MID TERM EVALUATION OF ECOSYSTEM-BASED ADAPTATION TO CLIMATE CHANGE IN SEYCHELLES (PIMS 4775)

MID-TERM EVALUATION REPORT

Prepared for: **UNDP Seychelles**

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FINAL REPORT

April 25, 2018

MID-TERM EVALUATION REPORT

TITLE OF PROJECT: Ecosystem-based Adaptation to Climate Change in Seychelles

PROGRAMME COUNTRY: Seychelles

UNDP PIMS NUMBER: 4775

IMPLEMENTING ENTITY: United Nations Development Programme

EXECUTING ENTITY: Ministry of Environment, Energy & Climate Change

MTE TIME FRAME: February – April 2018

MTE Team members: Mrs. Tine Rossing & Mr. Cliff Gonzalves

MTE REPORT DATE: 7 March 2018 (draft vs)

Acknowledgements

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Executive Summary

Mid Term Review of Ecosystem-based Adaptation to Climate Change in Seychelles Project

Country: SEYCHELLES

UNDAF Outcome(s): Not Available

UNDP Strategic Plan (2014-2017): Effective maintenance and protection of natural capital. Work will focus on conservation and sustainable use of natural resources. Other possibilities will be assistance for integrated water resources management and efficient use of water, efforts to protect and restore the health, productivity and resilience of oceans and marine ecosystems, sustainable land management and restoration of degraded land, and management of chemicals and waste.

Expected CPD Outcome(s): By 2016, the governance systems, use of technologies and practices and financing mechanisms that promote environmental, energy and climate-change adaptation have been mainstreamed into national development plans. Relevant indicator: Area of terrestrial and marine ecosystems under improved management or heightened conservation status increased by 50 per cent by end of 2016.

Expected CPAP Output (s): Not Available

Implementing Partner: Ministry of Environment and Energy

Programme Period:	2014– 2019	**Total allocated resources:** (UNDP managed funds)	**5,950,000**
Atlas Award ID:	00080054		
Project ID:	00089895	• Adaptation Fund	5,950,000
PIMS #:	4775		
Start date:	June 2014		
End Date:	June 2019		
Duration:	6 years		
Management Arrangements:	NIM		
PAC Meeting Date:	N/A		

PART I: PROJECT/PROGRAMME INFORMATION

PROJECT/PROGRAMME CATEGORY:	Regular Project/Programme
COUNTRY/IES:	Seychelles
SECTOR/S:	Water Resources
TITLE OF PROJECT/PROGRAMME:	Ecosystem-based Adaptation to Climate Change in Seychelles
TYPE OF IMPLEMENTING ENTITY:	Multilateral Implementing Agency
IMPLEMENTING ENTITY:	United Nations Development Programme
EXECUTING AGENCY/IES:	Ministry of Environment and Energy
AMOUNT OF FINANCING REQUESTED:	$ 5,950,000 (in U.S. Dollars Equivalent)
UNDP PIMS NUMBER:	4775

The project objective of the *Ecosystem-based Adaptation to Climate change in Seychelles Project* is to incorporate ecosystem-based adaptation into the country's climate change risk management system to safeguard water supplies, threatened by climate change induced perturbations in rainfall and to buffer expected enhanced erosion and coastal flooding risks arising as a result of higher sea levels and increased storm surge. The project is implemented by the GOS-UNDP-GEF Programme Coordination Unit (PCU) of the Ministry of Environment, Energy and Climate Change (MEECC) and funded through a $5.95 million Adaptation Fund grant. Project implementation started in 2014 and is scheduled for completion in April 2020.

Climate change projections for the Seychelles show that rainfall, while increasing in overall terms, will become even more irregular. Much of the precipitation is falling in sharp bursts, creating heavy flooding in the wet season, while imposing extended periods of drought during the dry season. As the country does not have a large water storage capacity, and the topography of the islands constrains such infrastructure, water supplies are heavily dependent on rainfall. Furthermore, the coastal zone is vulnerable to flooding due to rising sea surface levels and increased storm surges from cyclonic activity in the Western Indian Ocean.

In response, the general strategy is to reduce the vulnerability of the Seychelles to climate change, focusing on two key issues—water scarcity and flooding. The project will reduce these vulnerabilities by spearheading ecosystem-based adaptation (EbA) as climate change risk management—restoring ecosystem functionality, enhancing ecosystem resilience and sustaining watershed and coastal processes in order to secure critical water provisioning and flood attenuation ecosystem services from watersheds and coastal areas.

Functional ecosystem connectivity will be addressed in Component 1. This component will strengthen natural wetland and forest ecosystem functions and watershed processes through a combined set of technologies at the landscape level, developing a new watershed management approach to managing stream flows and water availability for domestic and agricultural water supply in the Seychelles. By removing high-water use Invasive Alien Species (IAS) from catchment forests, stream flow will be increased. This will, in turn, encourage rainfall detention and infiltration in upland forests and wetlands, reduce runoff and sedimentation from forest landscapes, and protect and enhance the water holding capacity of wetlands, stream channels and barrages with soil and water conservation and stream flow control measures.

In Component 2, cost-effective EbA methods will be applied in combination with various soft engineering technologies to address site specific issues and opportunities that will enhance climate change resilience to coastal flooding, including that related to salt water intrusion in the agricultural area. Ecosystem connectivity will be addressed by enhancing the stream channels and flows necessary to maintain effective wetlands, expanding the wetland and shoreline berm vegetation, improving tidal influence on wetlands and rehabilitating the fringing reefs at Anse Royale and NE Point. The outputs will also facilitate increased freshwater (from enhanced watershed management) to combat saltwater intrusion in farm ponds in the coastal plateau.

Activities in Component 3 aims to increase national recognition of the importance of watershed and coastal ecosystems and their processes in adapting to climate change stress, develop a much-needed policy framework for watershed management and water supply catchment area protection, and provide the necessary legal and institutional mechanisms, capacity development and the standards, guidelines and skills for watershed and coastal management to apply EbA. It will also address the need to increase

dedicated financing for ongoing water supply watershed management. Overall, an estimated 8,800 vulnerable people will directly benefit the reduced flooding risks due to project interventions, while the expected increase in water availability and water quality will likely benefit most of the 78,539 residents of Mahe island.

Summary of MTE Findings

Further to review of project documentation, stakeholder interviews, and field visits, the MTE team finds the project is performing **Moderately Unsatisfactory**. However, the MTE team finds that project performance and delivery could be satisfactory, by the end of project closure, if key adaptive management measures are implemented during Q2 and 3-2018. The MTE team also finds that the project sustainability is moderately likely. The following table provides a summary of ratings and achievements, based on MTE findings.

Table: Summary of Ratings & Achievements

Measure	MTE Rating	Achievement Description
Project Strategy	**N/A**	
Progress Towards Results	**Objective** **MS Moderately Satisfactory**	**Indicator rating: Indicator 1 – MS; Indicator 2 – MS; Indicator 3 – MS** On the positive side: • **The project is making steady progress to meet its overall objective.** • Various phases of forest rehabilitation have started in the watersheds to facilitate the progressive restoration and capacity of degraded forestland to deliver forest services to the communities. • The activities undertaken as part of the wetland enhancement program are improving the water quality and flow in the upland wetlands of the targeted watersheds. • Concerning Praslin, the project tree nursery was completed on time and on budget. • The first rehabilitation contract by TRASS was finalized by the end of 2017. Tree tubes and other equipment were sent to Praslin to facilitate growth of planted out saplings. Two teams of field workers and additional forestry operators worked to clear invasive vegetation to facilitate the rehabilitation works being conducted. On the other hand: • The MTE team finds the target of 4,000 ha very high and may have been too ambitious, especially in light of lessons from the Praslin interventions showing that those local targets will need to be lowered. • Additionally, as interventions in Mare aux Cochons are on hold for now, all depending on what is decided on how to proceed (a Go or No Go or an alternative site), this target may become even more unrealistic. • Finally, there is an issue of sustainability of project interventions. The Project will need to ensure that the removed invasive species do grow back. If so, repeat efforts to remove them again will be required to meet the objective of encouraging re-growth of native species.

	Outcome 1 **MS** **Moderately Satisfactory** **EbA approach to enhancing freshwater security and flood control in Mahe and Praslin under conditions of climate change**	**Indicator rating: Indicator 4 - MS; Indicator 5 - MS; Indicator 6 - MS; Indicator 7 - MU; Indicator 8 - MS; Indicator 9 – HS.** • The MTE team was impressed with the preliminary results of the project interventions related to both forest and wetland rehabilitation. For example, it is now evident that the construction of the gabion wall barrage and forest rehabilitation in the Baie Lazare wetland will lead to significant enhancement of the natural habitat and water storage, which water storage capacity equals that of the second largest reservoir in Seychelles. • It is therefore very likely that both water shortages and flooded areas will be reduced. On the other hand: • While the results to date in Baie Lazare are very promising, the project still has not started on rehabilitation work in Mare aux Cochons. The End of Project target for this location is therefore not likely to occur. • PUC also has not been forthcoming with the data necessary for monitoring due in part to lack of monitoring devices in the project watershed. • The project has so far mapped out watersheds on both Mahe and Praslin. However, no site-based management plan has been developed at mid-term. • Removal of invasive alien species and planting of native species have been carried out on Mahe and Praslin. However, the work on Praslin has been very difficult due to harsh work conditions. Progress has therefore been slower than anticipated. Also, breakdown in the relationship between the main partner (TRASS) and the project team is a serious threat to achieving the target.
	Outcome 2 **MU** **Moderately Unsatisfactory** **EbA approaches along the shorelines of the Granitic Islands reduce the risk of climate change induced coastal flooding**	**Indicator rating: Indicator 10 - U; Indicator 11 - MS; Indicator 12 – MS.** • The project has done the studies to look at feasibility of the planned reef measures. However, it seems that small scale EBA reef rehabilitation measures are not feasible due to the surge. Large scale engineering would be required which is not within the mandate of the EBA project. However, World Bank is now looking at the project studies as part of an overall assessment of opportunities for coastal resilience measures. • There is ongoing collaboration between the Seychelles Agricultural Agency (SSA) and the EBA project to reduce the impact of salinity on agriculture. GIS licenses and GPS equipment were donated to the Agency to facilitate the mapping of the agricultural zone of Anse Royale to determine where salinity levels are rising and where interventions are needed. • Spatial Analysis of the data will be used to design interventions. This collaboration is between several agencies and other EBA projects. On the other hand: • The MTE team found it very difficult to assess progress made towards area of rehabilitated coastal ecosystems, as the indicator covers so many different kinds of interventions, all at different stages in terms of intervention. This scope of this indicator is too

		broad for any meaningful monitoring and measurement. The MTE team therefore finds that it is very likely that the Project will not be able to reach all these different individual End of Project targets under this one indicator. **This is more an issue of poor indicator design than an issue of the project not being able to deliver.** • The MTE team could not obtain detailed information to verify whether the End of Project target (i.e. 1,000 ha of coastal ecosystems) is realistic. • Moreover, while the Integrated Shoreline Management Plan was supposed to be drafted during Year 1 (2015) of project implementation, it is not done yet. Instead this task and the revision of the plan for Anse Royale will be done in 2018.
	Outcome 3 **MS Moderately Satisfactory** **EbA mainstreamed into development planning and financing.**	**Indicator rating: Indicator 13 - S; Indicator 14 - MS; Indicator 15 – MS.** On the positive side: • While the Rivers Committee were dormant from 2015-early 2017, it has been reactivated through the appointment of an officer in the PUC. The committee has met once in 2017; the project hydrologist is a member of the committee. • A national monitoring system has not yet been developed, but a system is in place for Baie Lazare watershed (acting as a pilot for possible adoption at a wider level). • Six permanent water-sampling points at Val d'Endor in Baie Lazare watershed have been regularly visited by students of the Environmental Science Department of University of Seychelles to collect water samples and monitor the water discharge (water flow) (above). • A scientific methodology has been developed to set technical standards for forest rehabilitation and monitoring. • A range of knowledge products has been prepared to date: A Project facebook page and 2 videos are in preparation (one related to forest management, the other to water management), showing the work done by the project in respect to component 1. Moreover, write-ups, articles and spots have been prepared for newspaper and radio programmes • A **water management policy framework** has been developed. Following stakeholder consultation and collaboration led by an Integrated Water Resource Management (IWRM) project, a **Water Policy** was submitted and approved by the Cabinet of Ministers in July 2017. Watershed management will be regulated through drafting of legislation that will follow, based on the Policy. • The **Environment Protection Bill 2016** has been approved, which also provides background for watershed management. **Land Use Plans (LUPs)** for Seychelles' main islands are being revised, but these provide the basic regulatory framework for the protection of water catchments in Seychelles. • Well-received trainings have been carried out in plant identification, stream flow monitoring, soil and salinity management and forest management work, including safe use of chainsaws. On the other hand:

		• It is not clear what the project is doing towards mainstreaming EbA into development financing. • The ground work for a watershed monitoring system seems to have been carried out through an extensive mapping of watershed and rivers, the reactivation of the rivers committee and the establishment of watershed committees as carried out by the project. However this falls short of a national watershed monitoring system. • The absence of a finalised Communications Strategy and a detailed project work plan, combined with insufficient internal team collaboration towards these products, have hindered the smooth planning and delivery of activities. • At present there is no clear work plan for which specific knowledge products to produce. This can be relatively easy addressed, but it needs to be made a priority.
Project Implementation & Adaptive Management	**MU** **Moderately Unsatisfactory**	**The MTE team finds that overall implementation (indicated by project delivery) is at 49.7% at mid-point (see Table 3).** **Justification for <u>overall rating</u>:** • The **overall Project Implementation and Adaptive Management Rating** is deemed **Moderately Unsatisfactory (MU)** meaning that implementation of some of the six components outlined above is currently not leading to efficient and effective project implementation and adaptive management, with most components requiring remedial action as outlined in the Recommendations section. • **This rating is based on the specific information provided below about the six components included in this rating.** • However, **the MTE team finds that this rating could be significantly improved to Satisfactory (S) by the end of project closure if key recommendations are implemented swiftly.**
		RE. Management Arrangements: • Changes made to the initial project management arrangements have made them more in line with the standard setup generally applied to UNDP-<u>executed</u> project than the initially proposed one. • In addition, the MTE team considers it a clear advantage that the project has been physically housed in the PCU and in the same building as UNDP, as there is a direct and easy access to the PCU Programme Coordinator, project financial management system, other PCU-implemented projects and UNDP. However, the MTE team observed some serious issues regarding level of effectiveness: • The new Project Steering Committee has failed to play the envisioned important strategic role in project implementation, due to very poor meeting attendance by members and as of 2016 failure to convene the agreed to two annual meetings annually by the PCU. • This poor level of active involvement of the Project Steering Committee in project implementation is a serious cause for concern, especially as some important strategic challenges have not been addressed in a timely manner (see 2.3.1).

		• An inexperienced Project Manager who has not received sufficient project management training. • Unclear lines of reporting, communication and decision-making within the Project Implementation
		RE. Work Planning: It proved very challenging for the MTE to understand and assess the status quo and delivery rate of project implementation, mainly due to problematic work planning. • The Annual Work Plans (AWP) do not sufficiently specify actual activities for a significant amount of the project interventions. • The Project has no additional work planning tool that outlines well-defined key tasks, step-wise activities and related benchmarks/milestones linked to the established Project outcomes. • The individual team members also do not have their own individual activities-based work plans. • The logframe is not actively used as a management tool. Additional factors further hamper effective work planning, implementation and coordination: • There is no standard progress reporting for all project team members in place. • There is no longer regular weekly team meetings. As a result, there is not enough team coordination. • There is no centralized project information system. The project files are fragmented and scattered with different people. • Delays in addressing challenges, resulting in project implementation delays.
		RE: Finance and Co-finance: • Financial management is carried out in line with UNDP and Government of Seychelles guidelines. • Two project audit reports show that financial management is in accordance with agreed upon accounting policies. • Financial management of the project is managed well by the PCU and UNDP. The PCU is handling the day-to-day financial management complemented by Requests for Direct Payments processed by UNDP. • The project has expended about 39% of the total $5.95 million budget (Table 4). This is an acceptable rate at MTE point. • The initial low expenditure rate was largely due to delays in start-up activities (PIT recruitment and change of initial Program Manager). • The PCU and UNDP, in agreement with the AF, are making significant efforts to ensure efficient AF fund disbursements by preparing the annual PPR early for a prompt submission to the AF in August.
		RE: Project Monitoring and Evaluation Systems: • The project has followed the standard M&E Plan generally applied to UNDP-executed projects (Prodoc Table 11), e.g. the project held an Inception Workshop, prepare Quarterly Progress Reports and PPRs. • The Project team has also diligently monitored the project risks and assumptions and regularly regularly updated the risk log in ATLAS.

		• However, the project does not have a more project-specific M&E plan related to project activities. • It is also not clear who is responsible for data collection, compilation and reporting. • The shortcoming pertains to the quality of reporting, i.e. what is being reported and how. For example, the quarterly plans do not report specifically against project indicators. While the Annual Project Performance Reports (PPRs) do include reporting against project indicators, the quality of this reporting is problematic (2.2.2). Reporting reflects that the Project lacks a systematic approach to data collection and monitoring of these indicators. Additionally, many of the indicators themselves are difficult to measure, as they are not SMART. • The Project is also not using its existing monitoring efforts for deeper reflection to document evidence or to generate lessons and learning that shows results/impacts at outcome level. • The PSC is not actively participating in monitoring project progress. The PSC has therefore not adequately supported the use of M&E information for adaptive management. Consequently, project implementation has suffered, and delivery of results and impacts are likely to be compromised, unless corrective measures are taken immediately.
		RE: Stakeholder Engagement: • The project has engaged a wide set of stakeholders, in keeping with a holistic, cross-sectoral EbA approach. • A broad range of national and local stakeholders was consulted during the project preparation process. • The Project has made significant efforts to involve a wide range of both government and NGO stakeholders across different sectors in project implementation. • Several existing partners (e.g. PUC and SSA) have expressed a keen interest in even further collaboration, based on positive project results to date. • However, the Project does not have an explicit strategy for whom to engage with, why, how and when. Stakeholder engagement therefore appears to be mostly ad-hoc, reactive and opportunity-driven, instead of proactive and vision-driven. • The MTE also noted limited understanding of the concept of EbA during the MTE Validation Workshop among key project stakeholders. The project could therefore engage more actively with stakeholders in experiences-sharing, dissemination of project results and EbA awareness raising. • Finally, the MTE was surprised to learn that the Project is not actively engaging with the Department of Tourism and Transport and the Seychelles Tourism Board, given that this sector is one of the most significant water users in Seychelles.
		6. Reporting and Communications: **Concerning internal project communication:** • All project team members make sincere efforts to communicate with project stakeholders regularly.

		• However, the effectiveness could be improved. Activities under the different Project components are at times implemented in parallel rather than as an integrated approach, causing confusion and delays in project implementation. **Concerning external project communication:** • The project is generating some impressive results, methodologies and lessons about what works well and what have been less effective. However, at present most of this crucial information is not yet being documented and shared. • The Project has not yet formulated a Communications Strategy to guide its overall communication and dissemination of information. • The project team therefore does not have a clear and joint understanding of what key information and messages to generate and share, to whom to convey these (i.e. target audiences) and how to most effectively do that (i.e. what means to use). • Key project staff turnover has played a significant role (changes in both Project Manager and Community Engagement Specialist). • Also, it has proven challenging for the Community Engagement Specialist to obtain much-needed inputs from PIT colleagues for articles and other written communications. • Despite not having an explicit Communications Strategy, the current Community Engagement Specialist has managed to carry out a wide range of excellent communications and outreach-related activities and deliverables (a Project Facebook page, preparation of a Project leaflet and 2 new videos-in-progress of the forestry rehabilitation and water project components) • Overall external project communication and outreach is adhoc and reactive instead of being proactive grounded in a clear prioritized strategy. As a result, the communication and outreach aspects of the project activities are in serious need of some urgent attention.
Sustainability	**ML** **Moderately Likely**	• The project is facing moderate risks (low – medium), but based on an assessment of these, it should be expected that at least some outcomes will be sustained due to the progress towards results and outcomes at mid-point. • A review of the main project risks from the Project Risk Log does not reveal additional or more severe risks than previously estimated by the Project team. • It is therefore fair to assume a likelihood lasting benefits from at least some of the project interventions after the project ends.

