the project narrative.

Baseline Indicators for all five outcomes were established during project development with emphasis as shown in the matrix below.

Table 2. Outcome and Indicators

Outcome	Main Indicators
1. Mainstreaming SLM	Relevant ministries use SLM guidelines and best practices to support physical and economic development planning and formulation of macroeconomic policies. NAP completed and approved.
2. Capacity Development	Increase in the number of staff trained in SLM issues; interagency coordination improved.
3. Knowledge Management	Capacity for Knowledge Management of SLM improved, Land Resource Information System developed and Monitoring and Evaluation system in place.
4. Investment Planning	Incentive regime, payment for environmental services and sector resource mobilization plan developed
5. Adaptive Management	Lessons from M&E implemented.

The SLM project in St. Vincent and the Grenadines was designed to address land degradation challenges associated with a mix of land tenure issues on the fragile volcanic slopes from which a large percentage of

the population extracts their livelihood. As stated in the project document, implementation of the MSP was intended to “contribute significantly to the national goal of alleviating poverty especially among the country’s poorest indigenous communities...and streamline a number of processes relating to SLM in the major economic and productive sectors...”

According to the project document, the initiative was designed to strengthen capacity at the systemic, institutional, and individual level to enable the implementation of innovative approaches to sustainable land management and resource use among key stakeholder groups in St. Vincent and the Grenadines. These stakeholders include: the Ministry of Agriculture, Rural Transformation, Forestry and Fisheries; the Ministry of Housing, Informal Human Settlements, Physical Planning, Lands and Surveys; the Ministry of Health, Wellness and the Environment; and Non-Governmental Organizations (NGOs) such as the National Farmers’ Association, the Banana Growers Association, and independent land owners who own significant tracts of forest.

The incremental funds provided to this project by the GEF were intended to assist St. Vincent and the Grenadines to build capacity for sustainable land management by improving relevant legislation, developing a Land Resource Information System (LRIS), training farmers and land resource users, and mainstreaming these efforts through ownership by the stakeholders of the process and the products. The goal of the project was to strengthen and/or develop capacities for land management in relevant government ministries, the private sector and civil society organizations and to mainstream sustainable land management into national development planning.

The outcomes as listed in the project document are:

- i) SLM is mainstreamed into national development policies, plans and regulatory frameworks
- ii) Individual and institutional capacity for SLM developed
- iii) Capacity for knowledge management in support of SLM are developed
- iv) Investment planning and resource mobilization for implementation of SLM interventions are elaborated
- v) Adaptive management and learning

3. Project findings

3.1 Project Design

At the Global level, the Portfolio Project on Land Management was designed as a response to the challenges of land degradation as presented by the United Nations Convention to Combat Desertification (UNCCD). At the National level, the SLM project in St. Vincent and the Grenadines was designed to address land degradation challenges through capacity building, mainstreaming and innovative financing. To accomplish this, the project design provided intervention points for all stakeholders and the outcome indicators clearly show the expectations. However, it was observed that there was not total congruence between the expectations of the project and those of the stakeholders at the national and local levels. For example, the development of a National Action Plan (NAP) to address land degradation is a requirement of the United Nations Convention to Combat Desertification (UNCCD) and requires the involvement of civil society. Stakeholders in St. Vincent and the Grenadines felt that this SLM project should have financed the NAP development but project funds were not allocated for this purpose.

The project appears to be stakeholder oriented but the stakeholders felt that they were not sufficiently involved in the design and development of the project. Therefore, although the project document reads well

and is logical and realistic in its expectation, stakeholders are of the opinion that it was a project given to them rather than designed around them.

3.1.1 The project Logical Framework: The baseline markers of the logical framework reflect the national state as of 2006. Given those baseline markers, the targets set were realistic. The project indicators were sequential and time bound, however, because the project execution dates never meshed with the dates set in the document the indicators could not be measured during the time frame of project implementation but rather in their overall achievement at project closure. Overall, the logical framework was well developed for the project presented

3.1.2 The Assumptions and Risk identified during project development looked at:

- Continued political support for integrating SLM into development planning
- Commitment from senior authorities to ensure resource mobilization
- Stakeholder support and buy-in
- Development of appropriate environmental incentives plan to support stakeholders
- Private sector understands the importance of SLM and will to support.

These assumptions were considered relevant based on past experiences with donor funded projects implemented in St. Vincent and the Grenadines. It is not unusual for activities associated with projects to be shelved once the donor financing ended. The ministry of finance explained that in a small island with even smaller budget, day to day livelihood issues are high priority and must be addressed ahead of what is perceived as less urgent ones.