Recommendations

A list of 9 priority recommendations is given below. The MTE team recommends, as per standard modus operandi in AF-UNDP programmes, that the Project team convenes the Steering Committee to prepare the adaptive management response to these MTE recommendations. Except for recommendation 1 and 2, the timeline for the rest of the recommendations will be determined and indicated in the Management Response.

Project Strategy

Recommendation	Responsible Party	Timeframe
<u>Recommendation 1</u>: As an urgent priority, the PCU, with active participation of the PIT, should enhance project management. The MTE team recommends the following concrete activities: • Provide training in overall project management and M&E to Project Manager to enhance the effectiveness of project management and implementation. • Review and reach internal agreement on all PIT TORs along with functioning of PIT, including roles, responsibilities, lines of reporting and communication structures. • Document agreed to project management arrangements in formal Project Organizational Chart, as this will likely differ from the version in the Prodoc. • Enhance overall EbA Project work planning and implementation by developing 1) a detailed, activities-based Work Plan for the <u>project</u> and 3) detailed, activities-based Work Plans for <u>each team member</u>. **This new activities-based Project Work Plan will form the basis for the Annual Work Plan for UNDP, which is based more on financial management.** • Set up a centralized online Project Information Management system, preferably on PCU server, that can be accessed by all PIT members. • Develop a team Code of Practice concerning information sharing, especially vis-à-vis external parties.	PCU, PIT	As soon as possible, as enhancing project management will provide a stronger foundation to address all other recommendations.
<u>Recommendation 2</u>: As another urgent priority, improve the role of the PCU and the Project Steering Committee in project governance and strategic oversight. The MTE team recommends the following concrete activities: • Re-instate two mandatory PSC meetings annually. • Call for extraordinary PSC meetings, if important issues affecting project implementation need urgent resolution before next mandatory meeting. • Review PSC membership to ensure that all key institutions of importance to project implementation, including community and civil groups, are represented. It is strongly recommended that key representatives from the Tourism sector are added. As outlined in the Prodoc, being one of the key water users, the tourism sector needs to be part of the dialogue about how to address increasing water scarcity in Seychelles. • Train the PSC members to enhance their understanding of what EbA is, how it can generate multiple benefits and why it is important that EbA is implemented across a multitude of sectors.	PCU, PIT	As soon as possible, as enhancing project governance and strategic oversight will provide a stronger foundation to address all other recommendations.

Recommendation	Responsible Party	Timeframe
• Identify champions among PSC members who can promote long-term sustainability of project outcomes within their respective organizations. • Use the PSC as a platform to enhance cross-sectoral dialogue and coordination for EbA in the Seychelles.		
<u>Recommendation 3</u>: The PCU and PIT should strengthen project monitoring and evaluation to ensure stronger alignment with Project Outcomes and better documentation of project results. In light of the MTE findings concerning the project logframe (see Annex 9) and new AF rules for modifications to logframe, indicators and targets (October 2017), the following concrete activities are recommended: • Add a number of new additional and more feasible (SMART) indicators with more realistic targets to the existing project indicators. (i.e. a set of "shadow indicators"). The MTE team, in collaboration with the PIT/PCU, developed an initial proposal that can serve as a point of departure for further development. • Develop a <u>basic</u> M&E Action Plan for how to monitor, track and measure indicators to ensure clarity about who will monitor what, when and how, while guaranteeing adequate arrangements and/or finance to implement the plan. • Systematically collect and store M&E data on a centralized online Project Information Management system (see Recommendation 2).	PCU, PIT	In Management Response
<u>Recommendation 4</u>: The PIT, with active support from the PCU and UNDP HQ, should better define project communication to enhance public/stakeholder awareness about project activities and the multiple benefits they generate. The MTE team recommends the following concrete activities: • Develop an integrated Project Communications Strategy. This Strategy should build on a strategic planning exercise with the entire PIT team to identify i) key messages, ii) key target audiences and iii) how to most effectively reach these, i.e. what needs to be prepared (written documents and other media) to get the messages across most effectively, iv) who to work with, v) how and vi) when. • Once a year, as part of the broader work planning, identify which key events during a calendar year to target with key messages and how, using this as basis for which knowledge products to prepare. • Align the Project Communications Strategy with the broader PCU Communications Strategy to enhance collaboration with other projects. • Use the project's impressive photos to prepare effective knowledge products, documenting and sharing project experiences and lessons.	PIT, with support from PCU and UNDP HQ Communications Unit.	In Management Response

Recommendation	Responsible Party	Timeframe
Recommendation 5: Strengthen documentation of project results, with an emphasis on lessons learned and good practices. The project team has not yet started documenting lessons learned in a systematic manner, as key activities are still under implementation. As a result, the project has yet to share knowledge and successful results to key stakeholders. However, the MTE team noted that some impressive results accompanied by lessons concerning what works well vs. what can be improved are already shaping up. The MTE team recommends the following concrete activities to further complement initial documentation: • In line with the new Communications Strategy (recommendation 4), prepare and disseminate additional information and communication materials that focus on good practices and lessons learned, identifying critical factors that affect success and failure. Focus in particular on documenting Ecosystem-based Adaptation in a SIDS context vis-à-vis climate change and national level development planning. • Increase involvement from entire project team in development of knowledge products. The project management and the rest of the technical project team should make increased support to the Communications Engagement Specialist an ongoing priority.	PIT, with support from PCU, PSC and UNDP Regional Technical Advisor.	In Management Response
Recommendation 6: The PIT, with active support from the PUC, PSC and the UNDP Regional Technical Advisor, should improve stakeholder involvement. The MTE team recommends the following concrete activities to further complement initial documentation: • Develop a basic Stakeholder Engagement Strategy with clearly defined activities and timeline. This strategy should identify which key stakeholder (i.e. 'who') to engage with, why, how and when. The Strategy should also highlight who in the team is responsible for what and how the team needs to work together to make this happen. • Continue monthly meetings with each Watershed Committee, emphasizing participation of DA ad district team, to strengthen the district and community level stakeholders' involvement in the project. In addition to the specific agendas, the objective should also be to provide updates about project work progress and to solicit inputs regarding opportunities and challenges to ensure the sustainability of key project initiatives and potential replication of demonstration activities beyond the project closure.	PIT, with active support from the PUC, PSC and the UNDP Regional Technical Advisor.	In Management Response
Recommendation 7: The PIT should consolidate the Watershed Committees to encourage stronger buy-in from members, enhance their effectiveness and ensure their long-term sustainability. The MTE team recommends the following concrete activities: • Formalize their rationale, structure and capacities of the Committees by convening all 4 Committees at once for a Strategic Planning Workshop to prepare TORs and Constitutions for the committees, based on a joint clarification of status,	PIT	In Management Response

Recommendation	Responsible Party	Timeframe
vision, mission, objectives and rules for memberships for the Committees.[1] • Provide training to the Watershed Committees in how to organize meetings, prepare work plans and specific events, along with how to better advocate for watershed rehabilitation vis-à-vis local and national decision-makers. • Build on existing exchange activities, to create better incentives for local community members to join and be part of the Watershed Committees. Successful examples of incentives from elsewhere include exchange visits to connect several Watershed Committees; training; sponsored social events, like picnics or field trips to project sites; and public acknowledgement of watershed committee activities.		
Recommendation 8: The PCU, in close collaboration with the PIT and PSC, should strengthen the long-term sustainability of project interventions through definition of a clearly defined project exist strategy. The MTE team recommends the following concrete activities: • Gather MEEC and the PUC Water division to start discussions about a concrete project exit strategy, including definition of how and when to hand over project activities to the respective divisions in charge of relevant aspects of project interventions. • Strengthen the *implementation* of the maintenance component of the forest rehabilitation methodology to ensure that project interventions are sustained in the long term. • Lobby for and actively work towards embedding both enhanced watershed management and forest rehabilitation in the public works programmes and forest management in Seychelles, respectively. This will require enhancing the already positive working relationship with SAA, PUC, SNPA and Ministry of Habitat, Infrastructure and Land Transport, among other existing project stakeholders, e.g. to incorporate catchment management in land use plans and hold discussions about future planning for coastal realignment. • Mobilize PSC to lobby for long-term financing options for watershed management and forest rehabilitation.	The PCU, in close collaboration with the PIT and PSC.	In Management Response
Recommendation 9: UNDP should ensure continuity of Technical Advisory services and timely follow up. This will be particularly important in light of the imminent departure of the international PCU Programme Coordinator. While this PCU position will be filled with a local Seychellois, the TOR is being changed and will no longer include the Technical Advisor role and responsibilities.	UNDP Regional Technical Advisor.	In Management Response

[1]The objective is to do this jointly with all the committees to harmonize the setup for the committees and to facilitate a stronger sense of connection and common purpose. While the contexts and related concerns of the watersheds differ, there are still common issues of relevance for all the committees, especially process-related ones, which can help create a common understanding.

Table of Contents

ACRONYMS & ABBREVIATIONS

AF	Adaptation Fund
AG	Attorney General
APR	Annual Progress Report
AWP	Annual Work Plan
CCA	Climate change adaptation
CO	(UNDP) Country Office
DOE	Department of Environment
EbA	Ecosystem-based Adaptation
EEZ	Economic Exclusive Zone
EIA	Environmental Impact Assessment
GoS	Government of Seychelles
Ha	Hectare
IAS	Invasive Alien Species
Logframe	Logical Framework
LUPD	Land Use & Planning Department
M&E	Monitoring and Evaluation
MCSS	Marine Conservation Society of Seychelles
MEECC	Ministry of Environment, Energy and Climate Change
MFA	Department of Foreign Affairs
MHILT	Ministry of Habitat, Infrastructure and Land Transport
MOU	Memorandum of Understanding
MTE	Mid-term Evaluation
NCCC	National Climate Change Committee
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NS	Nature Seychelles
PA	Protected Area
PAS	(National) Protected Area System
PCA	Plant Conservation Action Group
PC-CTA	Programme Coordinator – Chief Technical Advisor
PCU	Programme Coordination Unit
PIT	Project Implementation Team
PPR	Project Progress Report
PSC	Project Steering Committee
PUC	Public Utilities Corporation
RCU	(UNDP) Regional Coordinating Unit
RSC	Regional Service Centre
RTA	(UNDP) Regional Technical Adviser
SHTA	Seychelles Hospitality and Tourism Association

SIDS	Small Island Developing States
SNPA	Seychelles National Parks Authority
SSA	Seychelles Agricultural Agency
SSDS	Sustainable Development Strategy
TRASS	Terrestrial Restoration Action Society
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollars
WHS	World Heritage Site

1. Background

1.1 Project Background and Information

The *Ecosystem-based Adaptation to Climate change in Seychelles project* funded by the Adaptation Fund seeks to reduce the vulnerability of the Seychelles to climate change, focusing on two key issues – water scarcity and flooding. The climate change projections in the Seychelles show that rainfall, while increasing in overall terms, will become even more irregular.[2]

Today, much of the precipitation in the Seychelles is falling in sharp bursts, creating heavy flooding in the wet season, while imposing extended periods of drought during the dry season. As the country does not have a large water storage capacity, and the topography of the islands constrains such infrastructure, water supplies are heavily dependent on rainfall and potentially also on ground water abstraction, which, in turn, relates directly to rainfall. Furthermore, the coastal zone is vulnerable to flooding as a consequence of rising sea surface levels, and increased storm surges from cyclonic activity in the Western Indian Ocean.[3] The project will reduce these vulnerabilities by spearheading ecosystem-based adaptation as climate change risk management – restoring ecosystem functionality, and enhancing ecosystem resilience and sustaining watershed and coastal processes in order to secure critical water provisioning and flood attenuation ecosystem services from watersheds and coastal areas. Overall, an estimated 8,800 vulnerable people will directly benefit the reduced flooding risks due to project interventions, while the expected increase in water availability and water quality will likely benefit most of the 78,539 residents of Mahe island.

The project's **objective** is to incorporate ecosystem-based adaptation into the country's climate change risk management system to safeguard water supplies, threatened by climate change-induced changes in rainfall and to buffer expected enhanced erosion and coastal flooding risks aggravated by higher sea levels and increased storm surge. The project strategy is therefore to apply an ecosystem-based adaptation approach to watershed and coastal rehabilitation on Mahe and Praslin to address both current and future water shortages and watershed and coastal flooding.

Under **Component 1**, the project strategy aims to maintain and enhance upland wetlands in select watersheds and strengthen the integrity of the surrounding forest landscape and its water provisioning services (through reforestation and removal of invasive alien species and re-colonize with native plants), retain and improve water holding capacity (and biodiversity features) of the watersheds, improve run-of-river barrages and water control structures, sustainably manage watercourses and promote local stewardship of watersheds. The watershed rehabilitation is being implemented in selected watersheds covering 1,800 ha on Mahe Island and about 1,200 hectares on Praslin Island.

Under **Component 2**, the project strategy is to maintain and enhance tidal wetlands, beach berms and coral reef functions with EbA measures that include (a) selective shoreline re-vegetation and protection, (b) wetland enhancement and improvement of tidal exchange, (c) coral reef rehabilitation, enhancement and protection to enhance their climate change adaptation role in flood attenuation, and (d) measures that address saltwater intrusion effects on low lying agricultural areas, focusing strategically on sites with high vulnerability to climate change. The coastal rehabilitation will focus on two priority sites covering an

[2] Chang-Seng, D. 2007. Climate Change Scenario Assessment for the Seychelles, Second National Communication (SNC) under the United Nations Framework Convention on Climate Change (UNFCCC), National Climate Change Committee, Seychelles.
[3] The Seychelles National Climate Change Committee, 2009. Seychelles National Climate Change Strategy.

impact area of about 1,000 ha, where coastal development, erosion and climate change have diminished the natural coastal defenses and opportunities exist to strengthen the ecosystem attributes and processes. These physical measures will be complemented with policy, legal and institutional capacity development support measures in Component 3.

Finally, under **Component 3**, the project strategy focuses on developing the policy framework for watershed management, which is needed to support EbA measures to address water scarcity and flooding problems. Activities under this component will generate appropriate legislation, regulations, standards and guidelines for watershed and coastal protection. The strategy also aims to increase the capacity to respond to climate change through integrated watershed and coastal management. Government, university faculty and NGO staff will be trained in applying EbA measures in development decision making in the Seychelles, influencing watershed and coastal management throughout the Mahe and Praslin Islands (covering approximately 20,000 hectares). This component will also increase the awareness, skills and responsibilities of a wide range of stakeholders including district authorities and community organisations in EbA for watersheds and coastal areas, and build the lasting basis for further education, training and application in watershed and coastal ecosystem rehabilitation.

The project is funded through a $5.95 million Adaptation Fund grant. The project implementation began in June 2014 and is scheduled for completion in April 2020. The project is nationally executed following UNDP's National Implementation Modality (NIM).

The six year project is implemented on behalf of the Ministry of Environment, Energy and Climate Change (MEECC) by the GOS-UNDP-GEF Programme Coordination Unit (PCU). The PCU is responsible for the timely delivery of inputs and outputs and for coordination of all other responsible parties including other line ministries, relevant agencies, and local government authorities. MEECC has appointed a National Project Director as the focal point for the project. The PCU is led by a Programme Coordinator-Chief Technical Advisor, who also supervises the Project Manager. The project team consists of a Project Manager who leads a Project Implementation Team (PIT) of 4 members. UNDP serves as the Implementing Entity for the Project and is responsible for the provision of project cycle management services (i.e. Project Assurance support) via the UNDP Mauritius/Seychelles Country Office.

1.2 Objectives of the MTE

The Mid Term Evaluation (MTE) of the project is an independent evaluation, prepared in accordance with Adaptation Fund and UNDP guidelines, and the Mid Term Evaluation Terms of Reference (Annex 1) provided by UNDP Seychelles. The objective of this MTE is to assess the project achievements and challenges at mid-point and to recommend corrective actions to achieve the stated outcomes, including sustainability issues and the exit strategy.

1.3 MTE Approach and Methodology

The required MTE content is set out in the *GEF and UNDP Monitoring and Evaluation Policy,* and the *Guidance for Conducting Mid Term Reviews of UNDP-supported, GEF-financed Projects* (2014). The MTE provides a balanced, evidence-based review of the project activities, outputs and performance to date, drawing upon available reports and compiling quantitative and qualitative information through interviews, group discussions and site visits. It endeavors to compare the pre-project baseline conditions to current conditions and end of project targets.

The evaluation process principally focused on the project's Logical Framework and Results Framework as a yardstick in assessing progress related to the approved project Indicators. A summary table on project outputs was prepared together with the project team (Annex 2) including factors affecting progress to date. A set of evaluation criteria was also used to facilitate the assessment of performance (Annex 3). Additionally, an Interview Guide was prepared to assist the interviews and group discussions (Annex 4).

The methodology was based on (a) review of documents, reports and monitoring information that describe progress on project outputs, outcomes and objectives as per indicators in the project design, (b) self-assessment of project achievements by project staff, (c) interviews with project participants and stakeholders to verify achievements and to identify issues related to project design and implementation, (d) where feasible, group discussions to review project experiences and lessons learned, (e) field observations and interviews at selected project sites and (f) triangulation and corroboration of comments by project participants regarding project results, implementation and lessons. A total of approximately 28 persons were directly interviewed during the MTE in-country mission from February 05-16 2018 (Annex 7).

The MTE was guided by an Evaluation Matrix (Annex 3) based on the criteria set out in the Terms of Reference (Annex 1). The proposed indicators, data sources and methods of analysis for each of the key evaluation questions are summarized in the matrix. The general sequence of tasks included:

- Project management identify the key issues affecting project implementation to date
- Evaluation itinerary designed to provide a representative set of interviews and site visits
- Evaluation Criteria (key questions) and data collection instruments and formats developed
- Interview guide to facilitate discussions related to the evaluation criteria
- Data compiled by project and MTE team on outputs generated to date under each Outcome
- Interviews with project stakeholders
- Project site visits to interview beneficiaries and observe performance of field interventions
- Triangulation and cross-checking of reported results
- Rating of project performance in relation to the Evaluation Criteria and UNDP rating scale
- Preparation of preliminary observations presented at a MTE Validation Workshop at the end of the field mission
- Preparation and finalization of mid-term evaluation report

All of the implementing partners and key participating organisations were interviewed to the extent available during the mission (see Annex 6). Site visits to the target communities were strategically selected to provide a representative sample of the project interventions within the available time and logistics.

In accordance with UNDP/AF evaluation requirements, the project will be rated in terms of the following components and rating criteria

- Project Design
- Project Results Progress
- Project Implementation and Management
- Monitoring and reporting
- Project Sustainability

The rating criteria are based on the following:

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all **seven components** – 1) management arrangements, 2) work planning, 3) finance and co-finance, 4) project-level monitoring and evaluation systems, 5) stakeholder engagement, 6) reporting, and 7) communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Evaluation
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

2. Findings

2.1 Project Strategy

2.1.1 Project Design

The MTE team finds that the project is designed carefully to be fully consistent with Seychelles's National development policies and programmes. Particularly, the project will contribute to the implementation of the *Seychelles National Climate Change Strategy* (SNCCS). The project design is also strongly aligned with the Seychelles National Action Plan (NAP) for Sustainable Land Management (2011) and the Seychelles Sustainable Development Strategy 2012-2020.

The project formulation involved a wide spectrum of stakeholders, as documented by the list of participants to the Stakeholder Consultation Project Planning and Design Workshop held in February 2012 and the Validation Workshop for the Project Proposal held in April 2012. The project design missions also involved many individual meetings and site visits with stakeholders. It is therefore fair to assume that the perspectives of at least most relevant stakeholders informed the project design. The MTE team finds that the project design was indeed based on a detailed analysis of the GoS priorities relate to water supply and flooding issues.

The MTE team finds, however, that the project design and implementation should have been informed by 2 lessons that were not sufficiently considered. Not taking these lessons into account appears to complicate project implementation and achievement of its stated targets. They are:

- Committing project to results whose achievement is outside control of the project. The detailed analysis of the logframe (Section 3.1.2) highlights that quite a few of the indicators have targets that require data from other institutions to be monitored. For example, not being able to obtain key data from PUC has made it impossible for the Project to properly monitor Indicators 2,3 5 and 6. That is almost a third of the total set of 15 indicators. Likewise, Indicator 13 (Approved water management policy framework being implemented for watershed areas) requires that a Water Management Policy Framework is first approved, before it can be implemented. Such approval is beyond the control of the project. It should be noted, however, that as PUC falls under MEECC for policy matters, in principle, PUC should comply and provide inputs when it is required, given that MEECC is the Project Implementing Agency.
- The new Water Policy was approved in 2017, but there was no guarantee for this outcome, when this indicator was designed. A final example is private ownership. For example, while the project site Mont Plaisir contains areas of interest for forest rehabilitation, the area is almost all privately owned. Targets for forest rehabilitation are therefore reliant on the permission of landowners. Additionally, sustainability of the results are reliant on these land owners agreeing to their land not being developed, which has proven unlikely to happen on the scale described in the Prodoc.
- Capacity challenges of the Small Island Developing States (SIDS): This EbA Project is very ambitious and quite complex. Based on interviews, the MTE team finds that the project design inadequately considered the capacity level and small pool of national consultants and local NGOs.

Concerning **gender issues**, the MTE team finds that gender has been considered both in project design and especially by the Project team during implementation. The Prodoc states that

> "Gender equality will be addressed in the project by (a) improving water supply and reducing the household burdens imposed on women during periods of drought, (b)

ensuring equal opportunity for women and men to participate on local watershed committees, and (c) promoting gender balance in the proposed training programme (p.47)."

In response, the project has actively and successfully encouraged the participation of both men and women in the 4 local Watershed Committees. While the balance in membership between men and women differs depending on location, they all have a strong representation of women. During interviews, it was also noted that both men and women actively participate and have a voice in these committees. In addition, the project has also actively pursued a gender balance in the training activities. Table 2 highlights the strong involvement of women in many of these training activities, for example the Plant Identification for Rehabilitation and Restoration Management training.

Table 2: List of training and capacity building activities held by mid-term

Date	Location	Events	No. (m/f) of Participants	Documents & post surveys
2015	Victoria	Workshop on Soil salinity Management for farmers	18 (14 M +4F)	Site visits
September 2015	Baie Lazare Community Center	Plant Identification and restoration management training for the watershed committee	15 (7 M + 8 F)	Report was submitted. Local newspaper article reported the event. Followed by a Clean-up- activity.
18 July – 29 July 2016	Mahe various field sites	Plant Identification for Rehabilitation	16 (8 M 8 F)	Yes – formal assessment undertaken
& - 10 March 2016	Mahe – Sans Souci	Forestry rehabilitation 1	4 (M)	Yes available
10 – 20 October 2016	Mahe – SIAH and various field sites	Forest rehabilitation 2 part a	8 (M)	Yes
24- 26th October 2016	Praslin	Forest rehabilitation 2 part a	7m 1F	Yes
30 June – 1 July 2016	SIAH	Pesticide Course	8M 2F	No – off the shelf training course
20 Nov 2016	Baie Lazare	Identification and management of non-native vegetation	12M 6F	Yes
04 & 11 May 2016	Baie Lazare	River Monitoring training for UniSey students and lecturer	4M + 16F	Students Reports, Field surveys
August 2016	Baie Lazare	Method for small-scale river control structure	2 M	Pictures, structure in place
January 2017	Baie Lazare	River bank rehabilitation 1	2 M	Pictures, structure in place
March 2017	Baie Lazare	River bank rehabilitation 2	5 M + 5 F	Video
8 July 2017	Barbarons	Good Governance and Advocacy Workshop for 4 watershed committees	49 (22 M + 27 F)	Handbook printed. Power Point Presentations.

2.1.2 Results Framework / Logframe

The MTE team reviewed the original project logframe considering the current implementation rate, planned activities, logistical constraints, and interviews with stakeholders (please see Annex 9). Overall, the MTE team finds this logframe very problematic. The MTE team also noted that concerns about this logframe, especially related to some indicators and targets, were already raised during the Project Inception Workshop. It was pointed out in the Inception Workshop Report by a participant that

> "Although the project logframe was 4 years out of date and could have included more indicators, he understood that it was next to impossible to change the logframe of an Adaptation Fund project."[4]

It was agreed during the Inception Workshop that the UNDP RTA at the time was going to look into the flexibility of the Adaptation Fund concerning this matter. However, the MTE team was not able to find any documented follow up on this issue. It is therefore assumed that this is why the project logframe and indicators were not modified after the Inception Workshop, despite the valid concerns that were raised by some key stakeholders. Moreover, interviews with the Project team highlighted that they were under the impression that the MTE team would present an opportunity to review and subsequently revise the logframe. This would explain why the project logframe has not been regularly reviewed as an integral part of project implementation to adjust for local context and emerging issues, such as the low capacity baseline, slower implementation rate than predicted and challenges in collecting the necessary data to measure the indicators.

Further to a review of project documentation, interviews with stakeholders and an intensive logframe work session with the Project team, Table 3 provides a detailed logframe analysis along with tentative proposed amendments. However, upon consultation with UNDP HQ and the UNDP RTA the MTE team was informed that the AF changed its rules in October 2017 for how to revise the original project outcomes, outputs and target indicators. These changes have been documented in the *Operational Policies and Guidelines for the Fund* as a new Annex 7. After reviewing these new rules, the MTE team concluded that it would be near impossible for the Project to make any meaningful changes to the existing logframe, without most likely causing serious delays in project implementation, while UNDP and the GoS consult with the AF Board about proposed changes. Nevertheless, the MTE team wants to put on record that it feels these new rules go against the very principle of Adaptive Management. If a given project cannot make any adjustments to the existing logframe based on a sound rationale, then how can it change project activities and foci to more suitable and effective ones, if the current ones prove to be inefficient, ineffective or at worst, result in maladaptation?

The MTE team feels very strongly that **if the Project proceeds without making any changes to the current logframe, it will fail to successfully deliver against the targets dictated by the logframe despite effective implementation of EbA approaches on the ground.** However, upon consultation with the UNDP RTA and UNDP HQ, it was decided not to make any changes to the current logframe. The MTE team therefore proposes to keep the old logframe unchanged, *while adding some new additional and more feasible indicators with more realistic targets to the mix.* (i.e. a set of "shadow indicators").
The MTE team acknowledges that this option is a rather unorthodox proposal and that it would increase the workload of the Project team. However, given how flawed some of the existing indicators are, the MTE team feels that continue to monitoring these for the remainder of project implementation will not provide a fair picture of the success rate of the project. The MTE team therefore feels that the revised and

[4] Ecosystem-based Adaptation to Climate Change in Seychelles Project. Inception Workshop Report. 30 October 2014.

new proposed indicators, if measured properly and consistently, would provide the Project team with some valuable findings that could help document and prove positive project progress to counter that some of the existing indicators are not set up to monitor successful EbA implementation and so would not document positive progress, would most likely fail to do so. The MTE team acknowledges that these new indicators added at mid-point would only add data for half of the project duration, but still considers this a valid alternative than to continue to measure indicators that are flawed.

No comments in relation to risks and assumptions? Maybe that comes later, but I would expect to see it under strategy.

2.2 Progress towards Outcomes

At the MTE point, the overall AF Project Objective Rating is deemed Moderately Unsatisfactory (MU), meaning that the project is expected to achieve most of its major relevant objectives potentially with shortcomings, unless adaptive management measures are implemented during the second half of the project (2018-2020).

Further to a slow implementation start, the project has gradually increased its performance starting from Q1-2016. The following section reviews progress made towards the end-of-project targets of the logframe indicators, using the mandatory ***Progress Towards Results Matrix***. The layout has been slightly changed from the standard format to enhance readability. This table does not include 'Level in 1st PIR', as this reporting template is not used for this project. **The 'Mid-term Level & Assessment' column reflects how the *Project team* has reported against the indicators**. The information is from the annual PPRs only, given that the team does not have a separate M&E system in place. The corresponding 'Achievement Rating' and 'Justification for Rating' were prepared by the MTE team.

2.2.1 Progress towards Project Objective

PROJECT OBJECTIVE: To incorporate ecosystem based adaptation into the country's climate change risk management system to safeguard water supplies, threatened by climate change induced perturbations in rainfall and to buffer expected enhanced erosion and coastal flooding risks arising as a result of higher sea levels and increased storm surge.			
Indicator	**Baseline level**	**Targets (End of Project)**	**Achievement Rating**
1. Ecosystem services and natural assets maintained or improved under climate change and variability-induced stress	Project watersheds and coastal areas are regularly subject to water shortages and flooding events	Reduced water shortages and flooded area involving about 4,000 ha of watershed and coastal ecosystems	**MS**
Mid-term Level & Assessment: Various phases of forest rehabilitation have started in the watersheds to facilitate the progressive restoration and capacity of degraded forestland to deliver forest services to the communities. The activities undertaken as part of the wetland enhancement program are improving the water quality and flow in the upland wetlands of the targeted watersheds. Concerning Praslin, the project tree nursery was completed on time and on budget. Supplementary funding for the project nursery was provided by the Government of Japan, and a parallel nursery effort is provided by SNPA as co-financing. The first rehabilitation contract by TRASS was finalized by the end of 2017. Tree tubes and other equipment were sent to Praslin to facilitate growth of planted out saplings. Two teams of field workers and additional forestry operators worked to clear invasive vegetation to facilitate the rehabilitation works being conducted.			

Justification for rating:
The MTE team was impressed with the preliminary results of the project interventions related to both forest and wetland rehabilitation. For example, it is already clear that the construction of the gabion wall barrage in the Baie Lazare wetland will lead to significant enhancement of the natural habitat and water storage, which water storage capacity equals that of the second largest reservoir in Seychelles. It is therefore very likely that both water shortages and flooded areas will be reduced. However, the MTE team finds the target of 4,000 ha very high and may have been too ambitious, especially in light of lessons from the Praslin interventions showing that those local targets will need to be lowered. Additionally, as interventions in Mare aux Cochons are on hold for now, all depending on what is decided on how to proceed (a Go or No Go or an alternative site), this target may become even more unrealistic. Finally, there is an issue of sustainability of project interventions. Unless the Project invests more in securing long-term maintenance of the rehabilitation efforts, hard-gained progress may not last in the long run, as Nature has a way of growing back. The Project needs to ensure that the removed invasive species do grow back. If so, repeat efforts to remove them again will be required to meet the objective of encouraging re-growth of native species.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
2. August mean daily discharge on two rivers (Mare aux Cochons & Baie Lazare) with increased base flows 78	Mare aux Cochons August Avg Mean Daily Discharge: 261.1 L/S Baie Lazare August Mean Daily Discharge: 33.4 L/S	Mare aux Cochons and Baie Lazare: Aug. baseline flows +20 – 30%	**MS**

Mid-term Level & Assessment:
Baie Lazare August 2016 Mean Daily Discharge: 11.3 L/s (+60%). There is no data available for 2017, as the monitoring equipment maintained by the Public Utilities Corporation (PUC) has been malfunctioning since December 2016 and only empirical data are available since then.
There is no data for Mare aux Cochons, as the project has not started actual rehabilitation interventions this project site yet. **As a result, any changes to the baseline level cannot be attributed to the project at mid-term.**
The project donated one "portable" flow meter (electromagnetic) to the UniSey to measure flow anywhere (even in seawater). At Baie Lazare, monitoring systems were installed where flow can be read, but no flow meter installed. The water flow and water quality was measured by students of the University of Seychelles, through a partnership agreement with the project.

Justification for rating:
The MTE team notes the significant positive increase in Mean Daily Discharge in Baie-Lazare. However, it was noticed in a presentation of the findings during the in-country mission that the monitoring focus was primarily on the water quality as opposed to water flow in the various areas.
The MTE team notes that the variability of the weather makes these indicators a poor choice, especially since they attempt to make two observations one in the **drought period** (August) and one in the **wet season** (January). Rainfall is quite unpredictable and during the MTE in February it was noted that there had not been significant rain in January or February.
Recommendation: The project team needs to collect more information on river flow from the various sources and report this in the progress report to become less dependent on PUC for data towards this indicator.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
3. January mean daily discharge on two rivers with decreased flood flows	Mare aux Cochons January Avg Mean Daily Discharge: 595.4 L/S Baie Lazare January Mean Daily Discharge: 173.1 L/S	Mare aux Cochons and Baie Lazare: January baseline flows -20%	**MS**

Mid-term Level & Assessment:
Mare aux Cochons: no data.
Baie Lazare: Mean Daily Discharge for January 2016: 106.5 L/s (-62%). The monitoring equipment maintained by the Public Utilities Corporation has been malfunctioning since December 2016 and only empirical data are available since then.

Justification for rating:
First of all, as noted under other indicators, the Project is currently not active with regards to rehabilitation interventions in Mare aux Cochons. **As a result, any changes to the baseline level cannot be attributed to the project.**
The MTE team also notes that the variability of the weather makes these indicators a poor choice, especially since they attempt to make two observations one in the **drought period** (August) and one in the **wet season** (January). Rainfall is quite unpredictable and during the MTE in February it was noted that there had not been significant rain in January or February.
Recommendation: The project team needs to collect more information on river flow from the various sources and report this in the progress report to become less dependent on PUC for data towards this indicator.

2.2.2 Progress towards Outcome 1

Outcome 1 - Ecosystem-based adaptation approach to enhancing freshwater security and flood control in Mahé and Praslin under conditions of climate change

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
4. Number of water users with more reliable water supply	10% of PUC water supply customers in project watersheds without fully reliable surface water supply	100% of PUC customers in target watersheds with more reliable water supply	**MS**

Mid-term Level & Assessment:
According to the Project, at this early phase in the wetland rehabilitation works it is not possible to measure this indicator, as the project team are currently undertaking wetland enhancement interventions in various catchment areas. This indicator specifically targets PUC water supply customers, not wider water users. The project is therefore still debating whether or not to work on PUC data for water supply figures only. One constraint is that PUC is not refurbishing their weir at Mare aux Cochons to improve data collection for water supply.
However, The installation of the gabion barrage means that PUC now has clean water reaching their abstraction point below the barrage, which is now being reopened to supply customers (it was previously closed due to poor quality and/or lack of water). Also, as mentioned earlier, this has created a new water supply equivalent to that provided by the second largest reservoir in Seychelles. This is an improvement from the baseline. Mover, this is only the first of the barrages to be put in place by the project and PUC which is now convinced and very enthusiastic about the design, which to replicate this approach.

Rating and Justification for rating:
No data was available to measure this indicator (i.e. the number of users with reliable water supply). However, the MTE team also noted that this indicator is problematic. The wording of this indicator - "more reliable water supply" - is rather ambiguous. This wording makes it very difficult to measure this indicator, as first you need clarity about what 'more reliable' means, i.e. the *degree of reliability* for provided water supply, before you can establish the *number* of users with this level of reliable water supply.
The MTE team noted that that there had not been any restriction on water supply during the project duration in contrast to pre-project years where this was a significant problem. During this period, Seychelles experienced an improvement in reliability of the water supply by PUC. However, this cannot be attributed to project interventions. Interviews confirmed that this was due to factors, such as water supply being measured against unaccounted for water and pipe replacements amongst other.
An incidental factor to bear in mind is that water shortages are made up by turning on the desalination plants. A natural storage system, such as those developed by EBA project, reduces the need to turn on the desalination plants, and thus has wider CCM implications.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating

5. Number of days per year water supply is not available at two sites: Baie Lazare and Mare aux Cochons	Number of days per year when stream flows at critical low: Baie Lazare: avg. 18 days Mare aux Cochons: avg. 75 days (2010 - 2011)	0 days of no water availability per year in project watersheds	**MS**

Mid-term Level & Assessment:
There were 11 days where there was no water availability in the Baie Lazare project watershed during July 2016-July 2017. No shortage of water has been reported from Mare-aux-Cochons. However, refurbishment of the La Gogue dam from mid-2017 will likely cause many days of water shortage in north Mahe, which will skew the data from Mare aux Cochons for the two years during which the dam height is to be raised.

Justification for rating:
First of all, as noted under other indicators, the Project is currently not active with regards to rehabilitation interventions in Mare aux Cochons. **As a result, any changes to the baseline level cannot be attributed to the project at mid-term.**
Major rehabilitation work has been done on the upper wetland in Baie Lazare to regulate flow downstream and provide a clean water reserve. To enhance year-round river water flow, several small-scale water storage and retention structures are being constructed or enhanced. Several river water monitoring stations have been set up and UniSey students are helping with data collection, analysis and interpretation, especially regarding flow monitoring of the rivers. However, it was possible for the MTE team to obtain from the project team the number of days of water unavailability at the two sites. The MTE team rates this indicator 'MS'. While the results to date in Baie Lazare are very promising, the project still has not started on rehabilitation work in Mare aux Cochons. The End of Project target for this location is therefore not likely to occur.
The project team needs to put in place a system for monitoring this indicator. Since the Project team is only reporting progress against project indicators in the annual PPRs, this progress report should relate specific project actions and results concerning monitoring and measuring this indicator.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
6. Volume of raw water production from PUC facilities in project watersheds.	Annual water production at: Mare aux Cochons: 614,336 KL Baie Lazare: 191,232 KL	Annual water production figures increase by 20%	**MS**

Mid-term Level & Assessment:
Mare-aux-Cochons: 1,372,860 KL total for 2016;
Baie Lazare: 243,343 KL total for 2016.

Justification for rating:
First of all, as noted under other indicators, the Project is currently not active with regards to rehabilitation interventions in Mare aux Cochons. **As a result, any changes to the baseline level cannot be attributed to the project at mid-term.**
The MTE team also notes that the most recent figures are from 2016. The project team depends on PUC for these data. However, PUC has not been forthcoming with information due in part to lack of monitoring devices in the project watershed. Monitoring and measuring this indicator therefore appears to be beyond the control of the Project. Also with the forthcoming new Water Bill and regulatory institution that should come up, PUC is also waiting and not investing anymore in refurbishing river flows measurement. PUC abstract and focus only on daily treated water production data.
If it is not possible to change this indicator or obtain data from another source, more collaboration is required with PUC, particularly with regards to setting up of monitoring equipment in order to report on this indicator.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
7. Number of hectares of watersheds covered by site-based water management plans.	0 hectares	3,000 ha of critical watersheds	**MU**

Mid-term Level & Assessment:

Watershed management plans have not yet been developed. Now that the watershed committees have been set up in four watersheds, the stakeholder and community engagement will facilitate the development of the management plans. This will be done under the umbrella of the new Water Policy, giving the plans a legal footing and also acting as pilots for such plans to be developed in other areas of Seychelles. A detailed research driven methodology has been developed for forest rehabilitation in collaboration with the University of Seychelles and this has informed detailed forest rehabilitation plans. These plans have been implemented on a series of pilot sites in Baie Lazare where permanent transects are established to measure forest response in treated and untreated sites. About 20 ha have been rehabilitated in Baie Lazare and work tendered for Caiman catchment. A further c.8 ha on Praslin has been rehabilitated through planting of line-tracks being cut in non-native fire prone vegetation.

Justification for rating:

The project has so far mapped out watersheds on both Mahe and Praslin. However, no site-based management plan has been developed at mid-term. The Evaluation team could not find easy data /documentation for the number of hectares of watershed mapped or covered by site based water management plans. Based on this limited information, it is very difficult to assess how realistic it is for the Project to reach the End-of Year Targets.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
8. Area of rehabilitated water provisioning and watershed flooding attenuation ecosystems.	Total hectares of watershed with increased resilience to climate change: 0 Total area of watershed that has undergone total rehabilitation: 0	Total hectares of watershed with increased resilience to climate change: 3000 ha Total area of forest that has undergone total rehabilitation: at least 60 ha	**MS**

Mid-term Level & Assessment:

While Project work is ongoing over several 100s of ha of forest watershed on Mahe and Praslin, it is too early to provide monitoring results showing increased resilience to climate change. River profiling and wetland rehabilitation works are ongoing in Baie Lazare for water provisioning and flood attenuation (total rehabilitation) on 47 hectares in the upper watershed.