These risks were real. The project manager and UNDP sought to avert these risks to the extent possible. Where mitigation efforts were successful, positive project outcomes are visible, where they failed, project outcomes are absent or not so visible. For example, the community of North Leeward (North Western side of the island) is concerned about land slippage in the German Gutter area of Troumaca. The community teamed up with the SLM project to organize community consultations and school lectures. The SLM project recruited a consultant from the Seismic Research Unit of the University of the West Indies, St Augustine, Trinidad to undertake a geological survey of the area and to provide recommendations that can be implemented by the community to arrest the problem. The report and recommendations are now in the hands of the Ministry responsible for Environment and some community response actions are currently being discussed.

Earlier land management projects in St. Vincent and the Grenadines dealt with land settlement issues (acquisition of private estates by the government followed by subdivision and redistribution to peasants). Associated with these projects were slope stabilization efforts by the Forestry Department in the Ministry of Agriculture. However, no land management project of this type involving civil society, government, private sector and an international partner has been attempted in SVG. From a national level, therefore, there were no lessons on sustainable land management from which this project could have drawn experiences. There are however, civil society experiences on community mobilization, national resource mobilization and livelihood efforts from which the project drew insights.

3.1.3 Planned Stakeholder Participation: Because this project was primarily one of capacity development, it resonated well with stakeholders. It called for capacity building at the individual and institutional levels all of which were considered desirable. The list of stakeholders is comprehensive and the stated roles agree with their national mandate. Stakeholders from the public sector were well positioned to support the project development, implementation and sustainability but CSOs and NGOs with their weak institutional base and limited access to project information were unlikely to participate in the project cycle at the level stated in the project.

3.1.4 Replication Approach: Activities conducted at the community level were expected to be replicated since project funds were insufficient to pay for national coverage. Further, the replication and scaling-up of activities would have encouraged sustainability of the project elements. It is clear that the project formulation considered and catered for replication of activities and synergies with other projects. However, at the time of this evaluation, there was no evidence of the intended replication occurring on the ground. There is evidence of continued use of the project outputs in other ongoing and evolving projects, there is evidence that the project outcomes resonate with current national development efforts and early signs of impacts are visible in one farming and one residential community.

3.1.5 UNDP Comparative Advantage: At the time of project development, UNDP was the only development agency with a paid liaison officer on the ground in St. Vincent and the Grenadines. Additionally, UNDP maintained strong collaborative ties with the government of St. Vincent and the Grenadines and has a senior government officer (Director of Economic Planning) as national Focal point. UNDP has a Standard Basic Assistance Agreement (SBAA) with the government of St. Vincent and the Grenadines and executes its full range of programmes in St. Vincent. The Programme Managers make periodic visits to the island and have direct links with the various Ministries of Government bringing the full range of UNDP's vast international network and expertise to bear on project development, financing and implementation.

3.1.6 Linkages between project and other interventions within the sector: The project document delineated an impressive list of projects and interventions to which this SLM project was to be linked. Among that list of projects were the National Physical Development Plan, the Sustainable Livelihood Project, National Forest Programme Facility and the Agriculture Rehabilitation Project. These projects are national in scope and anchored to the national budgetary system assuring their sustainability. If the SLM truly became anchored to one or all of these projects even at this stage its sustainability will be assured. Linking this project to the various interventions also links it to the ministries institutional structure legal system.

3.1.7 Management Arrangement: This project was housed in the Ministry of Health and the Environment under the direct supervision of the Environmental Services Coordinator who was also the GEF focal Point. A project staff was hired and a Project Management Unit established. A PSC by the Ministry provided technical guidance and oversight. UNDP was a member of the PSC allowing it to provide constant technical and financial guidance.

This project was designed to use the UNDP National Execution Modality (NEX), however, at the inception and again at the conclusion, the Government sought additional support from UNDP in the form of a Support to NEX. Overall, management arrangement was adequate for this project.

3.2 Project Implementation

As a nationally executed project (NEX), the government was directly responsible for staff recruitment, day-to-day management and local financial management. The evaluator noted that apart from the day-to-day management, all implementation duties were shifted to UNDP. UNDP explained that the roles were accepted to ensure the execution of the project within some reasonable time frame and that it also provided an opportunity for capacity development at the national level noting that UNDP is primarily a Development agency and that under the Basic Standard Agreement between UNDP and the government of St. Vincent and the Grenadines, provision is made for development support to be provided by UNDP. On two separate occasions the Government of St. Vincent and the Grenadines submitted written requests to UNDP for the provision of support under the 'Support to NEX' modality.