Justification for rating:

The project has constructed an impressive gabion wall barrage at Baie Lazare site and rehabilitated the watershed area. At the time of the MTE site visit, the work was still in progress and nearly completed (completed right after end of mission). This facility will provide flooding attenuation and increase water flow during dry season. However the team did not report information about size (ha) of this rehabilitated site. The size in area of Baie Lazare can be ascertained from technical studies conducted and measurement of the actual wetland.

Removal of invasive alien species and planting of native species have been carried out on Mahe and Praslin. The work on Praslin has been very difficult in view of the climatic conditions at the project site where there is limited cover from the sun. This has meant that progress has been slower than anticipated. Also, breakdown in the relationship between the main partner (TRASS) and the project team is a serious threat to achieving the target. Overall, the total area for rehabilitation stated in the project document may have been too ambitious given the local circumstances e.g. at Praslin. Evaluation team recommends that the project team re-establish its partnership with TRASS and devise a work programme possibly with more teams and perhaps additional measures to counteract the harsh conditions on Praslin in order to achieve the rehabilitative target.

The rehabilitation site at Glacis Noir is proceeding very well in cooperation with the Fire and Rescue Service on Praslin.

Overall, the MTE team noted an absence of readily accessible information on project site areas and its absence in project progress reports. This is a cause for concern. As such the MTE team recommends that the project team enhance its project management and reporting system to enable it to track performance against the indicators.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
9. Active community watershed committees (with gender balance).	No watershed committees established	At least 4 watershed committees established with gender balance	**HS**

Mid-term Level & Assessment:
Four out of 5 watershed committees have been set up so far, achieving the project target. These comprise Baie Lazare, Mont Plaisir, Caiman and Praslin watersheds. All four committees are committed to preserving and managing their water catchments. There is gender balance on all four committees, with the Chairperson of the Praslin and Mont Plaisir Watershed Committees being female. Currently, there are 13 members of the Baie Lazare Watershed committee with 6 females and 7 males. The Praslin Watershed Committee comprise of 5 females and 5 males. The Caiman Watershed committee comprises of 6 females and 8 males and the Mont Plaisir watershed committee is composed of 10 females and 3 males. A fifth committee will be set up by the next reporting period for a key watershed within the Mare aux Cochons watershed (the area is very large and comprises several district watersheds). To commemorate World Water Day, the Baie Lazare watershed committee collaborated with their district primary school to set up an exhibition to raise awareness about the EbA approach to climate change. The chairperson of the committee leads a group of children on an educational visit around the water catchment. The Praslin watershed committee collaborated with various partners to clear a path in the catchment forest leading to an upland wetland that can be beneficial for fire fighting on Praslin.

Justification for rating:
This indicator has been achieved at mid-term which is commendable. While this is a significant achievement, the MTE team recommends that these Watershed Committees are further consolidated to enhance their long-term sustainability. See Recommendations section for more information.

2.2.3 Progress towards Outcome 2

Outcome 2 - Ecosystem-based adaptation approaches along the shorelines of the Granitic Islands reduce the risks of climate change induced coastal flooding

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
10. Area of rehabilitated coastal ecosystems	# of tidal sluice gates installed: 0	# of tidal sluice gates installed: 2 by end of project	**MU**
	Little wave energy attenuation provided by reef (5% of the pre-1998 bleaching event reef size)	150 m of artificial breakwater providing substrate for coral growth and wave energy attenuation	
	Total hectares of wetlands rehabilitated to provide flood attenuation services: 0 ha	Total hectares of wetlands rehabilitated to provide flood attenuation services: 17 ha	
	Total km of rehabilitated beach berms providing a barrier for coastal floods: 0 km	More than 10% of original reef area rehabilitated at NE Point	
	Total hectares of mangroves, wetlands, fringing reef, beach berms and other ecosystems with increased resilience to climate change impacts: 0	Total km of rehabilitated beach berms providing a barrier for coastal floods: 5 km Total hectares with increase resilience: 1,000 ha	

Mid-term Level & Assessment:

Comment from Project Team: The tidal sluice gates are not an EBA measure and actually conflict with EBA actions such as mangrove replanting. Moreover, DRDM has a large budget for measures of this sort and they should not have been included in the Prodoc.

The status of the reef structures at North east point has been assessed; results indicate that the reef crest is exposed to strong wave surge, breaking off larger coral colonies such that branching corals tend to grow less and remain smaller.

Comment from Project Team: We have done the studies to look at feasibility of these measures and it seems that small scale EBA reef rehabilitation measures are not feasible due to the surge. Large scale engineering would be required which is not within the mandate of the EBA project. However, World Bank is now looking at the project studies as part of an overall assessment of opportunities for coastal resilience measures.

Tenders have been issued for 15.3 hectares and 6 hectares of coastal wetland in the Anse Royale and North-East Point coastal areas, respectively, to be cleared from invasive plant species and cleaned from waste to increase resilience and prepare for further rehabilitation works.This work commenced in August 2017.

2.1 km of beach berm has been identified for rehabilitation at North East Point. Interventions will be based on the community choices after presentation of the project's report and recommendations, including presentation of possible scenarios. This took place in August or September 2017.

The total hectares with increased resilience cannot yet be measured at North East Point coastal area. Mapping and status assessment of the coral reef ecosystem at North East Point is ongoing to inform decision-making on the relevant interventions. The first phase of wetland rehabilitation has been tendered at Anse Royale (above).

Justification for rating:

The MTE team finds it very difficult to assess progress made towards this indicator, as the indicator covers so many different kinds of interventions, all at different stages in terms of intervention. This scope of this indicator is too broad for any meaningful monitoring and measurement. The MTE team therefore finds that it is very likely that the Project will not be able to reach all these different individual End of Project targets under this one indicator. This is more an issue of poor indicator design than an issue of the project not being able to deliver.

This said, the MTE team noted that no activity has yet been carried out with respect to the rehabilitation of coastal ecosystems. The project has so far carried out assessments (bathymetric, biodiversity assessments) at NE point and Anse Royale. The project team indicated difficulties in dealing with local district authorities, some may be more proactive than others or changes to persons making it difficult to develop and implement shoreline management plan.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
11. Farm pond salinity levels reduced	Up to 6.0 ppt salinity levels in farm ponds during dry season	70% less salinity levels in farm ponds during the dry season	**MS**

Mid-term Level & Assessment:

There is ongoing collaboration between the Seychelles Agricultural Agency (SSA) and the EBA project to reduce the impact of salinity on agriculture. GIS licenses and GPS equipment were donated to the Agency to facilitate the mapping of the agricultural zone of Anse Royale to determine where salinity levels are rising and where interventions are needed. Spatial Analysis of the data will be used to design interventions. This collaboration is between several agencies and other EBA projects.

Justification for rating:

This indicator measures activities that address farmers' access to water using dug out wells during the dry season. These wells are contaminated with seawater due to proximity to the coast. The Project team has indicated that they have shifted focus away from these dug out wells to instead increase the amount of freshwater that is delivered to the farmers through the identification of new water sources and the directing of these sources to the farmers. The identification of these sources had been done and mapped out.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
12. Number of hectares of coastal ecosystems	0 hectares	1,000 ha of coastal ecosystems	**MS**

covered by Integrated Shoreline Management Plans			

Mid-term Level & Assessment:
An integrated shoreline management plan for Anse Royale has not been revised as yet (updated from the former ICZM plan). The drafting of the revised plan will be facilitated through the various rehabilitation programmes and community involvement.

Justification for rating:
The MTE team could not obtain detailed information to verify whether the End of Project target (i.e. 1,000 ha of coastal ecosystems) is realistic. Moreover, while the Integrated Shoreline Management Plan was supposed to be drafted during Year 1 of project implementation, it is not done yet. Instead this task and the revision of the plan for Anse Royale will be done in 2018.

2.2.4 Progress towards Outcome 3

Outcome 3 - Ecosystem based adaptation mainstreamed into development planning and financing			
Indicator	**Baseline level**	**Targets (End of Project)**	**Achievement Rating**
13. Approved water management policy framework being implemented for watershed areas	No policy and financing framework	Approved water management policy for watershed areas. Core annual funding for local watershed management provided by tariffs and fees: $ 500,000	**S**

Mid-term Level & Assessment:
A **water management policy framework** has been developed. Following stakeholder consultation and collaboration led by an Integrated Water Resource Management (IWRM) project, a **Water Policy** was submitted and approved by the Cabinet of Ministers in July 2017. Watershed management will be regulated through drafting of legislation that will follow, based in the Policy. The **Environment Protection Bill 2016** has been approved, which also provides background for watershed management. **Land Use Plans (LUPs)** for Seychelles' main islands are being revised, but these provide the basic regulatory framework for the protection of water catchments in Seychelles.

Justification for rating:
A water policy was developed and approved by Government and a bill was developed. The bill is still at the office of the Attorney General awaiting clearance before being sent to the parliament for approval. The first part of the indicator seems to have been satisfactorily reached.
However, it is not clear what the status or progress is towards the financing part. The MTE team was not able to obtain any information about this aspect and it is not clear how to Project will contribute towards this second part of the indicator. Still the MTE team feels that the S rating is appropriate, as the policy framework is a major achievement.

Indicator	**Baseline level**	**Targets (End of Project)**	**Achievement Rating**

14. Capacity developed for EbA methods: a. Rivers Committee meet regularly. b. A National Watershed Monitoring System developed, applied and influences watershed management decisions c. Technical standards established for watershed, tidal wetland, and beach and reef rehabilitation d. Number of trainees by gender skilled in EbA methods	a. No institutional mechanisms b. Little information available regarding functional connectivity, watershed integrity and water balance of watersheds c. Incomplete and ad hoc specifications for ecosystem rehabilitation d. Few government or NGO staff experienced in watershed or wetland rehabilitation	a. River Committee meets every quarter to discuss and address issues b. Institutionalised and operational watershed monitoring system ensures adaptive management of watershed systems. c. Technical standards are established and provide the basis for training. d. 50 persons (gender balanced) trained in watershed, tidal wetland and beach and reef rehabilitation.	**MS**

Mid-term Level & Assessment:

a. While the Rivers Committee were dormant from 2015-early 2017, it has been reactivated through the appointment of an officer in the Public Utilities Corporation (PUC). The committee has met once this reporting period; the project hydrologist is a member of the committee.

b. A national monitoring system has not yet been developed, but a system is in place for Baie Lazare watershed (acting as a pilot for possible adoption at a wider level). There are 10 forest monitoring plots where sound scientific research is being conducted to monitor change in the forest composition over time. Methodologies and rehabilitation guidelines have been developed by professor Fleischmann of the University of Seychelles. The project hydrologist and a cohort of University of Seychelles students continues to conduct regular monitoring at 6 river monitoring stations to collect rainfall datasets in the Baie Lazare watershed. Water quality data were collected for June and July 2016 (being repeated in 2017) testing for several key water quality indicators. These data provide baseline information to identify trends or changes in water quality. The regular monitoring helps investigations into problems such as point- or nonpoint-source pollution and nutrient enrichment. The methodology and the initial results of the monitoring have been very well documented by Dr Fleischmann and colleagues and have been presented already at international symposia.

c. Six permanent water-sampling points at Val d'Endor in Baie Lazare watershed have been regularly visited by students of the Environmental Science Department of University of Seychelles to collect water samples and monitor the water discharge (water flow) (above). A scientific methodology has been developed to set technical standards for forest rehabilitation and monitoring (above). Protection values of the vegetation are being determined in each watershed to give an orientation on vegetation quality of a particular forest site. The e-Coast experts have conducted a coastal processes study for North East Point coastline to identify and quantify the existing coastal processes and how they affect sediment transport within the site, and how these processes relate to climate change resilience strategies. These studies and their results have been very thoroughly documented.

d. A total of 6 female and 7 male Watershed Committee members were trained in plant identification in September 2015. 13 female students from the University of Seychelles and 4 male students were trained in how to monitor stream flow in Baie Lazare rivers. The students learnt how to measure the potential volume of water held within the small PUC barrages, and assessed the many factors affecting drainage at the site, in terms of soil, geology, slope dynamics, vegetation, landuse, rainfall, overland and through-flow. 6 female Government staff and 9 male farmers were trained in soil and salinity management. Ten male participants underwent intensive training held on Mahe in forestry management work, including safe use of chainsaws, through an international LANTRA certificate course. A second less-intensive course for a further 10 participants, including 1 female trainee, was undertaken on Praslin.

Justification for rating:

a. The MTE team notes that the new Water Bill will put in place an institution to regulate the use of water between various users. At the moment this is being done by PUC, which is the main entity for water use for

human consumption. This will therefore remove the need for a Rivers Committee. **As such the use of the first part of this indicator (rivers committee) may no longer be relevant.**

b. The ground work for a watershed monitoring system seems to have been carried out through an extensive mapping of watershed and rivers, the reactivation of the rivers committee and the establishment of watershed committees as carried out by the project. However this falls short of a national watershed monitoring system.

c. No officially approved technical standards as yet exist for watershed, tidal wetland and beach and reef rehabilitation.

d. The training component of this indicator is well on track to be reached. However, it is highly recommended that the training emphasis is expanded to include more training in What is EbA in more general terms.

In light of these observations, the MTE team deems the rating MS appropriate.

Indicator	Baseline level	Targets (End of Project)	Achievement Rating
15. Number of knowledge products on watershed and coastal ecosystem-based adaptation	Limited awareness of EbA methods related to watersheds and coastal ecosystems	10 knowledge products produced to assist awareness building	**MS**

Mid-term Level & Assessment:

The current Community Engagement Specialist has managed to carry out a wide range of excellent communications and outreach-related activities and deliverables, such as setting up a Project Facebook page, preparation of a Project leaflet and 2 new videos-in-progress of the forestry rehabilitation and water project components, respectively. However, as stated elsewhere, the Project does not have an explicit Communications Strategy nor a detailed work plan for which knowledge products that will be produced.

Justification for rating:

A range of knowledge products has been prepared to date. For example, two really interesting and well-made videos are in preparation (one related to forest management, the other to water management), showing the work done by the project in respect to component 1. Moreover, write-ups, articles and spots have been prepared for newspaper and radio programmes. Additionally, a Facebook page has been created and is regularly updated by the communications specialist.

However, the absence of a finalised Communications Strategy and a detailed project work plan, combined with insufficient internal team collaboration towards these products, have hindered the smooth planning and delivery of activities. At present there is no clear work plan for which specific knowledge products to produce. This can be relatively easy addressed, but it needs to be made a priority. The MTE team noted that a draft Communications Plan was prepared in August 2017, but still has not been finalized.

Recommendations: The MTE team recommends that the project team develop a Communications Strategy and a more detailed work plan that outlines which knowledge products will be prepared and when as an urgent priority. The project should also begin to prepare communication materials that draw out achievements and lessons from the project for both local and international communities. Additionally, the project should put more effort into 'telling the stories' related to project interventions as an effective way to create more awareness about project activities and impacts.

2.3 Project Implementation and Adaptive Management

The overall Project Implementation and Adaptive Management Rating is deemed Moderately Unsatisfactory (MU) meaning that implementation of some of the seven components outlined below is currently not leading to efficient and effective project implementation and adaptive management, with most components requiring remedial action as outlined in the Recommendations section. However, **the MTE team finds that this rating could be significantly improved to Satisfactory (S) by the end of project closure if key recommendations are implemented swiftly.**

The MTE team finds that overall project implementation (indicated by project delivery) is at 49.7%. Table 3 below shows the estimated level of delivery (implementation) by MTE. It proved very challenging for the MTE team to get a firm understanding of the rate of project implementation, given that the Annual Work Plans (AWPs) do not specify actual activities for a significant amount of the project interventions. The below table is therefore based on an elaborate Gantt Chart that the MTE team produced during the in-country mission, with inputs and validation from the individual team members (the Gantt Chart was annexed to the MTE report in a separate file).

Table 3: Estimated Percentage Implementation by Outcomes and Outputs

Project Components, Outputs and Activities		Completed by Feb 2018 (Y/N)	Estimated Percentage implementation
Component 1: EbA to enhancing freshwater security and flood control on Mahe Praslin under conditions of climate change			**58%**
Output 1.1: Management and rehabilitation of critical watersheds to enhance functional connectivity and the resilience of these areas to climate change and reduce water scarcity and watershed flooding.	**Output 1.1 - Estimated percentage implementation**		59.6%
	A. Mare Aux Cochons - watershed management		33%
	A.1.1 Mapping of forested project area/ Species ID (Detailed BD assessment done by Bruno et al.)	Y	
	A.1.2 Development of rehabilitative work plan	N	
	A.1.3 Carry out invasive species management programme (400ha)	N	
	B. Mont Plaisir - watershed management		33%
	B.1.1 Mapping of forested project area/ Species ID	Y	
	B1.2 Development of rehabilitative work plan	N	
	B.1.3 Carry out invasive species management programme (50ha)	N	
	C. Baie Lazare - watershed management		66%
	C1.1 Mapping of forested project area/ Species ID	Y	
	C1.2 Development of rehabilitative work plan	Y	
	C1.3 Carry out rehabilitative works/invasive species programme (100ha)	N	
	D. Caiman watershed - watershed management		66%
	D1.1 Mapping of forested project area/ Species ID	Y	
	D1.2 Development of rehabilitative work plan	N	
	D1.3 Carry out rehabilitative works/invasive species management (100ha)	Y	
	E. Praslin Fond Boffay/Nouvelle Decouvert - watershed management		100%
	E1.1 Mapping of forested project area/ Species ID	Y	
	E1.2 Development of rehabilitative work plan	Y	
	E1.3 Development of nursery for indigenous seedlings	Y	
	E1.4 Rehabilitate forest ecosystems on burnt degraded land through erosion control methods	Y	
	E1.5 Carry out rehabilitative works	Y	
	E1.5.2 Vegetation management and tree planting	Y	

Project Components, Outputs and Activities		Completed by Feb 2018 (Y/N)	Estimated Percentage implementation
Output 1.2: Small-scale water storage and detention facilities designed and constructed or rehabilitated in critical waterways for communities to benefit from enhanced ecosystem functioning by forests.	**Output 1.2 - Estimated percentage implementation**		58%
	A. Mare Aux Cochons - River control structures		66.7%
	A.1.4 Mapping of watershed area	Y	
	A1.5 Rehabilitation of wetland (5ha)[5]	N	
	A1.6 Data collection on flow rates and water quality	Y	
	A1.7 Feasibility for construction and commissioning of water storage and detention facility	Y	
	A1.8 Renovation of downstream barrage	Y	
	A1.9 Assessment of impacts of water abstraction to PUC	Y	
	A.1.10 Status Assessment and proposed management regime for Mare aux Cochons	Y	
	A1.11 Creation of watershed committee	N	
	A1.12 Develop monitoring and evaluation plan for the area	N	
	B. Mont Plaisir - River control structures		37.50%
	B1.4 Mapping of watershed area	Y	
	B1.5 Renovation of barrage	N	
	B1.6 Data collection on flow rates and water quality	N	
	B1.7 Construction and commissioning of water storage and detention facility	N	
	B.1.8 Water harvesting study	Y	
	B1.9 Creation of watershed committee	Y	
	B1.10- Develop water management plan for the watershed	N	
	B1.11 Develop monitoring and evaluation plan for the area	N	
	C. Baie Lazare - River control structures		85.7%
	C1.4 Mapping of watershed area	Y	
	C1.5 Study on impact and design for wetland rehabilitation	Y	
	C1.5.1 Development of small scale experimental sites	Y	
	C1.5.2 Assessing the impact of conflicts on water resources	Y	
	C1.5.3 Study to determine water source protection zone	Y	
	C1.5.4 Study to determine pollution from agriculture	Y	
	C1.6 Data collection on flow rates and water quality	Y	
	C1.7 Construction and commissioning of water storage and detention facility	Y	

[5] The study done for the Ramsar site recommended no intervention, and the project team is inclined to agree with this despite the Prodoc expecting rehabilitation work to be done.

Project Components, Outputs and Activities		Completed by Feb 2018 (Y/N)	Estimated Percentage implementation
	C1.7.1 Topographic survey & EIA	Y	
	C1.7.2 Design of detention facility	Y	
	C1.7.3 Construction of detention facility	Y	
	C1.8 Creation of watershed committee	Y	
	C1.9- Develop water management plan for the watershed	N	
	C1.10 Develop monitoring and evaluation plan for the area	N	
	D. Caiman watershed - River control structures		42.85%
	D1.4 Mapping of watershed area	Y	
	D1.6 Renovation of downstream barrage - NEW BARRAGE	Y	
	D1.7 Data collection on flow rates and water quality	N	
	D1.8 Construction and commissioning of water storage and detention facility	N	
	D1.9 Creation of watershed committee	Y	
	D1.10- Develop water management plan for the watershed	N	
	C1.11 Develop monitoring and evaluation plan for the area	N	
	E. Praslin Fond Boffay/Nouvelle Decouvert - River control structures		57.14%
	E1.6 Mapping of watershed area	Y	
	E1.7 Feasibility study for new check dam for fire response	Y	
	E1.8 Data collection on flow rates and water quality	Y	
	E1.9 Construction and commissioning of water storage and detention facility	Y	
	E1.10 Creation of watershed committee	N	
	E1.11 Develop water management plan for the watershed	N	
	E1.12 Develop monitoring and evaluation plan for the area	N	
Component 2: EbA approaches along the shorelines of the Granitic islands reduce the risks of climate change induced coastal flooding			**61.8%**
Output 2.1: EbA measures for flood protection on an urban shoreline (NE Point)	**Output 2.1 - Estimated percentage implementation**		62.5%
	2.1.1 Development of Integrated shoreline management plan		100%
	2.1.1.1 Consultancy to develop shoreline management plan NE Point & Anse Royale **(see 2.2.3.2)**	N/A	
	2.2.1.2 Biodiversity assessment of NE point Marsh	Y	
	2.2.1.3 Bathymetric assessment at NE Point	Y	

Project Components, Outputs and Activities		Completed by Feb 2018 (Y/N)	Estimated Percentage implementation
	2.2.1.4 Assessment of erosion and flood risk at NE Point	Y	
	2.1.2 Wetland rehabilitation		100%
	2.1.1.1 Strengthening wetlands maintenance and management capacity (vegetation removal and waste)	Y	
	2.1.1.2 Identification and rehabilitation of degraded wetlands (hydrological study)	Y	
	2.1.3 Beach berm enhancement		0%
	2.1.3.1 Reshaping beach berm, sand nourishment	N	
	2.1.3.2 Installation of bollards, walkways and replanting at NE point	N	
	2.1.4 Reef rehabilitation		50%
	2.1.1.2 Mapping and assessment of coral reef at NE point	Y	
	Decision on way forward based on report to Steering Committee	Y	
	2.1.1.3 EIA for submerged breakwater at NE point	N	
	2.1.1.4 Construction of submerged breakwater at NE Point	N	
Output 2.2: EbA measures for flood protection and mitigating saltwater intrusion in agricultural and tourism development area (Anse Royale)	**Output 2.2 - Estimated percentage implementation**		61%
	2.2.1 Shoreline rehabilitation		100%
	2.2.1.1 Assessment of erosion and flood risk at Anse Royale	Y	
	2.2.1.1 Biodiversity assessment at Anse Royale	Y	
	2.2.2 Salinization control measures		50%
	2.2.2.1 Purchase equipment for water /salinity monitoring	Y	
	2.2.2.2 Design and construction of Saline intrusion barrier[6] **NOTE - CANCELLED**		
	2.2.2.3 Supplement agricultural water supply	N	
	2.2.3 Stream channel and wetland rehabilitation		33%
	2.2.3.1 Consultancy for wetland function and implementation	N	
	2.2.3.2 Hydrological and topographic studies Anse Royale	Y	
	2.2.3.3 Rehabilitation works on input and output channels + shoreline landscaping Anse Royale	N	
	2.2.3.4 Design and installation of tidal sluice gates and associated structures at Anse Royale	N	
	2.2.3.5 Channel cleaning and improvements at Anse Royale	Y	

[6] According to the PCU Programme Coordinator, this task is not justified as a project intervention a) because it is not EBA, and b) because DRDM has extensive funds and experience for this type of work.

Project Components, Outputs and Activities		Completed by Feb 2018 (Y/N)	Estimated Percentage implementation
	2.2.3.6 Strengthening maintenance and management capacity	N	
Component 3: EbA mainstreamed into development planning and financing			**28.5%**
Output 3.1: Policy and legal frameworks for watershed and coastal climate change adaptation	**Output 3.1 - Estimated percentage implementation**		25%
	3.1.1 Legal review with regards to watershed management - NOTE – CANCELLED DUE TO BE TAKEN UP BY ANOTHER PROJECT	N/A	
	3.1.2 Development of water bill/regulations	Y	100%
	3.1.3 Develop technical standards and protocols for watershed and coastal rehabilitation	N	0%
	3.1.4 Strengthen Wetland policy to incorporate EbA[7]	N	0%
	3.1.5 Financing mechanisms for watershed protection	N	0%
	3.1.5.1 Develop alternative financial mechanism for watershed rehabilitation and management (payment for ecosystem services)	N	
Output 3.2: Capacity development for EbA methods	**Output 3.2 - Estimated percentage implementation**		43.75%
	3.2.1 Development of training plan (to be coordinated by PCU)	N	0%
	3.2.2 Training programme delivery		87.50%
	3.2.2.1 Training contractors for rehabilitation work	Y	
	3.2.2.2 Plant identification training for watershed committees	Y	
	3.2.2.3 Training workshop on soil salinity (with SAA)	Y	
	3.2.2.4 Development of River Monitoring Programme (with Unisey)	Y	
	3.2.2.5 River bank rehabilitation trainings	Y	
	3.2.2.6 Method for small scale river control structure	Y	
	3.2.2.7 Pesticide course	Y	
	3.2.2.8 Develop Forest, Wetland and Ecosystem Rehabilitation Protocols and training module (with UniSey)	N	
	3.2.3 Institutional Support		50%
	3.2.3.1 Development of watershed committees	Y	
	3.2.3.1.1 Appointment of consultants to assist with creation of watershed committees		
	3.2.3.2 Re-activation of rivers committee	Y	
	3.2.3.3 Develop a national watershed monitoring programme	N	

[7] In progress, the Wetlands Policy is at near final draft stage and expected to go to cabinet in a month or so.

Project Components, Outputs and Activities		Completed by Feb 2018 (Y/N)	Estimated Percentage implementation
	3.2.3.4 New activity; Enhance capacity/strengthen wetland unit/PUC staff for more sustainable clearing for new electricity line	N	
Output 3.3: Lessons learned and knowledge dissemination	**Output 3.3 - Estimated percentage implementation**		16.7.%
	3.3.1 Development of communications strategy		0%
	3.3.1.1 Recruitment of consultant to develop communications strategy	N	
	3.3.2 Development of knowledge products	?[8]	50%
	3.3.2.1 Development of Watershed Committee Guide	Y	
	3.3.2.2 Printing of pull up banner	Y	
	3.3.2.3 Brochure for watershed committee	Y	
	3.3.2.4 logo competition	Y	
	3.3.2.5 Printing of T shirts and baseball caps	Y	
	3.3.2.6 Production of leaflets	y	
	3.3.2.7 Educational signboards	Y	
	3.3.3 Exchange of experiences		0%
	3.3.3.1 Workshops for EbA participants to report on and discuss experience	N	
	Overall Delivery		**49.7%**

It should be noted that the delivery of Knowledge Products is listed as 50% as the deliverables listed are the ones *actually produced to date.* The Project AWP does not include *specific* knowledge products and the project also does not have a Communications Strategy yet, that would outline which concrete knowledge products to produce, when and for what purpose (see also section 3.3.6). As a result, the 50% rating for activity 3.3.2 is an *estimate* that reflects that the project is half way through implementation and it is assumed that the Project will plan additional knowledge products for the remaining 3 years.

Overall, this level of implementation can be explained by the project management arrangements, work planning, provision of finance and co-finance, application of project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications, as briefly described below.

2.3.1 Management Arrangements

The MTE team initially found it quite challenging to figure out what the project management arrangements are, as the actual setup differ quite significantly from the one laid out in the Project Document. However, it appears that these changes are not documented.

[8] See explanation of this ? in main text following the table.

Figure 2: Project Organisation as per Project Document

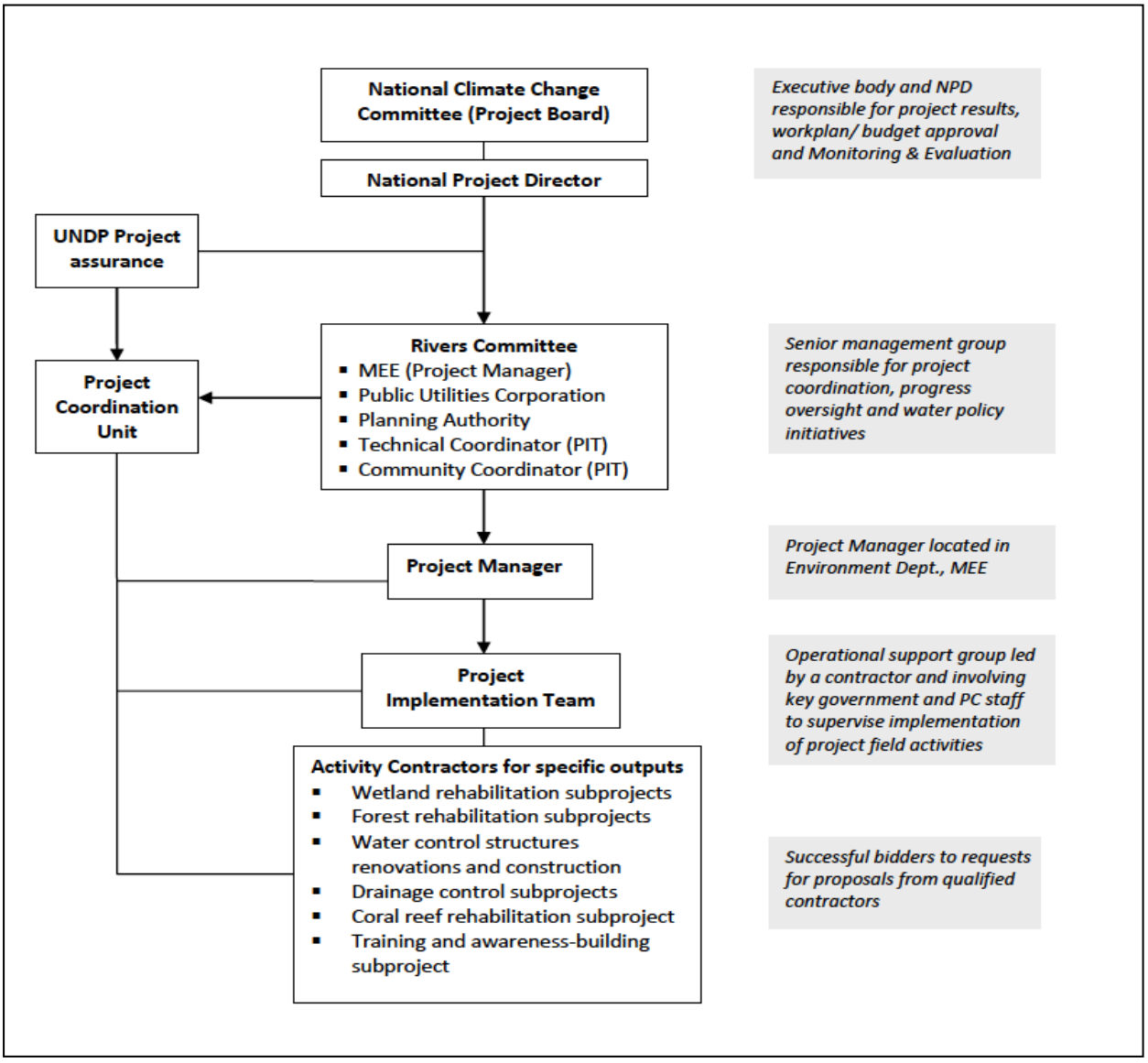

Figure 2 provides an overview of the management arrangements as per the project document. Upon review of the project documentation, this is also the model that was presented at the Inception Workshop. The Inception Workshop Report did not record any agreements to change this proposed setup. Changes must therefore have been made after the Inception Workshop and after the project implementation had commenced. However, the minutes from the initial Project Steering Committee meetings also did not include any discussions or agreements to these changes.

The MTE team noted the following key changes from this proposed setup in the Project Document:

1. The **National Climate Change Committee** was supposed to be the de facto Project Steering Committee, i.e. the most senior executing body for the project. However, according to the PCU Programme Coordinator, this intended setup did not work, mainly because this committee has a broader remit than just the project. Instead it was agreed to form a sub-group under this

committee, which was turned into the Project Steering Committee (PSC). The TOR for the PSC is in line with a standard PSC for UNDP-executed projects. The PSC is chaired by the National Project Director (the Principal Secretary for Energy and Climate Change, MEECC). Membership include a diverse group of representatives from the Ministries of Natural Resources/Seychelles Agricultural Authority; Land Use and Habitat; Health; Finance, Foreign Affairs and Community Development, along with the Planning Authority; PUC; the Rivers Committee; Seychelles National Parks Authority; various NGOs and UNDP. It should be noted that the tourism sector is not represented. The PCU Programme Coordinator acts as the Secretary for the PCU.

2. The second important change concerns the involvement of the **Rivers Committee.** According to the project document this committee was supposed to play an important role with regards to technical advice and support to the project manager and project implementation team. However, as this Committee has been dormant until recently, it has not played the envisioned active role in project implementation.
3. Significant changes were also made to the core Project team and how they are governed. According to the project document, the **Project Implementation Team** was supposed to be "*key Government staff facilitated by technical and community advisors employed by a "managing contractor"*. However, in the actual setup, there is no 'managing contractor.' Instead, the PIT consists of three team members, 1 full-time Hydrologist, 1 part-time Scientific Technical Advisor, and a 1 full-time Community Engagement Specialist. This team reports to a Project Manager. In the Project Document, this person was supposed to report to both the Rivers Committee and the PCU Programme Coordinator. But in the actual setup, the Project Manager reports only to the PCU Programme Coordinator. While the PCU Programme Coordinator is not mentioned specifically in the project document, at present this person is both the managerial supervisor of the project team, while also being a technical advisor to all PCU-implemented projects. In addition to the project team, part-time contractors are hired on a needs basis.

Overall, the actual project management arrangements are more in line with the standard setup generally applied to UNDP-executed project than the initially proposed one. In addition, the MTE team considers it a clear advantage that the project has been physically housed in the PCU, as there is a direct and easy access to the PCU Programme Coordinator, project financial management system and other PCU-implemented projects, which is opportune for coordination and information sharing across projects. Additionally, the new project team setup has eliminated a confusing division of labour, as it was not clear from the initial project management who would actually lead the project, given that the Project Document cites both the Project Manager and the PIT contractor. Moreover, the UNDP Country Office is housed in the same office space as the PCU. This presents some clear advantages as it allows for direct and easy interaction between the Executing Agency (UNDP) and the Project Coordinating unit/GOS.

The UNDP CO is responsible for: (i) providing financial and audit services to the project; (ii) assist with the recruitment of technical experts; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial service, are carried out in strict compliance with UNDP and AF procedures. The Evaluation team found that the UNDP CO has been competent with regards to project assurance.

Despite the above changes to the project management setup, the MTE team observed some serious issues regarding level of effectiveness.

First of all, the new Project Steering Committee has failed to play the envisioned important strategic role in project implementation. According to the PCU Programme Manager, meeting attendance has been

disappointing, even though meetings are only held twice a year. As a result, the Project began to rely more on sharing documentation with the PSC members, soliciting feedback and inputs in writing, instead of physically convening them. However, the Project still receives limited feedback. The MTE team noted that while two PSC meetings were held in 2015, only one PSC meeting was held in 2016 and 2017, respectively.

This poor level of active involvement of the Project Steering Committee in project implementation is a serious cause for concern. For example, an important unresolved strategic issue concerns whether or not to proceed with planned activities in Mare au Cochons. Interviews highlighted that this is a serious and highly contentious issue that needs urgent resolution. This kind of decision should be made by the project steering committee, as this project site is a key planned project intervention. However, while the EbA project is a **Government of Seychelles project**, the MTE finds that the NPD could play a more active role in strategic oversight, guidance to project implementation and addressing challenges facing the project. While the PCU staff and key project team members are indeed on GoS contracts, it is imperative that key decisions pertaining to project implementation are made by MEECC senior management. To put this in perspective, during the MTE Validation Workshop it appeared to come as a surprise to key project stakeholders that this is not a *UNDP* project, but a *Government of Seychelles* project. According to the PCU, this is a common misconception with all projects despite all efforts made over the years to correct this misunderstanding.

To better understand what led to this situation, the MTE team learned from interviews that poor meeting attendance tends to be a common problem in the Seychelles. This is not unusual in a small country, where many government officials in particular are wearing multiple hats, resulting in hefty workloads and a need to prioritize which meetings to attend. However, the MTE team also learned that a similar project setup seems to work well for the other PCU-implemented projects. It was suggested that this might be related to the difference in scope of the projects. While the scopes of the other projects are generally focused on *one sector only*, the scope of the EbA project is much wider due to the *cross-sectoral nature of EbA*. Working across sectors is in its infancy in the Seychelles. It was therefore suggested that the Project may have failed so far at making a sufficiently strong case for why EbA is a cross-sectoral concern and, hence, why it requires active involvement of all the different sectors represented on the Project Steering Committee. It should be noted that issue is not unique to Seychelles. It is symptomatic of a general tendency to work in silos and thus for busy institutional staff members to focus on what is within their silo.

In addition, as per the Project Document, the Project Manager was supposed to be *"a senior MEE representative responsible for all project operations and lead the policy related elements to the project*. However, the initial Project Manager left after only 8 months in the position and was replaced by a more junior person. A key role of the project manager is "*to provide guidance and supervision of the Project Implementation team"*. The MTE team found that these responsibilities were carried out in a manner that is in urgent need of strengthening. Although experienced with managing a previous project, the Project Manager mentioned that she never received any project management training and highlighted a particular need for her to learn how to carry out M&E functions. As a result, she feels she lacks the necessary capacity and experience in how to lead and coordinate the Project Implementation Team.

Moreover, the MTE team noted a clear confusion within the team about division of labour and reporting structures, which also translated into confusing communication (see section 3.3.6). For example, while the technical core team members are supposed to report to the Project Manager, they are also being technically guided by the PCU Programme Coordinator. While, in principle, this setup should work, it appears that it has evolved into too much of parallel and uncoordinated dialogues between team

members. Contractors are also supposed to report to the Project Manager, while also reporting to the technical team members. This has led to confusion and parallel and at times contradictory communication as well. Overall, the MTE team noted insufficient clarity about who makes decisions about which issues, which has resulted in a sub-optimal project implementation. This observation was confirmed by key project stakeholders who stated during interviews that they were confused as to who is leading the project.

Finally, it was noted that there has been three changes to the UNDP Regional Technical Advisor (RTA) responsible for providing technical support to the project since project inception (3.5 years). From the Inception Workshop Report, the MTE noted that concerns about the viability of the project logframe and indicators (see section 3.1.2) were raised during the inception workshop without any further action from UNDP. The change of the initial RTA is likely to have played a role in lack of follow up, resulting in some key issues pertaining to project scope and monitoring left unresolved. This said, the MTE also noted the very proactive engagement of the current RTA in project activities, which (together with positive response of the project team) has already led to some positive changes in overall project management following the MTE Validation Workshop.