3.2.1 Adaptive Management: Apart from the scheduled start date, the first half of the project implementation followed all aspects of the logical framework. The second part of the project experienced some changes. These changes were discussed with UNDP who recommended an alternative approach, that of executing some activities through the Ministry of Planning thereby anchoring the mainstreaming element in the Physical Planning Department. No acceptable solution was found for the investment planning so this element remained incomplete.

3.2.2 Partnership Arrangements: During project development, a number of partnership arrangements were identified, these include local level partnership with the Integrated Forest Management Project; regional partnership with the Partnership for Sustainable Land Management (PSLM), the Caribbean Environmental Health Institute (CEHI) and the SLM projects in the Eastern Caribbean; international partnerships with the Food and Agriculture Organization (FAO) and the Global Mechanism (GM).

All of these partnerships materialized during the implementation of this project though not with the same degree of commitment. The evaluator found evidence of coordination with the SLM projects in Dominica, Grenada and Saint Lucia. The Project Manager participated in the regional workshops lead by the UNDP's Regional Coordinating Unit (RCU) based in Panama and the FAO Land Degradation Assessment in dry land project (LADA) provided some technical inputs. The involvement of the Global Mechanism was less clear.

3.2.2 M&E Feedback: During the period of project implementation, the FAO of the United Nations and the United Nations Convention to Combat Desertification (UNCCD) convened a series of regional workshops on Land Degradation Assessment Methodology. The objective of these workshops was to establish monitoring indicators of Land Degradation. The outputs along with M&E tools provided by the Global Support Program based in Pretoria allowed the Project Management Team to track the progress of the project. Additionally, the Project Implementation Review (PIR) process allowed UNDP and the national project team to apply monitoring and evaluation feedback to the modification of project activities.

Site visits by UNDP's programme manager for Energy and Environment were considered helpful by the project manager as it provided opportunity to review elements of the project as well as provide clarity on the operation modalities of UNDP.

3.2.3 Project Finance: At the time this project was signed off by the government it had a total budget of \$1,877,760. Of this amount, \$500,000 was provided by the GEF and \$760,000 as government co-financing. An independent audit of the project conducted by the firm of Ernst & Young dated 3rd March 2013 and covering the period up to December 31st 2012 reported no inconsistencies in money management or outputs delivered by consultants. It should be noted that this assessment covered only the GEF funding disbursed by UNDP. There was no accurate record of how the government contribution was spent. The audit department of the Government of St. Vincent and the Grenadines which conduct audits on government expenditure had no disaggregated amount specific to the SLM projects. Based on the outputs of the project and the audit report on the use of the GEF funds, it is fair to say that a substantial amount of government's contribution was spent but the figure cannot be specified.

3.2.4 The Monitoring and Evaluation process at the entry and implementation stages provided adequate financial oversight by UNDP using the Harmonized Approach to Cash Transfer (HACT) methodology. This system provide for checks and balances nationally at the level of the project manager and the UNDP focal point in the Ministry of Finance and at the UNDP level through the Programme Manager, the Accounts Department and finally through an independent auditor.

The PIR and annual work-plan (AWP) provide additional check points to match output against project budget. Again, these checks occur at the local level, the UNDP CO level and then at the UNDP regional level through the RCU.

In this project, the Government of St. Vincent and the Grenadines requested UNDP to make direct payment to consultants and service providers in order to avoid unnecessary delay in payment and future service delivery. This following one incident in which funds advanced by UNDP were delayed passing through the government financial machinery. As a result of the request, UNDP became the sole fund manager. This meant that the auditors had to check with the UNDP finance department to do the financial auditing. Given the ease of accounting, the adherence to checks and balances and the confidence expressed by the auditors, the evaluator rated the financial M&E as highly satisfactory (HS).

3.2.5 Implementation/Execution: The implementation rate of the project was slow. Initial attempts to recruit a project manager lasted more than one year. UNDP’s intervention jumpstarted the process but after one year it slowed again. Six months before the mandatory closing date UNDP was again invited to assist in expediting the process. UNDP took the opportunity to train the Project Manager and the government designated focal point in UNDP’s financial procedures including the Harmonized Approach to Cash Transfer (HACT), the Funding Authorization Certificate of Expenditure (FACE) forms and the PIR reporting.