2.3.2 Work Planning

It proved very challenging for the MTE to get a firm understanding of the status quo and delivery rate of project implementation. The EbA Project relies on Annual Work Plans (AWPs) as their main project management tool. While these are guided by the original Multi-Year work plan provided in the Prodoc (see Annex 8 Project Implementation Schedule/Gantt Chart), the Project team does not appear to actively use this Gantt chart[9], in that it is not being updated on an ongoing basis. In addition, the way AWPs are structured, they are geared more towards *financial* management than *activities* management. In general, this very much depends how detailed a given project elaborates their AWP. The MTE found that the Annual Work Plans (AWPs) for the EbA Project do not specify actual *activities* for a significant amount of the project interventions. Moreover, the MTE learned that the Project had no additional work planning tool that outlined well-defined key tasks, step-wise activities and related benchmarks/milestones linked to the established Project outcomes. The individual team members also do not have their own individual activities-based work plans.

Consequently, it was therefore very difficult for the MTE to assess what *kind of specific project activities* are planned towards each given project outcome, along with *how* and *when* (i.e. timing) these sub-activities will be carried out. This made it near impossible to assess rate of implementation. To illustrate this point, the following example is taken from the AWP 2018.

Output 1.1	1.1.1: Mare Aux Cochons Watershed management	i. Invasive species management programme. ii. Wetland rehabilitation
		Travel
		Equipment
		Education and Awareness
		Workshops
		Formulation of Community based Management Plan
		Contract for Scientific and Technical Advisor
		Formulation of Monitoring and Evaluation plans

[9] The Gantt Chart was annexed to the MTE report in a separate file.

	1.1.2 Mont Plaisir Watershed management	i. Invasive species management programme
	1.1.3 Baie Lazare Watershed management	i. Invasive species management programme
	1.1.4 Caiman Watershed Management	i. Invasive species management programme
	1.1.5 Praslin Fond B'Offay / Nouvelle Decouverte Watershed Management	i. Vegetation management and replanting

1.1.3 Baie Lazare Watershed management	i. Invasive species management programme.	- Forest rehabilitation contractual services - Community support for on-going management - Purchase of stock for reinforcement plantings

The project team has also not actively been using the project logframe as a management tool, in that they have not systematically and regularly reviewed key elements (indicators and end of project targets) of the logframe. The MTE found, however, that the project team is highly aware of a need for an urgent revision, but was under the impression that they had to wait until the MTE. This is the message they received during the Inception Workshop from the then UNDP Regional Technical Advisor, when initial concerns were raised about indicators and targets. It was therefore an unwelcome surprise for the team to learn during the MTE in-country mission that the AF has recently revised their rules for how to revise the original target indicators for activities, output or outcomes (see AF Annex 7: Project/Programme Implementation, approved October 2017).

As discussed elsewhere in the report (see section 2.1.2), this MTE suggests that some indicators and end of project targets urgently need to be revised considering the current and expected project performance.

There are additional factors that further hampers effective work planning, implementation and coordination. There is no standard progress reporting for all project team members in place, whereby they report back regularly to the Project Manager against agreed to activities. Some progress reporting is taking place, but it is not systematized but more ad-hoc. As a result, the different team members are working too much in isolation, not being sufficiently aware of how their respective work activities fit into the broader whole. In addition, the Project team used to have regular weekly team meetings. However, these meetings have not taken place for quite a while. As a result, there is not enough work coordination between the different team members, which means that synergies between their respective work are not being fully optimized. For example, the Community Engagement/Communications Specialist lamented that it is difficult for her to pin down colleagues to get their inputs for communications products (see section 3.3.6). Finally, the project has no centralized information management system. The project-related files are not kept in one central location online, but fragmented and scattered with many different people. It therefore appears that nobody within the Project team has a full picture of project planning and implementation. It also proved challenging for the MTE to obtain all key project documentation to carry out the mid-term evaluation. The MTE learned that the project hard drive broke at some point. The MTE also realized, however, that the Project Manager is not able to access the PCU server via her computer. This lack of organized project files and data along with insufficient access by all team members are serious issues that need to be addressed immediately.

To counter these challenges in progressing with the evaluation, the MTE prepared a new elaborate Gantt Chart during the in-country mission (This Gantt Chart was shared with UNDP Seychelles and the project separately), outlining multi-year project implementation. It was only then the MTE was able to prepare Table 3 in section 2.3 that outlines estimated percentage implementation by outcomes and outputs. This Gantt Chart is based on information gathered from the original Gantt Chart in the Prodoc and project

AWPs, after which the MTE sat down with the project team to get more detailed inputs from the respective team members about the individual project interventions.

Project delays

The project experienced initial implementation delays during the initial start phase (2014-2015). These delays were identified as delays in project team recruitment, hampered by the initial Project Manager leaving after only 8 months, combined with a great deal of consultation with Government stakeholders and beneficiary communities in regard to project interventions to obtain buy-in prior to interventions being initiated (see section 2.3.3).

Further to this initial delay, the project team has successfully managed to make significant progress particularly concerning activities toward Outcome 1. Despite this positive progress, the project has also had to deal with several challenges that have resulted in project implementation delays. Some of these challenges occurred after June 2017, so will therefore only be included in the next PPR 2018.

One issue concerns how to proceed in the **Mare aux Cochons Watershed.** At present, the project is in limbo about how to proceed in this watershed and an urgent decision needs to be made by the Project Steering Committee. This catchment is described as a key site in the Project Document for forest and wetland management, specifically re-profiling of about 5ha of the existing wetland and the rehabilitation of 400ha of forest. The Project Document describes the progressive removal of non-native woody species, the planting of native species and the removal of ring-barking of super-canopy trees. However, these planned interventions have been met with significant resistance from the local conservation community, especially regarding any re-profiling of the existing wetland and ring-barking which could create conditions for nonnative species proliferation. Due to this resistance, the project has carried out a series of specialist studies:

- A first report on the biodiversity assessment and rehabilitation potential of forests in the Mare aux Cochons catchment. The report concluded that there is remarkable flora with several irreplaceable sites for biodiversity in this watershed. Invasive species and potential rehabilitation sites were prioritized, and the consultants finalised mapping of stream networks and wetlands showing the gaps in exploration.
- A second report on the status assessment and proposed management regime for Mare Aux Cochons Ramsar Site was conducted by another international consultant with the aim of informing decision-making for EbA intervention in that part of the watershed. The report included the identification of key biodiversity interest values of the site.
- Finally, a geotechnical and financial feasibility study of a proposed wetland creation in the "La Drisse" area in the Mare aux Cochons watershed was conducted and a report was submitted to the Government and PUC to assess various scenarios in relation to the creation of the barrage.
- Rapid fauna and flora biodiversity assessments were also conducted in the area to assist the Government to make informed decisions.

A second issue that needs to be resolved urgently concerns if and how to proceed with the forest rehabilitation efforts in **Nouvelle D'ecouverte and F'ond Boffay in the Praslin watershed**. The local NGO TRASS signed an MoU with MEECC to undertake this work. The first phase of the project had a time frame of 2 years (2016-2017) and targets about 20 ha for rehabilitation, including 10 ha in the first year. However, following several trains of work involving different rehabilitation models, TRASS and the project agreed that it is not possible to achieve the targeted area of rehabilitated forest. First of all, interviews highlighted that it has proven very challenging to carry out the planned pace of reforestation in the very

difficult terrain. For example, due to the conditions (steep, terrain and working in areas with no shade) it is only possible to work from 6AM to max. 12PM daily. Secondly, it also proved very challenging to recruit enough local people from Praslin to carry out this very demanding work. In an attempt to resolve this issue, the Project recruited an additional work team from Mahe, but this approach backfired, due to differences in payments and inter-island sensitivities. Thirdly, there were also issues with delays in financial tranches, resulting in TRASS not being able to pay their contractors. While the current contract has now ended, the targets were not reached and some unresolved issues remain between the Project and TRASS that will need urgent resolution.

A third challenge that needs to be addressed as soon as possible concerns how to deal with **excessive contractor costs** pertaining to forest and wetlands management. The pool of potential workers for this kind of work is relatively small and analysis of recent tenders in 2017 has indicated attempts by a group of contractors to fix prices artificially, sometimes at extraordinarily high levels (in excess of $25,000 for 1ha compared to a budget of <$2000/ha). According to the PCU and project team, efforts required for rehabilitation per unit area have been calculated conservatively under controlled conditions, which indicate that time and cost proposals are excessive. Attempts to open the market and encourage other contractors have only met with limited success. SNPA wishes to lead work within the National Park and in doing so build in house capacity, which will be more cost-effective. However alternative strategies may be required, including a re-examination of the existing competitive bidding process or a stronger focus on forest protection over rehabilitation outside of national parks and greater involvement of communities, which may, in turn, mean shifting rehabilitation activities to those more suited to volunteers. Overall, this issue needs to be resolved sooner rather than later.

Finally, progress has been somewhat slow in the **Caiman site**, due to emerging land use issues, which need to be resolved. A major resort development in the upper watershed was originally approved by Government but has since been halted. The proposal is still at the EIA stage but it has been reported that permission will be granted for the development to continue. Moreover, in regard to the final site at Mt Plaisir, project delays are primarily due to the extremely complicated private land ownership patterns, which essentially make it near impossible to work in that site, which was not during the prodoc design.

2.3.3 Finance and Co-finance

Financial management is carried out in line with UNDP and Government of Seychelles guidelines. The project has conducted two audits to date: Financial years 2014-2015 and Financial Year 2016. According to the two reports, the financial management were in accordance with agreed upon accounting policies and were: (i) in conformity with the approved project budgets; (ii) for the approved purposes of the project; (iii) in compliance with the relevant UNDP regulations and rules, policies and procedures; and (iv) supported by properly approved vouchers and other supporting documents.

The MTE finds that the financial management of the project is managed well by the PCU and UNDP. The PCU is handling the day-to-day financial management complemented by Requests for Direct Payments processed by UNDP. The latter was introduced in 2016, especially to expedite processing payments of contractors (down from 5-6 weeks processing to 2-3 weeks turnaround). The collaboration between the PCU and UNDP Seychelles also strongly benefits from the two entities being located in the same office space. Moreover, the PCU Financial Manager used to work for UNDP and is therefore very familiar with UNDP and its financial rules and regulations.

The project has expended about 39% of the total $5.95 million budget as shown in Table 4 below. This is an acceptable rate at MTE point, considering most projects tend to have a slow start-up during Year 1. According to the PPR June 2014-June 2015, the initial low expenditure rate was largely due to delays in start-up activities (spending only commenced in Q4 2014). The PIT was not fully in place until March 2015 and the current Project Manager was not hired until July 2015, after the initial one left after only 8 months in the position. The initial low expenditure also reflects a great deal of consultation with Government stakeholders and beneficiary communities in regard to project interventions to obtain buy-in prior to interventions being initiated. However, this initial slow disbursement was improved in 2016 (56.48% disbursement rate) and especially in 2017, where the project expended almost $1 million, which was $242,831.48 over the initial budget for 2017 prepared at the time of the AWP.

This is the first AF project being implemented by the Government of Seychelles, which has involved a learning curve in terms of understanding how to deal with the AF financial procedures and financial tranche release schedule. The amount spent over the initial budget for 2017 is a reflection of the fact that the AF operates according to a financial year as opposed to a calendar year. This significant difference between budgeted and actual expenditures for 2017 therefore reflects how the project, based on lessons learned from 2015 and 2016, began to manage project funds differently. The initial 2017 budget could only be budgeted against the remainder of the AF tranche received in August 2016. A new spending limit for 2017 was then approved, after the subsequent AF tranche was received in August 2017, allowing for the additional spending of $242,831.48. The additional expenditures specifically pertained to an increase in the amount of contractual obligations for work that was carried out on the Baie Lazare Wetland reprofiling, Anse Royale and North East Point Cleaning and Forestry Work. As per the AWP 2017 Component 1 Budget was US$350k, while at the end of the year the project spent US$633K, most under budget line 72150 Service Contracts.

The MTE noted that the balance for Project Management is currently in minus. Feedback from UNDP explained that the Project has been using a lot of the PM cost to support the Technical Advisor's salary in terms of reporting; UNDP had allocated this under Project Management when it should have been spread under the other components reflecting the technical nature of the inputs. This should now be resolved as UNDP has moved to using the FACE form, which allows the PCU to better monitor expenses against budgets. Now expenses can only enter expenses as they are reported.

Based on an interview with the PCU Financial Manager, the MTE did note that disbursement has slowed down during the period of August-October each year. This is due to the fact that the project is waiting for the next annual financial tranche from the AF. Given the uncertainty of the specific release date for this tranche, as it depends on approval of the PPR, the project needs to be cautious with spending. Due to the 80:20 ratio expenditure rule, the project only has 20% of the previous financial tranche to cover this 3-month period, while waiting for the next tranche. This need for caution and conservative spending has led to some delays in project activities during these months. This is rather unfortunate, as the months of August through October are the dry season in the Seychelles, i.e. a period where a significant amount of project activities, especially the wetland and forest rehabilitation, need to happen before the wet season begins in November.

The MTE found that the PCU and UNDP, in agreement with the AF, are making significant efforts to address this matter by preparing the annual PPR early for a prompt submission to the AF in August. The PCU also hold meetings with new contractors to provide guidance about contract payment process and how to prepare correct invoices to help ensure as smooth a payment process as possible.

Co-finance: Adaptation Fund projects do not require co-financing. However, in-kind contributions are provided by the following key project stakeholders:

- The watershed committee members volunteer their time to carry out unpaid watershed rehabilitation works, attend committee meetings and consultative meetings with government agencies and partners such as SNPA, PUC and SAA.
- SAA have helped organize joint workshops with the project.
- PUC sits on all our watershed committees.
- Project partners help plan and participate in site visits.
- SNPA provided storage for free for pesticides purchased under the project.
- SNPA seconded staff for forest rehabilitation.

Such in-kind co-financing is a positive reflection of strong stakeholder interest and involvement in the project. It also speaks of country ownership and is a promising indication of long-term sustainability of the specific project activities that are receiving this in-kind contribution.

Table 4: Project Budget and Expenditures, April 2014 – December 31 2017

Outcome/Atlas Activity	2014 Budget	2014 Expended (as per DCR)	2015 Budget (from AWP)	2015 Expended	2016 Budget (from AWP)	2016 Expended	2017 Budget (from AWP)	2017 Expended	Total budget	Total expended by end 2017	Balance
OUTCOME 1 - Ecosystem-based adaptation approach to enhancing freshwater security and flood control in Mahé and Praslin under conditions of climate change		324.16	689,124	113,321.88	817,232	413,107.74	350,978	633,392.35	3,025,000	1,160,146.13	1,864,853
OUTCOME 2 - Ecosystem-based adaptation approaches along the shorelines of the Granitic Islands reduce the risks of climate change induced coastal flooding		0	490,557	72,217.09	398,909	180,844.11	152,882	198,687.16	1,995,000	451,748.36	1,543,251
OUTCOME 3 - Ecosystem based adaptation mainstreamed into development planning and financing		0	127,724	33,599.84	167,593	117,696.88	72,921	43,214.15	480,000	194,510.87	285,489
Project Management		124,412.51	66,375	207,137.89	76,488	113,090.16	137,398	81,716.82	450,000	526,357.38	-76,357
TOTAL	N/A	124,736.67	1,373,780	426,276.70	1,460,222	824,738.89	714,179	957,010.48	5,950,000	2,332,762.74	3,617,237
Delivery Rate (Expenditure/Budget * 100%)				31.02%		56.48%		134%		39%	

- Budget figures are extracted from the Annual Work Plans (AWPs)
- The expended figures are extracted from the Overall Financial Report October 2014- December 2017

2.3.4 Project Monitoring and Evaluation Systems

According to the Prodoc, a monitoring plan was supposed to be prepared during the inception phase, outlining how, who and when monitoring of activities and Results Framework Indicators will occur. This plan was also supposed to outline who would be responsible for data collection, compilation and reporting. However, according to the current Project Manager such a plan was never systematically developed. The MTE could not establish whether this task was carried out by the initial Project Manager. However, if it was, such a plan was never shared with the current Project Manager.

Despite not having prepared an M&E Plan during the Inception Phase, the MTE noted that the project has been following the standard Monitoring and Evaluation Plan generally applied to UNDP-executed projects, which was outlined in the Prodoc (see Table 11 in Prodoc). The project did hold an Inception Workshop, which was documented by an Inception Workshop Report. Moreover, Quarterly Progress Reports are prepared to report achievements and challenges against planned activities at the Output level (i.e. progress on outputs and implementation). Additionally, the project has prepared Annual Project Performance Reports (PPRs) every year. The Project team has also diligently monitored the risks and assumptions upon which project implementation is premised, and the annual PPRs show that the PCU has regularly updated the risk log in ATLAS. The MTE also finds that the elements of this standard M&E plan has been sufficiently budgeted and funded during project preparation.

The MTE found, however, that the issue is not so much related to whether or not the project has the proper M&E channels. The shortcoming pertains to the quality of report, i.e. *what* is being reported and *how*. For example, the quarterly plans do not report specifically against project indicators. While the Annual Project Performance Reports (PPRs) do include reporting against project indicators, as pointed out in section 3.3.2, the *quality* of this reporting is problematic. Based on interviews and review of project documentation, the MTE finds that reporting reflects that the Project lacks a systematic approach to data collection and monitoring of these indicators. Additionally, many of the indicators themselves are difficult to measure, as they are not SMART.

The project team does evaluate the actual performance of some of the EbA activities at demonstration sites. For example, UniSey students are helping collect key data related to water flow and water quality. However, these data do not appear to have been used in the PPRs and they are not systematically kept in one project M&E *system.* It is not clear to the MTE whether these full data set are shared with the Project team or whether they are kept at UniSey. The MTE also finds that the data results need to be related more strongly to the expected climate change impacts. This data collection also needs to be systematized so that it is done in regular intervals. The Project is also not using its existing monitoring efforts for deeper reflection to document evidence or to generate lessons and learning that shows results/impacts at outcome level.

Finally, the MTE noted that the PSC is not actively participating in monitoring project progress, given that meetings have been held so irregularly the past two years (see section 3.3.1). As a result, it is clear that some key challenges – i.e. how to proceed in Mare aux Cochons, how to deal with excessive contractor costs and how to resolve the impasse with TRASS - currently facing the project (see section 3.3.2) have not been addressed and resolved by the PSC in a timely manner. The MTE therefore concludes that the PSC has not adequately supported the use of M&E information for adaptive management. Consequently, project implementation has suffered, and delivery of results and impacts are likely to be compromised, unless corrective measures are taken immediately.

2.3.5 Stakeholder Engagement

The project has engaged a wide set of stakeholders, in keeping with a holistic, cross-sectoral EbA approach. Interviews confirmed that a broad range of national and local stakeholders was consulted through bilateral interviews, field surveys and workshops during the project preparation process. Table 5 below briefly outlines how the project has continued to actively engage many of these stakeholders in project implementation. The ones indicated with an * are also members of the Project Steering Committee.