Given the achievements of the project during the period that the Support to NEX was used and the many benefits that accrued to the country as a result of UNDP and Implementing Partner, and the level of coordination among IPs in order to manage operational issues, the evaluator rated this project component as highly satisfactory (HS)

3.3 Project Results

The M&E outputs from this project namely the PIR, AWP, Audit report and the MTE all speak of a project that experienced delays and had several bottle necks but a project that was able to deliver better than 80% of its target. The results are in the form of legal and technical documents, trained personnel and institutional capacity inputs. The main failure of the project is its failure to deliver on Outcome 4. The following assessment table captures the overall results as told by the PSC and the stakeholders interviewed.

Table 2: Assessment of Activities in Major Outputs

Outcome 1: SLM mainstreamed into National Development Policies Plans and Programs			
Output	Indicator	Degree of Success	Comments
1.1 Planning and Policy documents for integration of SLM into macro-economic policies and regulatory frameworks of SVG	Ministries use SLM guidelines and best practices to support physical and economic development planning and formulation of macro-economic policies.	80% completed	This activity has been integrated into the emerging National Land Title Project that is still evolving.
1.2 National Physical Development Plan, NEMS, and relevant national environmental legislation incorporating SLM	National Physical Development plan and NEMS contain specific sections on SLM.	-NPDP Draft Document available. -Draft National Environmental Bill available. 75% of expected result available	-NPDP is in progress and is funded jointly by the SLM and PPCR. Due for completion in 2014 -Draft National Environmental Bill still evolving.
1.3 Revised national legislative and	National Regulations	There has been recent	-There are some successes such

regulatory instruments that incorporate principles of SLM.	regarding land management and planning incorporates principles of SLM	Legislation passed that address some aspects of SLM 90% of expected result achieved	as the Possessor Land Title Legislation; Policy intervention to regularize squatting, in some areas persons can own the lands at concessionary terms.
1.4 Cabinet-approved final NAP document.	NAP for UNCCD completed and approved by Cabinet	Draft prepared and submitted to Cabinet. 75% completion	The cabinet requested amendments not yet done.
Outcome 2: Capacity Building for Land Management			
Output	Indicator	Degree of Success	Comments
2.1 Trained technical staff from the Forestry Department and Soil Conservation Unit and NGOs actively engaged in providing technical support and policy guidance on SLM to stakeholders	Effective inter-agency coordination mechanism for SLM is defined between ministries and CBOs. 100% completed	-Conducted a National Workshop on Geoscience. -Provided a Scholarship to the Forestry Department – the Forestry Inventory and Mapping Unit. -Lands and Surveys procured equipment. Exceeded expectations	-The Workshop targeted persons from the Troumaca area. - Scholarship for an Undergraduate Diploma in Geo-Information Science and Earth Observation for Geoinformatics to Mr. Cornelius Lyttle.
2.2 Training for farmers and community stakeholders in good agriculture and livelihood practice	Stakeholders (farmers and community members) equip to practice SLM while making a living	Target achieved, activities completed	The training was extended to Secondary school students to assist with their agriculture science for external examination.
2.3 Develop and conduct KAP study and Public Education Outreach.	Conduct a national outreach and assess knowledge of SLM	Completed but the education impact assessment not done	There is a need to continue airing of the PEO radio program.
2.4 Strengthened support agencies, specifically the MoHWE and the MAFF have resource capacity to render required support to SLM.	Agencies have resource capacity to render required support for implementing SLM	-98% completion of activity and delivery of output.	Training provided to the agencies as stated in the prodoc.
Outcome 3: Develop Capacity for Knowledge Management in Support of SLM			
Output	Indicator	Degree of Success	Comments
3.1 Computerized Land Resources Information System (LRIS) within National GIS Unit set up	LRIS established within the national GIS unit, Ministry of Planning with access to users via intra and internet exchange.	-This was completed before the commencement of the project.	-Project is supporting the further development of this initiative which has 2 Phases. -Trained GIS Technician to support this process
3.2 Information databases on land use, land tenure, land degradation, land zoning for St. Vincent and the Grenadines (within LRIS) established.	Information on land use, land tenure, land degradation, land zoning in SVG readily available to policy planners, technical departments and land users	Project acquiring upgraded software and licensing for GIS Department to carry out these activities. Completed.	-This software can be used to develop material for other Departments and Units.
3.3 Monitoring and evaluation system for state of environments assessments developed.	Monitoring and evaluation system for state of environment assessment in SVG is operational and information used to update LRIS.	Some elements of this monitoring system exist in the Physical Planning Department. 70% completed	The Project is supporting an existing system which is moving slower than the project.
3.4 Technical Staff trained in analytical applications for decision making to support SLM planning	Technical staff in Ministries developing spatial information products for decision making based on agency	Activity completed.	Although the activity was undertaken, it is difficult to gauge its impact because of the wide stakeholder body

	and stakeholder requirement.		
3.5 Trained technical staff (Physical Planning, Surveys and Lands, other core agencies) on operation, maintenance and information-access for the LRIS	Technical staff in ministries using guidelines for operation, maintenance and information sharing of LRIS.	Training completed. 100% completion of activities.	Highly successful training with increased numbers and a farmers manual provided as guide
Outcome 4: Investment Planning and Resource Mobilisation for implementation of SLM			
4.1 Investment plan in Key economic sectors incorporate priority action for SLM as defined in NAP	Investment plan developed and approved	Not done.	Financial initiatives are highly political and move slowly
4.2 Payment for Environment Services developed and effective	Incentive program to assist farmers implemented	Not in Place	
Outcome 5: Adaptive Management			
5.1 Project implementation cost effective and according to budget	Audit report and PIR agree.	All reports are available. Completed	There is some unspent GEF funds.
5.2 M&E plan provide inputs for robust adaptive management	Reports on project evaluations	PIR, MTE and AWP available.	All reports were provided by UNDP
5.3 Lessons learnt captured	Shared experiences	Only partially captured 30%	Lessons learnt were shared at regional meetings

Given the aforementioned challenges experienced by the project, the way these challenges were managed, the degree of successes and the evidence provided in support of these, the overall results were rated as Satisfactory (S).

3.3.1 Relevance: St. Vincent and the Grenadines has been selected as a pilot country for the implementation of the OECS Land Policy having just concluded an assessment of land management issues leading to the development of a Country Level Land Policy. The project goal is to achieve “*enhanced sustainability of development in the OECS - economic development, poverty reduction, social stability and the protection of environmentally sensitive areas - through the formulation, adoption and implementation of comprehensive land policies.*” This project is directly related to and builds upon the outputs of the SLM. The output of the SLM is also supporting the implementation of the National Physical Development Plan (NPDP) that seeks to create GIS maps for the entire island. When the links between the SLM and emerging national projects of great significance were examined, the relevance of the SLM project becomes very clear.

Outcome 3.1 and 3.2 of the GEF strategic framework on Land Degradation speaks to enhancing cross-sector enabling environment for integrated land management the adopting of integrated landscape management practices by local communities. These outcomes are the type being delivered by this project.

Understanding the situation of the past (from the project document), the present (from project results and pipeline projects) and the way forward (from development plan 2010-2025) enables one to see the relevance of the SLM. After examining these elements, the evaluator rated the relevance of the project as highly Satisfactory (HS).

3.3.2 Effectiveness and Efficiency: The goal of this project was to strengthen and/ or develop capacities for sustainable land management in relevant government ministries, the private sector and civil society organizations and to mainstream SLM into national development planning. From the matrix of results it can be seen that capacity was developed at the institutional, individual and community level; the Ministries responsible for Finance, Planning, Forestry, Agriculture, Land use, Environment and Community Development all had inputs in the implementation of the project and received benefits as outputs. The Physical Planning and Land Use Departments benefited from the provision of GIS hard and software, the Forestry and Planning Departments from long term University training for staff, the communities and schools from short term training and the provision of manuals while the entire island benefited from studies on the

impact of volcanic activity on soil stability and land slippage. Most of the objectives of the project were achieved giving an effectiveness rating of satisfactory (S).

As pointed out in the audit report “ the statement of expenses present fairly, in all material respect, the expense of US\$461,999.27 incurred by the project Capacity building and mainstreaming of sustainable land management in St. Vincent for the seven years ending 31 December 2012, in accordance with agreed upon accounting policies”. This indicates that there was no request for additional funds and that all expenditures were within the project estimates even though the project ended five year later than it should have. Examination of the annual workplans show some costs below project estimates and all approved costs within budget. Project Efficiency is therefore considered Satisfactory (S).

3.3.4 Country Ownership: The Global Portfolio Project on sustainable land management was a generic project reflecting the wide goal of landmanagement and taking into consideration global challenges. This document provided some guidance in the development of county projects, therefore, while the general concept was global it did find rosonance with local conditions in St.Vincent and the Genadines.

At the national level, a national land use plan was being considered and later a national land policy. The project was therefore designed with a direct link to land use in physical planning and development. The Land Titling project in the Ministry of Agriculture and lands welcomed the GIS mapping exercise so did the GIS unit in Physical Planning. The farmers training and the community vulnerability study in Troumaca was well received by the stakeholders. It is only fair to say that the country took ownership of the project and benefited from doing so.