Table 5: Key project stakeholders and their role and involvement in the project

Stakeholders	Role and involvement in the project
Ministry of Environment, Energy and Climate Change (MEECC)*	Project Executing Entity, through the GOS-UNDP-GEF Programme Coordination Unit. Has assigned a Project Director, who is also Chair of the National Climate Change Committee and the subcommittee, which acts as the Project Steering Committee.
Wetlands Unit/ MEECC	Responsible for managing all wetlands (including Ramsar) and deals with coastal drainage works and rehabilitation. The Unit has been quite involved in project activities to date regarding coastal wetlands, and litter and dumping issues.
Seychelles National Parks Authority (SNPA)*	Government agency responsible for management of all public terrestrial and marine national parks. This includes the Mare Aux Cochons site, which is a Ramsar wetland. They are also responsible for forestry issues in general, e.g. forest fires. Proposed and sent participants to the project training on use of chainsaw under Component 1.
Public Utilities Corporation (PUC)*	Responsible for the provision of water and electricity to all end users. The regulator for all water catchments but also tasked with abstraction and treatment of water to supply to the population. Chair of the Rivers Committee, which aims at settling disputes between competing users. The Project assisted in the renovation of an existing barrage and with information on areas where PUC can abstract water. The project has provided a lot of information and support to PUC but the information flow has been largely one-way. PUC technical people have been fully involved e.g. in barrage design and development but PUC management has not engaged until very recently when they have seen how effective the project approach in developing a gabion barrage has been. They are at the moment very enthusiastic for the project to put more of the structures into place as an immediate measure to deal with the expected 2-year water shortage caused by the closure of La Gogue.
Seychelles Agricultural Agency (SAA)*	Responsible for providing policy and regulatory framework to, as well as capacity development services to, the agricultural community. The Project collaborates with SSA and the United Nations IAEA to hold annual training workshops. The objective is to build the capacity of local SAA staff in how to reduce salinity intrusion in coastal farming areas. The project interventions include activities to monitor electrical conductivity driven by the sodium ion as a means of tracking salt intrusion. GIS license and GPS equipment were donated to SSA to facilitate the mapping of the agricultural zone of the Anse Royale district. Spatial analysis of the data will be conducted in order to assess changes over time. Further training on how to operate the GIS license was conducted in July 2017.
Land Use & Planning Department (Ministry of land Use & Habitat)*	Deals with planning and building applications, setting urban guidelines and preparing land use plans. The Unit has a key role in classifying land for e.g. catchment management plans. The project is engaging with them in this and in identifying land ownership, and approving for project actions on land owned by

Stakeholders	Role and involvement in the project
	Government. Collaboration on development of land use plans, water resource protection zones, areas for no land use. The Unit was also the main beneficiary of the maps developed under the project showing the new sources of rivers and watersheds that was previously unknown and not mapped.
Terrestrial Restoration Action Society of Seychelles (TRASS)	This NGO was contracted by the Project to rehabilitate degraded land areas on Praslin island by removing invasive species (coco-plum) and planting native species (Component 1). In view of shortage of contractors on Praslin, TRASS was commissioned for this assignment, which involved subcontracting of local Praslin individuals. TRASS has also established a nursery for native plants mostly funded by project).
Marine Conservation Society of Seychelles (MCSS)	NGO that carried out assessment of faunal biodiversity and the translocation of species e.g. terrapins from the watershed area before the commencement of works involving heavy machinery. The project may be intending to use them for coral reef restoration work. MCSS also has experience in coastal management planning and they did the original plan or Anse Royale.
Plant Conservation Action Group (PCA)	NGO involved in species ID training for watershed committee and development of rehabilitation manual.
Sustainability for Seychelles	Local NGO that delivered training programme for the watershed committees
University of Seychelles	Departments of Geography, Biology, Meteorology and Hydrology are partners in baseline and feasibility studies. Students, guided by their professors, are also continuously involved in data collection of river flow and quality in the Baie Lazare area for monitoring purposes.
Watershed committees	Local community groups established under the project to become actively involved in the protection, rehabilitation and management of their respective watersheds. The aim is to turn these committees into legal CBO entities.
Private contractors (Ecofix, eco healing, etc.)	Some are contracted through competitive tendering to remove invasive species and planting of native species in target project areas on Mahe and Praslin (Component 1). Others are commissioned for construction of barrages, site clearance and riverbank protection (Component 1)
EcoSol	Local consultancy firm that carried out biodiversity assessments and bathymetric studies at NE pointe and Anse Royale (Component 2)
Consultants	E.G. Jude Bijoux, a consultant that carried out coral reef assessment at NE Pointe (Component 2)

According to the Project Document, the goal for stakeholder involvement in the project is to ensure that all stakeholders who are affected by, have a role in, or are interested in project themes have the opportunity to be involved and develop a sense of "ownership" of the project.

As can be seen from Table 5, the Project has made significant efforts to involve a wide range of both government and non-governmental stakeholders across different sectors in project implementation. The MTE also noted that several existing partners expressed a keen interest in even further collaboration, as they are seeing how project results are beneficial for their own work. For example, PUC appreciated the repair of their old barrage and subsequent enhanced water flow in Baie Lazare. PUC have also agreed to join the Watershed Committees, as the Corporation realizes the importance of moving towards local community stewardship of watersheds as an integral part of decentralization. Moreover, the Land Use Planning Department expressed how they have greatly benefitted from the project updating their GIS records on watersheds and rivers, allowing for more informed decision-making concerning designating

water extracting areas for PUC, water for agricultural use and no-development areas that serves to protect water sources. SAA also expressed a keen interest in the work the project is doing in the Baie lazare watershed with local farmers and would like to explore further collaboration between the project and farmers. The Project has also made significant progress in setting up local Watershed Committees in 4 of the 5 planned project sites.

The MTE noted, however, that the Project does not have an explicit strategy for whom to engage with, why, how and when. As a result, overall, stakeholder engagement appears to be mostly ad-hoc, reactive and opportunity-driven, instead of proactive and driven by a clear vision of how all the different players can contribute to the overall project objectives. The MTE also noted limited understanding of the concept of EbA during the MTE Validation Workshop, which is an indication that the project need to more actively engage stakeholders in experiences-sharing and dissemination of the results of the project activities and expanding the knowledge base and ongoing training on EbA to climate change. Finally, the MTE was surprised to learn that the Project is not actively engaging with the Department of Tourism and Transport and the Seychelles Tourism Board, given that this sector is one of the most significant water users in Seychelles (about 18% of the annual water sales and increasing). Both stakeholders were consulted during the project planning. The former deals with the Government-related tourism and transport portfolio, with a primary focus on tourism policy development, while operational matters are dealt with by the latter.

2.3.6 Reporting and Communications

While all the project team members make sincere efforts to communicate with project stakeholders regularly, the effectiveness of **internal project communication** could be improved. The MTE found that activities under the different Project components are at times implemented in parallel rather than as an integrated approach, causing confusion and delays in project implementation. This observation was confirmed by key project stakeholders, who stated during interviews that they were confused about who they should communicate with within the team. The MTE finds that enhanced project communication with key stakeholders could contribute to their awareness of project outcomes and activities and, in turn, it would represent a positive development for long-term sustainability of project results. This could be done, for example, by convening quarterly stakeholder meetings at different levels and locations.

Concerning **external project communication**, the MTE found that the project is generating some impressive results and methodologies along with lessons about what works well and what have been less effective. However, at present most of this crucial information is not being sufficiently documented and shared. This can partly be explained by the project only being at mid-point in terms of project implementation. Findings, lessons and best practices from project activities are therefore only starting to emerge now. However, the MTE also noted that the Project has not yet formulated a Communications Strategy to guide its overall communication and dissemination of information, despite it being an explicit deliverable in the work plan. As a result, the project team therefore does not have a clear and joint understanding of what key information and messages to generate and share, to whom to convey these (i.e. target audiences) and how to most effectively do that (i.e. what means to use).

Additionally, interviews confirmed that key project staff turnover has played a significant role in the above. As mentioned earlier, the first Project Manager left after only 8 months, while the initial Community Engagement Specialist left the project after 2 years. She did prepare a Strategic Community Engagement Plan of Action, which outlined activities, goals, methodology, implementation date, site, public target group and attendees. While this document was a promising start, it appears it was never finalized and approved and subsequently not embraced by the entire team. The current Community Engagement

Specialist has only been in the position for one year. She prepared a rough draft Project Communication Plan/Strategy in August 2017, but is still awaiting feedback from project management, meaning it has still not been finalized. The MTE team noted that this task had been rolled into the AWP 2018. The MTE also realized that the Community Engagement Specialist had never seen the broader PCU Communications Strategy, which the MTE received and reviewed. Finally, she lamented that it has proven challenging to obtain much-needed inputs from colleagues for articles and other written communications, which the MTE finds highlight a lack of understanding within the overall project team that a communications person depends on inputs from all team members to produce communications outputs about their respective work.

Despite not having an explicit Communications Strategy, the current Community Engagement Specialist has managed to carry out a wide range of excellent communications and outreach-related activities and deliverables, such as setting up a Project Facebook page, preparation of a Project leaflet and 2 new videos-in-progress of the forestry rehabilitation and water project components, respectively. In conclusion, though, overall external project communication and outreach is adhoc and reactive instead of being proactive grounded in a clear prioritized strategy. As a result, the communication and outreach aspects of the project activities are in serious need of some urgent attention. The project now needs to prepare communication materials that draw out achievements and lessons from the project for both local and international communities. It also needs to put more effort into 'telling the stories' related to project interventions as an effective way to create more awareness about project activities and impacts.

2.4 Project Sustainability

This section is primarily prepared based on a review of the Project's Risk Log. The project is facing moderate risks (low – medium). Upon the review (specific risks are highlighted in text below), the MTE did not find any additional or more severe risks than previously estimated by the Project team. The MTE therefore concludes that overall project sustainability is Moderately Likely (ML), given that at least some project-generated benefits will likely be sustained due to the progress towards results and outcomes at mid-point.

2.4 Financial risks to sustainability

The MTE finds that once the AF investment ends, the probability of continued financial support to at least some of the project activities is quite high. The project has yet to establish financial and economic instruments and mechanisms to ensure financial sustainability of project interventions. However, under Output 3.1, in line with a provision for this in the new Water Bill, the project will pursue a modified payment for watershed services approach that seeks to recover the ongoing costs of watershed management from water supply customers and other potential funding sources. The project also aims to strengthen the institutional basis for accessing public and private sources of climate change finance to support EbA approaches in the future. Given that EbA is gaining traction globally as a viable and cost-effective approach to climate change adaptation, new funding opportunities are increasing.

Despite these promising future financing options, some project activities may face challenges in terms of sustained financing. Excessive contracting charges for forestry and other related works arose as a new financial challenge in mid-2017. While this is an issue that needs to be addressed by the Project Steering Committee as soon as possible, this matter goes beyond simply posing a risk to current project activities.

If not resolved soon, such unrealistic contracting charges could end up constituting a real risk to long-term sustainability of broader forest and watershed rehabilitation in Seychelles. A possible solution includes letting SNPA take over and lead forest rehabilitation work within the National Park and in doing so build in-house capacity. This would not only be more cost-effective than using external contractors; it would also ensure that activities initiated by the EbA project is sustained in the long run by being embedded into existing institutional structures of the Government of Seychelles. While not a stated objective of the project, building the capacity of the private contractors could also be viewed as a secondary measure of sustainability. The Project Risk Log further highlights that alternative strategies may be required to resolve this risk, including a stronger focus on forest protection over rehabilitation outside of national parks and greater involvement of communities, which may in turn mean shifting rehabilitation activities to those more suited to volunteers. Getting communities more involved in forest management, including maintenance of rehabilitated sites where needed, is certainly an area being explored by the project. In terms of management of rehabilitated wetlands, however, according to the PCU, there is still the perception that PUC or other agencies need to take the management role, not communities.

In sum, while none of the new financing efforts have commenced yet, if pursued, these venues are promising and would likely result in sustained financing in support of enhanced watershed management and forest rehabilitation in the long run.

2.4.2 Socio-economic risks to sustainability

The MTE finds no significant socio-economic risks to sustainability of the project outcomes. The Project has identified that **adaptation measures may increase inequality** as a risk. To mitigate this risk, the project promotes social inclusion and equity and the MTE finds that the Project actively demonstrates at the local level that the applied EbA measures do not limit the participation of women and the disabled as beneficiaries.

Additionally, key national stakeholders and local communities in the project sites are very interested in the project activities. During interviews they expressed appreciation for the multiple benefits of the project outcomes, such as enhanced water supply, cleaner drinking water and newfound awareness about climate change impacts and EbA. The rehabilitation components of the project also create job opportunities through contractual services for the communities, encouraging them to participate in the rehabilitation and management of their water and forest resources. Moreover, stakeholders like being actively involved in project activities, highlighted by a desire for more training and capacity building expressed during interviews and the MTE Validation Workshop. The project also works in collaboration with partners and the local communities to determine appropriate structures to be built in a given, as well as to help mitigate water pollution in areas affected by unforeseen agricultural or residential development from neighbouring plots. The demonstration activities are already catalyzing the attention of local communities to potentially replicate such adaptation techniques in other areas in the future.

Disconnection of illegal water abstractions may create some resentment. The MTE noted, however, that conflicts in water abstraction by PCU for household use and by farmers for agriculture are being handled well through the local community watershed committees in collaboration with the districts concerned. To date community-based watershed committees have been established in 4 of the 5 project watershed sites. The MTE also finds that the Community Engagement Specialist is doing an excellent job at proactively ensuring community engagement and buy-in, while ensuring that interventions are relevant and beneficial to communities. This guarantees that community interests are represented, and that communities engage in decision-making in relation to adaptation interventions of the project. The Committees need to be

further consolidated to ensure long-term sustainability (see Recommendation 4), but the Project team is fully aware of this and committed.

2.4.3 Institutional framework and governance risks to sustainability

The MTE finds mixed results concerning the institutional framework and governance risks to sustainability of the project outcomes. On a less positive note, the Project has rightly identified the risk that ***policy makers may prioritize economic benefits over sustainable and resilient ecosystems*.** This risk was highlighted in early 2016, when a Government Land Use Plan was declared 'invalid' as the constraints imposed in relation to preservation of the fragile ecosystem in that area were deemed to infringe the rights of the owner to develop the land. The MTE agrees that this sets an unfortunate precedent and essentially supports developers to ignore ecological constraints or ecosystem resilience in proceeding with development projects. If this precedent is applied widely in fragile areas, such as large areas that are under private ownership (even within gazetted Protected Areas), then this risk could become critical. Moreover, the Public Utilities Corporation (PUC) needs to commit more to participatory catchment management. PUC currently lacks awareness on watershed management, particularly the ecosystem-based adaptation approach.

In addition, pressure for building land has caused the GoS to cancel a previous ban on construction above the 50 metre contour on Praslin and La Digue islands, thereby allowing for further development in lower watersheds on those islands. Pressure to allow similar constructions in lower watersheds on Mahe, including inside nominated protected areas (or by shifting the boundary of the protected areas upwards) is likely to grow. Government has committed to releasing 100s of additional land parcels over the next years. The Ministry of Habitat, Infrastructure and Land Transport (MHILT, formerly MLUH) is reviewing the Land Use Plans (LUP) developed under a GEF project in 2013-14, but never approved, to consider these type of land issues but hopefully to regulate development to some degree.

The Project has also identified as a risk that ***the legislative framework does not adequately support adaptation interventions.*** This risk is a genuine concern, as GoS commitment to participatory catchment management, including protecting them from future development, is necessary for the successful and sustainable rehabilitation and management of the watershed areas and coastal rehabilitation. However, the pieces of legislation that form the enabling environment for certain EbA interventions (Environmental Protection Act, Land Use Plans for the target districts) are still not approved due to a very slow approval process. Moreover, harmonization between all the legislation remains an issue.

On a positive note, a paradigm shift in the legal framework of the Environment sector occurred in 2017, with the approval of a new **Water Policy** for the Seychelles. Moreover, a related **Water Bill** has been drafted and is awaiting approval. This new Policy will provide an appropriate legal, regulatory and institutional framework for the optimal integrated management of the country's water resources. The policy statement also affirms that the responsible authorities will take appropriate measures to rehabilitate, sustainably manage and protect catchment forests. Through this policy, there is provision for forests to be rehabilitated where necessary and it advocates that catchment forests should be afforded legal protected status where feasible. The EbA Project team was closely involved in the formulation of this new Policy. The Water Policy was submitted to and approved by Cabinet Ministers in July 2017 and the drafting of the legislation will follow. At the systemic level, to further enhance this important legal foundation for the project EbA activities, the EBA project is aiming to draft watershed management regulations with an applied EBA approach.

2.4.4 Environmental risks to sustainability

The MTE finds that no significant, additional environmental risks to those already identified during the project development are influencing the project sustainability. Moreover, the initial risk - ***environmental impact of structures in watercourses and reefs*** -, which was identified as a medium risk, has been retired, as regulations for EIA has been updated under the revised Environmental Protection Act approved in September 2016. The revised legislation will more closely regulate the construction of intended structures in water sources, where necessary, in particular those that will require an environment impact assessment. To ensure interventions are environmentally sustainable, the Project also undertakes Environmental Impact Assessments (EIA) and Biodiversity Assessments before commencing activities in ecologically sensitive areas. However, the risk still exists as there is a lack of law enforcement. Moreover, many development projects do not submit EIA prior to intervene in a given location, which has subsequently affected the project watersheds already.

Another identified risk concerns how ***extreme natural disasters could affect the confidence of local communities in the EbA measures*** promoted by the Project. The MTE finds that the project is being successful in building confidence in the efficacy of the EbA measures through in-situ training programs for watershed committees concerning integrated watershed management at the community level. Through this hands-on training, the local communities have gained a better understanding of the fundamental principles of an EBA approach to managing the adverse effects of climate change. This training has so far focused primarily on addressing impacts of changing weather conditions in watersheds, but similar committees need to be built and approaches adopted to address EBA issues in coastal areas (noting that recent data collected by the project in regard to coastal processes at North-east Point have indicated a 10 cm rise in high tide levels over the last 20 years).

Finally, to ensure that the ***applied ecosystem rehabilitation methods are not inadvertently leading to maladaptation*****,** the project is working in collaboration with the University of Seychelles, using scientifically sound and field-tested methods of rehabilitation for forests. As the MTE witnessed during field visits, this approach is starting to have positive impacts on ecosystem services and water retention. This bodes well for the environmental sustainability of project interventions.

3. Summary of Findings and Recommendations

3.1 Summary of Findings

Despite the fact the Estimated Percentage Implementation by Outcomes and Outputs table (Table 3) in section 3.3 shows an average delivery of 49.7%, the MTE rates project implementation as **Moderately Unsatisfactory**. However, the MTE finds that project performance and delivery could be satisfactory, by the end of project closure, if key adaptive management measures are implemented during Q2 and 3-2018. The MTE also finds that the project sustainability is moderately likely. Table 6 provides a summary of the MTE ratings, along with a brief summary of the justification for these ratings.

Table 6: Summary of Ratings & Achievements

Measure	MTE Rating	Achievement Description
Project Strategy	**N/A**	
Progress Towards Results	**Objective** **MS Moderately Satisfactory**	**Indicator rating: Indicator 1 – MS; Indicator 2 – MS; Indicator 3 – MS** On the positive side: • **The project is making steady progress to meet its overall objective.** • Various phases of forest rehabilitation have started in the watersheds to facilitate the progressive restoration and capacity of degraded forestland to deliver forest services to the communities. • The activities undertaken as part of the wetland enhancement program are improving the water quality and flow in the upland wetlands of the targeted watersheds. • Concerning Praslin, the project tree nursery was completed on time and on budget. • The first rehabilitation contract by TRASS was finalized by the end of 2017. Tree tubes and other equipment were sent to Praslin to facilitate growth of planted out saplings. Two teams of field workers and additional forestry operators worked to clear invasive vegetation to facilitate the rehabilitation works being conducted. On the other hand: • The MTE team finds the target of 4,000 ha very high and may have been too ambitious, especially in light of lessons from the Praslin interventions showing that those local targets will need to be lowered. • Additionally, as interventions in Mare aux Cochons are on hold for now, all depending on what is decided on how to proceed (a Go or No Go or an alternative site), this target may become even more unrealistic. • Finally, there is an issue of sustainability of project interventions. The Project will need to ensure that the removed invasive species do grow back. If so, repeat efforts to remove them again will be required to meet the objective of encouraging re-growth of native species.
	Outcome 1 **MS Moderately Satisfactory** **EbA approach to enhancing freshwater security and flood control in Mahe and Praslin under conditions of climate change**	**Indicator rating: Indicator 4 - MS; Indicator 5 - MS; Indicator 6 - MS; Indicator 7 - MU; Indicator 8 - MS; Indicator 9 – HS.** • The MTE team was impressed with the preliminary results of the project interventions related to both forest and wetland rehabilitation. For example, it is now evident that the construction of the gabion wall barrage and forest rehabilitation in the Baie Lazare wetland will lead to significant enhancement of the natural habitat and water storage, which water storage capacity equals that of the second largest reservoir in Seychelles. • It is therefore very likely that both water shortages and flooded areas will be reduced. On the other hand: • While the results to date in Baie Lazare are very promising, the project still has not started on rehabilitation work in Mare aux Cochons. The End of Project target for this location is therefore not likely to occur.