3.3.5 Mainstreaming: The UNDP CO programmes in St. Vincent and the Grenadines in the area of Energy, Environment and Climate Change, Disaster Risk Reduction, Poverty Alleviation, and Governance. In the area of Environment, the UNDAF speaks largely to Climate Change and Biodiversity and very little to land management. However, land management issues emerge when dealing with climate change (floods and droughts) and Disaster Risk Reduction. This project’s intervention at Troumaca (German Gutter) placed emphasis on preventing land slides and the loss of homes and farm lands through slope stabilization, and development of public drainage system to accommodate storm and domestic run off. This work is ongoing with assistance from the forestry department, the community development unit of the government and the locals in the community. There is no evidence of UNDP’s intervention in this community. UNDP’s work on poverty reduction (community empowerment) is seen in other areas on the island but not connected to this project. The project bears no clear gender marker, the evaluator was unable to establish any gender specific element in the project even though the Project Manager was a female and the PEO and Legal consultants were females.

3.3.6 Sustainability: This project presented a wide cross section of stakeholders including government personnel, community groups, farmers, students, and the NGO community. The missing element here was the private sector. Even in the area of capacity development which seemed to have been well spread and equally well received, the private sector was missing.

Some work was done on the legal status of lands and land holdings but it was not considered significant enough to be forwarded to the cabinet of ministers for endorsement.

The project strengthened institutional capacity that will remain for some time and even strengthen further. The elements of the project tied to the NPDP and the land titling will be sustained because these are national government priority actions with designated budget allocations. The social sustainability will remain but its strength is uncertain. The community groups have a vested interest in life and property but what happens if

some level of slope stability should be achieved, would the commitment to the project objectives remain? Given this element of uncertainty, the overall sustainability of the project was rated moderately likely (ML).

3.3.7 Impact: Three areas of impacts were recognized in the TE of this project, namely; the capacity building (training of technicians and provision of equipment), the farmers training and the community involvement in slope stabilization and drainage. The training of the technicians has resulted in the generation of more accurate data for use in decision making. GIS maps are generated for use in the land titling project and the NPDP. In this regard, the project outcomes are being replicated and scaled up. The farmers and community stakeholders are directly involved in ecosystem management, reducing stress on farm lands and aquatic systems making them more resilient and productive. The degree of these impacts cannot be quantified at this point since there were no tools designed by the project for this purpose. This project has not developed or used tracking tools.

4. Conclusions, Recommendations and Lessons

The activities of the Capacity building and mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines were terminated prematurely despite a time over run of nearly five years. The project lost almost two years at the front end and again towards the end leaving Output 4 incomplete. The mainstreaming, capacity building and community responses were pushed into narrow time slot as the project approached the mandatory closing date. The quality of the outputs delivered by the project is Highly Satisfactory but interruptions and delays during execution have detracted from their impact.

The project objectives are important nationally and the outputs have been readily absorbed into national development. Stakeholders see immediate and long term benefits from the project and this has resulted in strong commitment to support post project activities. In this regard, there is likelihood that the project impacts will be sustained. Funding is assured at the national level where the activities are part of budgeted programs but there is no commitment to funding at the community level, here the sustainability is less likely. The following recommendations are presented for future project development and to embellish the outputs of this project:

- Project design should not be treated as a technical exercise that is beyond the community people who are expected to drive project implementation. The community should be as involved in the design as they are expected to be in the implementation.
- Socio-economic considerations should be addressed at the front end of the project. In this project, it appears that the socio economic considerations came when the community in Troumaca requested funding for long term support to stabilize slopes. At this stage it was too late, the project was rushing to its conclusion.
- Monitoring and Evaluation (M&E) tracking tools should be developed in parallel with the project activities that way the PSC can do constant M&E.
- As far as possible, project outputs should be linked to national development initiatives or other sound financial base. This will ensure sustainability and up-scaling and possible reduce the need for the multiplicity of very small projects that deliver no visible impact.
- The project management team and PSC put in place for this project were disbanded before official project closure and TE. This made the TE more challenging and reduced the project impact and sustainability. PSC and project management teams should have some anchor in established institutions like the Planning department, Finance Ministry or Ministry of Works. The Environmental Advisory Board mentioned in the project document had a good mix for a PSC and since it is cabinet appointed, it is unlikely to be disbanded at random.
- Implementing Agencies (IAs) and Implementing Partners (IPs) need more dialogue before project inception. Learning each other's expectations and norm mid-stream of the project cycle does not support effectiveness.

- Where there are regional or global projects as in the case of the SLM, functional networks should be established and project team be mandated to participate. St. Vincent did not take advantage of the experiences of the other islands that were more advanced in the implementation process and consequently experienced some of the same challenges that could have been avoided.
- This project had a MTE but this evaluator found that the recommendations of the MTE were not taken on board so that the project did not benefit from the caution and guidance provided.
- A trained or skilled Project Manager (PM) is vital to project success. In this project, the PM displayed confidence and awareness of her working environment so that she was able to change project sites during project implementation without losing momentum or impact.
- Stakeholder involvement in project implementation should be more than a list of names in the prodoc. The stakeholders in this project were actively involved and that made the project a success.

Annexes

ANNEX A Terminal Evaluation Terms of Reference

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of several projects managed by UNDP Barbados and the OECS in Barbados, Dominica, St Kitts and Nevis, Saint Lucia, and St Vincent and the Grenadines.

The essentials of the projects to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title: Capacity building and Mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines

GEF Project ID:	PIMS 3416		<i>at endorsement</i>	<i>at completion</i>
UNDP Project ID:	00046250	GEF financing:	485,000	264,490.01
Country:	St. Vincent and the Grenadines	IA/EA own:		
Region:	LAC	Government:	402,760	
Focal Area:	Land Degradation	Other:	975,000	
FA Objectives, (OP/SP):	OP15 SP1	Total co-financing:	1,377,760	
Executing Agency:	UNDP	Total Project Cost:	1,877,760	
Other Partners involved:	Ministry of Health and Environment	ProDoc Signature (date project began):		
		(Operational) Closing Date:	Proposed:	Actual: 30 June 2012

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.

The objectives of the evaluations are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from these projects, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method for conducting project terminal evaluations of UNDP-supported GEF-financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR. The evaluator is

expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to **each country**, including project sites. Interviews to be held with organizations and individuals will be discussed during the inception meeting with the UNDP CO.

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.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the projects' Logical Framework/Results Framework (see Annex A), which provide performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

PROJECT FINANCE / COFINANCE

The Evaluations will assess the key financial aspects of the projects, including the extent of co-financing planned and realised. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

MAINSTREAMING

UNDP-supported GEF-financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluations will assess the extent to which the projects were successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the projects are achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the projects have demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation reports must include a chapter providing a set of **conclusions, recommendations and lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing these evaluations resides with the UNDP CO for Barbados and the OECS. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel

arrangements within the country for the evaluation team. The countries' Project Teams will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 20 days per country according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	12 July 2013
Evaluation Mission	7 days	2 August 2013
Draft Evaluation Report	8 days	23 August 2013
Final Report	2 days	30 August 2013

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

TEAM COMPOSITION

A single consultant will be contracted to undertake the evaluation process in each country. A consultant may conduct evaluations in more than one country, but no more than two. The consultant shall have prior experience in evaluating similar projects. Experience with GEF-financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project-related activities.

The consultant must present the following qualifications:

- Minimum MSc qualification or equivalent in ecological conservation, environmental management, geography, agriculture, sustainable development, or related discipline
- Minimum 8 years of relevant professional experience
- Technical knowledge in the targeted focal area(s)
- Knowledge of and experience with UNDP and GEF project cycles and implementation processes
- Previous experience with results-based monitoring and evaluation methodologies
- Previous experience evaluating UNDP-supported GEF-financed projects in the Caribbean
- Strong technical report writing, data acquisition and analysis skills
- Excellent interpersonal and communication skills
- Excellent command of written and oral English

- Good understanding of the region’s norms, practices and cultural sensitivities – evidence of work experience in the region, especially engaging with stakeholders at multiple levels (grassroots, communities, national, sub-regional)
- Previous experience in the targeted country would be an asset.

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	Following submission and approval of the inception report
40%	Following submission and approval of the first draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

ANNEX B List of persons interviewed

Lystra Culzac-Wilson (Project Manager)
Shirla Frances (Permanent Secretary)
Fitzgerald Providence (Project Steering Committee member)
Philmore Isaacs (Consultant)
Theresa Daniel (Consultant)
Richie Robertson (Consultant)
Teacher at the Troumaca Ontario Secondary School
Two Community members in Troumaca.

ANNEX C Summary of Field Visits

The consultant travelled to Troumaca on the 20th August, 2013 to visit the ‘German Gutter area’. The site is a slope with a gradient of approximately 50^o having a central drainage basin. Houses are built in what appears to be a random pattern on this slope. There are indications of land slippage at points on the slope.

The evaluator spoke to two community members who pointed out the precipitous nature of the area and a number of houses at risk. They talked about the community consultations and the efforts by government departments to address the land degradation.

St. Vincent is a rugged volcanic island more than 60% of which is sloping land over 40^o therefore the construction of houses on the slopes of German Gutter is a typical Vincentian scenario. The activities of the SLM project have brought some hope to the community but they are concerned that long term support might be lacking.

ANNEX D List of Documents Reviewed

Approved project document
Mid-term evaluation where it exists
Auditor’s report where it exists
Project Implementation Reports (PIRs)
Quarterly Operational Reports (QORs)
Steering Committee meeting minutes
Project output documents – Climate Change Impact on Land Degradation in SVG

- Land Degradation Assessment of St. Vincent Island
- Sustainable Land Management Training Manual

ANNEX E Evaluation Question Matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development Priorities at the local, national and regional levels.			
Were the project's outcomes consistent with the focal areas/ operational program strategies and country priorities?			
How does the project support the environment and sustainable development objectives of the participating country?			
What was the level of stakeholder ownership in implementation?			
Did the project adequately take into account the national realities, both in terms of institutional and policy framework in its design and its implementation?			
Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Are the project outcomes commensurable with the expected outcomes (as described in the project document) and the problems the project was intended to address (i.e. original or modified project objectives)?			
Has the project been effective in achieving its targets of expected outcomes? Answer for each outcome.			
In case in the original or modified expected outcomes are merely outputs/inputs, were any real outcomes of the project?			
If yes, were these commensurate with the realistic expectations from such projects?			
Was the length of the project sufficient to achieve project outcomes?			
Did the leveraging of funds (co-financing) happen as planned?			
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
Were the project logical framework and work plans and any changes made to them used as management tools during implementation?			
Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?			
Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?			
How was results-based management used during project implementation?			
To what extent were partnerships/linkages between institutions/ organisations encouraged and supported?			
What was the level of efficiency of cooperation and collaboration arrangements? Which methods were			

successful or not and why?			
How could the project have been more efficiently carry out implementation (in terms of management structures and procedures, partnerships arrangements etc?)			
What changes could have been made to the project in order to improve its efficiency?			
Was the project cost effective?			
Was project implementation as cost effective as originally proposed (planned vs. actual)?			
Was adaptive management used or needed to ensure efficient resource use?			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project			
What risks are likely to affect the persistence of project outcomes?			
How are these risks likely to affect the persistence of project outcomes?			
How will other important contextual factors that are not outcomes of the project affect sustainability?			
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
Has the project played a catalytic role (e.g. provided opportunities for replication, scaling/up or influencing relevant public policies)?			

ANNEX F Terminal Evaluation Questionnaire

Dear Respondents,

My name is Reynold Murray. I have been selected by UNDP to undertake the Terminal Evaluation of the project "Capacity Building and Mainstreaming of Sustainable Land Management in St. Vincent and the Grenadines". Given your involvement in the project, you have been selected as a candidate to provide inputs into the evaluation report. In this regard, please provide clear and concise answers to the following questions. Feel free to use additional paper or the back of the question sheet if necessary. Where options are provided for your answers please circle the answer of your choice

Questions.

1. Have you been involved or in any way contributed to the design and or development of this project? **Yes NO**. If yes, please state in what way you were involved.

.....
.....

2. Were you involved in the implementation of the project? **Yes No**. If yes please state your role or responsibility.

.....
.....

3. What did you like most about the project?

.....

4. What was the greatest weakness of the project?

.....

5. Please rate the following on a scale of 1-5 where 1 is poor and 5 is excellent. Provide a statement to support your answer.

-Project management ----

- The role of UNDP ----

-National government involvement ---

- Use of project budget ---

- Quality of the project outputs ----

6. How has this project helped SVG? Give specific examples of communities or people groups that benefited from the project.

.....
.....

7. Do you think the activities or outputs of the project will help any other project? How?

.....

8. Do you think the activities or outputs of the project would be continued now that the project has ended? Which activity or output will be continued and how?

.....
.....

-
9. Were the funds allocated to the project sufficient? Yes No. Were the funds spent in a cost effective manner/ did SVG get value for money?

10. What capacity was built by this project?

.....

11. What elements of the project have been incorporated into national legislative, economic or planning frameworks?

.....
.....
.....

12. Please provide a synopsis of your impression of the SLM project or any component of the project.

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.....
.....
.....

13. Please provide any information you consider relevant to the evaluation that was not captured in questions 1 to 12.

.....

Thank you very much.

ANNEX G Evaluation Consultant Agreement Form

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

Name of Consultant: Reynold Murray

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *Kingstown, St. Vincent* on *30th August, 2013*

Signature: 