		• PUC also has not been forthcoming with the data necessary for monitoring due in part to lack of monitoring devices in the project watershed. • The project has so far mapped out watersheds on both Mahe and Praslin. However, no site-based management plan has been developed at mid-term. • Removal of invasive alien species and planting of native species have been carried out on Mahe and Praslin. However, the work on Praslin has been very difficult due to harsh work conditions. Progress has therefore been slower than anticipated. Also, breakdown in the relationship between the main partner (TRASS) and the project team is a serious threat to achieving the target.
	Outcome 2 **MU Moderately Unsatisfactory** **EbA approaches along the shorelines of the Granitic Islands reduce the risk of climate change induced coastal flooding**	**Indicator rating: Indicator 10 - U; Indicator 11 - MS; Indicator 12 – MS.** • The project has done the studies to look at feasibility of the planned reef measures. However, it seems that small scale EBA reef rehabilitation measures are not feasible due to the surge. Large scale engineering would be required which is not within the mandate of the EBA project. However, World Bank is now looking at the project studies as part of an overall assessment of opportunities for coastal resilience measures. • There is ongoing collaboration between the Seychelles Agricultural Agency (SSA) and the EBA project to reduce the impact of salinity on agriculture. GIS licenses and GPS equipment were donated to the Agency to facilitate the mapping of the agricultural zone of Anse Royale to determine where salinity levels are rising and where interventions are needed. • Spatial Analysis of the data will be used to design interventions. This collaboration is between several agencies and other EBA projects. On the other hand: • The MTE team found it very difficult to assess progress made towards area of rehabilitated coastal ecosystems, as the indicator covers so many different kinds of interventions, all at different stages in terms of intervention. This scope of this indicator is too broad for any meaningful monitoring and measurement. The MTE team therefore finds that it is very likely that the Project will not be able to reach all these different individual End of Project targets under this one indicator. **This is more an issue of poor indicator design than an issue of the project not being able to deliver.** • The MTE team could not obtain detailed information to verify whether the End of Project target (i.e. 1,000 ha of coastal ecosystems) is realistic. • Moreover, while the Integrated Shoreline Management Plan was supposed to be drafted during Year 1 (2015) of project implementation, it is not done yet. Instead this task and the revision of the plan for Anse Royale will be done in 2018.
	Outcome 3 **MS Moderately Satisfactory**	**Indicator rating: Indicator 13 - S; Indicator 14 - MS; Indicator 15 – MS.** On the positive side: • While the Rivers Committee were dormant from 2015-early 2017, it has been reactivated through the appointment of an officer in the

	EbA mainstreamed into development planning and financing.	PUC. The committee has met once in 2017; the project hydrologist is a member of the committee. • A national monitoring system has not yet been developed, but a system is in place for Baie Lazare watershed (acting as a pilot for possible adoption at a wider level). • Six permanent water-sampling points at Val d'Endor in Baie Lazare watershed have been regularly visited by students of the Environmental Science Department of University of Seychelles to collect water samples and monitor the water discharge (water flow) (above). • A scientific methodology has been developed to set technical standards for forest rehabilitation and monitoring. • A range of knowledge products has been prepared to date: A Project facebook page and 2 videos are in preparation (one related to forest management, the other to water management), showing the work done by the project in respect to component 1. Moreover, write-ups, articles and spots have been prepared for newspaper and radio programmes • A **water management policy framework** has been developed. Following stakeholder consultation and collaboration led by an Integrated Water Resource Management (IWRM) project, a **Water Policy** was submitted and approved by the Cabinet of Ministers in July 2017. Watershed management will be regulated through drafting of legislation that will follow, based on the Policy. • The **Environment Protection Bill 2016** has been approved, which also provides background for watershed management. **Land Use Plans (LUPs)** for Seychelles' main islands are being revised, but these provide the basic regulatory framework for the protection of water catchments in Seychelles. • Well-received trainings have been carried out in plant identification, stream flow monitoring, soil and salinity management and forest management work, including safe use of chainsaws. On the other hand: • It is not clear what the project is doing towards mainstreaming EbA into development financing. • The ground work for a watershed monitoring system seems to have been carried out through an extensive mapping of watershed and rivers, the reactivation of the rivers committee and the establishment of watershed committees as carried out by the project. However this falls short of a national watershed monitoring system. • The absence of a finalised Communications Strategy and a detailed project work plan, combined with insufficient internal team collaboration towards these products, have hindered the smooth planning and delivery of activities. • At present there is no clear work plan for which specific knowledge products to produce. This can be relatively easy addressed, but it needs to be made a priority.
Project Implementation	**MU**	**The MTE team finds that overall implementation (indicated by project delivery) is at 49.7% at mid-point (see Table 3).**

& Adaptive Management	**Moderately Unsatisfactory**	**Justification for <u>overall rating</u>:** • The **overall Project Implementation and Adaptive Management Rating** is deemed **Moderately Unsatisfactory (MU)** meaning that implementation of some of the six components outlined above is currently not leading to efficient and effective project implementation and adaptive management, with most components requiring remedial action as outlined in the Recommendations section. • **This rating is based on the specific information provided below about the six components included in this rating.** • However, **the MTE team finds that this rating could be significantly improved to Satisfactory (S) by the end of project closure if key recommendations are implemented swiftly.**
		RE. Management Arrangements: • Changes made to the initial project management arrangements have made them more in line with the standard setup generally applied to UNDP-<u>executed</u> project than the initially proposed one. • In addition, the MTE team considers it a clear advantage that the project has been physically housed in the PCU and in the same building as UNDP, as there is a direct and easy access to the PCU Programme Coordinator, project financial management system, other PCU-implemented projects and UNDP. However, the MTE team observed some serious issues regarding level of effectiveness: • The new Project Steering Committee has failed to play the envisioned important strategic role in project implementation, due to very poor meeting attendance by members and as of 2016 failure to convene the agreed to two annual meetings annually by the PCU. • This poor level of active involvement of the Project Steering Committee in project implementation is a serious cause for concern, especially as some important strategic challenges have not been addressed in a timely manner (see 2.3.1). • An inexperienced Project Manager who has not received sufficient project management training. • Unclear lines of reporting, communication and decision-making within the Project Implementation
		RE. Work Planning: It proved very challenging for the MTE to understand and assess the status quo and delivery rate of project implementation, mainly due to problematic work planning. • The Annual Work Plans (AWP) do not sufficiently specify actual activities for a significant amount of the project interventions. • The Project has no additional work planning tool that outlines well-defined key tasks, step-wise activities and related benchmarks/milestones linked to the established Project outcomes. • The individual team members also do not have their own individual activities-based work plans. • The logframe is not actively used as a management tool.

		Additional factors further hamper effective work planning, implementation and coordination: • There is no standard progress reporting for all project team members in place. • There is no longer regular weekly team meetings. As a result, there is not enough team coordination. • There is no centralized project information system. The project files are fragmented and scattered with different people. • Delays in addressing challenges, resulting in project implementation delays.
		RE: Finance and Co-finance: • Financial management is carried out in line with UNDP and Government of Seychelles guidelines. • Two project audit reports show that financial management is in accordance with agreed upon accounting policies. • Financial management of the project is managed well by the PCU and UNDP. The PCU is handling the day-to-day financial management complemented by Requests for Direct Payments processed by UNDP. • The project has expended about 39% of the total $5.95 million budget (Table 4). This is an acceptable rate at MTE point. • The initial low expenditure rate was largely due to delays in start-up activities (PIT recruitment and change of initial Program Manager). • The PCU and UNDP, in agreement with the AF, are making significant efforts to ensure efficient AF fund disbursements by preparing the annual PPR early for a prompt submission to the AF in August.
		RE: Project Monitoring and Evaluation Systems: • The project has followed the standard M&E Plan generally applied to UNDP-executed projects (Prodoc Table 11), e.g. the project held an Inception Workshop, prepare Quarterly Progress Reports and PPRs. • The Project team has also diligently monitored the project risks and assumptions and regularly regularly updated the risk log in ATLAS. • However, the project does not have a more project-specific M&E plan related to project activities. • It is also not clear who is responsible for data collection, compilation and reporting. • The shortcoming pertains to the quality of reporting, i.e. what is being reported and how. For example, the quarterly plans do not report specifically against project indicators. While the Annual Project Performance Reports (PPRs) do include reporting against project indicators, the quality of this reporting is problematic (2.2.2). Reporting reflects that the Project lacks a systematic approach to data collection and monitoring of these indicators. Additionally, many of the indicators themselves are difficult to measure, as they are not SMART. • The Project is also not using its existing monitoring efforts for deeper reflection to document evidence or to generate lessons and learning that shows results/impacts at outcome level. • The PSC is not actively participating in monitoring project progress. The PSC has therefore not adequately supported the use of M&E

		information for adaptive management. Consequently, project implementation has suffered, and delivery of results and impacts are likely to be compromised, unless corrective measures are taken immediately.
		RE: Stakeholder Engagement: • The project has engaged a wide set of stakeholders, in keeping with a holistic, cross-sectoral EbA approach. • A broad range of national and local stakeholders was consulted during the project preparation process. • The Project has made significant efforts to involve a wide range of both government and NGO stakeholders across different sectors in project implementation. • Several existing partners (e.g. PUC and SSA) have expressed a keen interest in even further collaboration, based on positive project results to date. • However, the Project does not have an explicit strategy for whom to engage with, why, how and when. Stakeholder engagement therefore appears to be mostly ad-hoc, reactive and opportunity-driven, instead of proactive and vision-driven. • The MTE also noted limited understanding of the concept of EbA during the MTE Validation Workshop among key project stakeholders. The project could therefore engage more actively with stakeholders in experiences-sharing, dissemination of project results and EbA awareness raising. • Finally, the MTE was surprised to learn that the Project is not actively engaging with the Department of Tourism and Transport and the Seychelles Tourism Board, given that this sector is one of the most significant water users in Seychelles.
		6. Reporting and Communications: **Concerning internal project communication:** • All project team members make sincere efforts to communicate with project stakeholders regularly. • However, the <u>effectiveness</u> could be improved. Activities under the different Project components are at times implemented in parallel rather than as an integrated approach, causing confusion and delays in project implementation. **Concerning external project communication:** • The project is generating some impressive results, methodologies and lessons about what works well and what have been less effective. However, at present most of this crucial information is not yet being documented and shared. • The Project has not yet formulated a Communications Strategy to guide its overall communication and dissemination of information. • The project team therefore does not have a clear and joint understanding of what key information and messages to generate and share, to whom to convey these (i.e. target audiences) and how to most effectively do that (i.e. what means to use). • Key project staff turnover has played a significant role (changes in both Project Manager and Community Engagement Specialist).

		• Also, it has proven challenging for the Community Engagement Specialist to obtain much-needed inputs from PIT colleagues for articles and other written communications. • Despite not having an explicit Communications Strategy, the current Community Engagement Specialist has managed to carry out a wide range of excellent communications and outreach-related activities and deliverables (a Project Facebook page, preparation of a Project leaflet and 2 new videos-in-progress of the forestry rehabilitation and water project components) • Overall external project communication and outreach is adhoc and reactive instead of being proactive grounded in a clear prioritized strategy. As a result, the communication and outreach aspects of the project activities are in serious need of some urgent attention.
Sustainability	**ML** **Moderately Likely**	• The project is facing moderate risks (low – medium), but based on an assessment of these, it should be expected that at least some outcomes will be sustained due to the progress towards results and outcomes at mid-point. • A review of the main project risks from the Project Risk Log does not reveal additional or more severe risks than previously estimated by the Project team. • It is therefore fair to assume a likelihood lasting benefits from at least some of the project interventions after the project ends.

3.2 Recommendations

A list of 9 priority recommendations is given below in Table 7. The MTE recommends, as per standard modus operandi in AF-UNDP programmes, that the Project team convenes the Steering Committee to prepare the adaptive management response to these MTE recommendations. Except for recommendation 1 and 2, the timeline for the rest of the recommendations will be determined and indicated in the Management Response.

Table 7: Summary of Recommendations

Recommendation	Responsible Party	Timeframe
<u>Recommendation 1</u>: As an urgent priority, the PCU, with active participation of the PIT, should enhance project management. The MTE recommends the following concrete activities: • Provide training in overall project management and M&E to Project Manager to enhance the effectiveness of project management and implementation. • Review and reach internal agreement on all PIT TORs along with functioning of PIT, including roles, responsibilities, lines of reporting and communication structures. • Document agreed to project management arrangements in formal Project Organizational Chart, as this will likely differ from the version in the Prodoc. • Enhance overall EbA Project work planning and implementation by developing 1) a detailed, activities-based Work Plan for the	PCU, PIT	As soon as possible, as enhancing project management will provide a stronger foundation to address all other recommendations.

project and 3) detailed, activities-based Work Plans for each team member. **This new activities-based Project Work Plan will form the basis for the Annual Work Plan for UNDP, which is based more on financial management.** • Set up a centralized online Project Information Management system, preferably on PCU server, that can be accessed by all PIT members. • Develop a team Code of Practice concerning information sharing, especially vis-à-vis external parties.		
Recommendation 2: As another urgent priority, improve the role of the PCU and the Project Steering Committee in project governance and strategic oversight. The MTE recommends the following concrete activities: • Re-instate two mandatory PSC meetings annually. • Call for extraordinary PSC meetings, if important issues affecting project implementation need urgent resolution before next mandatory meeting. • Review PSC membership to ensure that all key institutions of importance to project implementation, including community and civil groups, are represented. It is strongly recommended that key representatives from the Tourism sector are added. As outlined in the Prodoc, being one of the key water users, the tourism sector needs to be part of the dialogue about how to address increasing water scarcity in Seychelles. • Train the PSC members to enhance their understanding of what EbA is, how it can generate multiple benefits and why it is important that EbA is implemented across a multitude of sectors. • Identify champions among PSC members who can promote long-term sustainability of project outcomes within their respective organizations. • Use the PSC as a platform to enhance cross-sectoral dialogue and coordination for EbA in the Seychelles.	PCU, PIT	As soon as possible, as enhancing project governance and strategic oversight will provide a stronger foundation to address all other recommendations.
Recommendation 3: The PCU and PIT should strengthen project monitoring and evaluation to ensure stronger alignment with Project Outcomes and better documentation of project results. In light of the MTE findings concerning the project logframe (see Annex 9) and new AF rules for modifications to logframe, indicators and targets (October 2017), the following concrete activities are recommended: • Add a number of new additional and more feasible (SMART) indicators with more realistic targets to the existing project indicators. (i.e. a set of "shadow indicators"). The MTE team, in collaboration with the PIT/PCU, developed an initial proposal that can serve as a point of departure for further development. • Develop a basic M&E Action Plan for how to monitor, track and measure indicators to ensure clarity about who will monitor what, when and how, while guaranteeing adequate arrangements and/or finance to implement the plan.	PCU, PIT	In Management Response

• Systematically collect and store M&E data on a centralized online Project Information Management system (see Recommendation 2).		
<u>Recommendation 4</u>: The PIT, with active support from the PCU and UNDP HQ, should better define project communication to enhance public/stakeholder awareness about project activities and the multiple benefits they generate. The MTE recommends the following concrete activities: • Develop an integrated Project Communications Strategy. This Strategy should build on a strategic planning exercise with the entire PIT team to identify i) key messages, ii) key target audiences and iii) how to most effectively reach these, i.e. what needs to be prepared (written documents and other media) to get the messages across most effectively, iv) who to work with, v) how and vi) when. • Once a year, as part of the broader work planning, identify which key events during a calendar year to target with key messages and how, using this as basis for which knowledge products to prepare. • Align the Project Communications Strategy with the broader PCU Communications Strategy to enhance collaboration with other projects. • Use the project's impressive photos to prepare effective knowledge products, documenting and sharing project experiences and lessons.	PIT, with support from PCU and UNDP HQ Communications Unit.	In Management Response
<u>Recommendation 5</u>: Strengthen documentation of project results, with an emphasis on lessons learned and good practices. The project team has not yet started documenting lessons learned in a systematic manner, as key activities are still under implementation. As a result, the project has yet to share knowledge and successful results to key stakeholders. However, the MTE noted that some impressive results accompanied by lessons concerning what works well vs. what can be improved are already shaping up. The MTE recommends the following concrete activities to further complement initial documentation: • In line with the new Communications Strategy (recommendation 4), prepare and disseminate additional information and communication materials that focus on good practices and lessons learned, identifying critical factors that affect success and failure. Focus in particular on documenting Ecosystem-based Adaptation in a SIDS context vis-à-vis climate change and national level development planning. • Increase involvement from <u>entire</u> project team in development of knowledge products. The project management and the rest of the technical project team should make increased support to the Communications Engagement Specialist an ongoing priority.	PIT, with support from PCU, PSC and UNDP Regional Technical Advisor.	In Management Response
<u>Recommendation 6</u>: The PIT, with active support from the PUC, PSC and the UNDP Regional Technical Advisor, should improve stakeholder involvement. The MTE recommends the following concrete activities to further complement initial documentation:	PIT, with active support from the PUC, PSC and the UNDP	In Management Response

• Develop a basic Stakeholder Engagement Strategy with clearly defined activities and timeline. This strategy should identify which key stakeholder (i.e. 'who') to engage with, why, how and when. The Strategy should also highlight who in the team is responsible for what and how the team needs to work together to make this happen. • Continue monthly meetings with each Watershed Committee, emphasizing participation of DA ad district team, to strengthen the district and community level stakeholders' involvement in the project. In addition to the specific agendas, the objective should also be to provide updates about project work progress and to solicit inputs regarding opportunities and challenges to ensure the sustainability of key project initiatives and potential replication of demonstration activities beyond the project closure.	Regional Technical Advisor.	
Recommendation 7: The PIT should consolidate the Watershed Committees to encourage stronger buy-in from members, enhance their effectiveness and ensure their long-term sustainability. The MTE recommends the following concrete activities: • Formalize their rationale, structure and capacities of the Committees by convening all 4 Committees at once for a Strategic Planning Workshop to prepare TORs and Constitutions for the committees, based on a joint clarification of status, vision, mission, objectives and rules for memberships for the Committees.[10] • Provide training to the Watershed Committees in how to organize meetings, prepare work plans and specific events, along with how to better advocate for watershed rehabilitation vis-à-vis local and national decision-makers. • Build on existing exchange activities, to create better incentives for local community members to join and be part of the Watershed Committees. Successful examples of incentives from elsewhere include exchange visits to connect several Watershed Committees; training; sponsored social events, like picnics or field trips to project sites; and public acknowledgement of watershed committee activities.	PIT	In Management Response
Recommendation 8: The PCU, in close collaboration with the PIT and PSC, should strengthen the long-term sustainability of project interventions through definition of a clearly defined project exist strategy. The MTE recommends the following concrete activities: • Gather MEEC and the PUC Water division to start discussions about a concrete project exit strategy, including definition of how and when to hand over project activities to the respective divisions in charge of relevant aspects of project interventions.	The PCU, in close collaboration with the PIT and PSC.	In Management Response

[10]The objective is to do this jointly with all the committees to harmonize the setup for the committees and to facilitate a stronger sense of connection and common purpose. While the contexts and related concerns of the watersheds differ, there are still common issues of relevance for all the committees, especially process-related ones, which can help create a common understanding.

• Strengthen the *implementation* of the maintenance component of the forest rehabilitation methodology to ensure that project interventions are sustained in the long term. • Lobby for and actively work towards embedding both enhanced watershed management and forest rehabilitation in the public works programmes and forest management in Seychelles, respectively. This will require enhancing the already positive working relationship with SAA, PUC, SNPA and Ministry of Habitat, Infrastructure and Land Transport, among other existing project stakeholders, e.g. to incorporate catchment management in land use plans and hold discussions about future planning for coastal realignment. • Mobilize PSC to lobby for long-term financing options for watershed management and forest rehabilitation.		
<u>Recommendation 9</u>: UNDP should ensure continuity of Technical Advisory services and timely follow up. This will be particularly important in light of the imminent departure of the international PCU Programme Coordinator. While this PCU position will be filled with a local Seychellois, the TOR is being changed and will no longer include the Technical Advisor role and responsibilities.	UNDP Regional Technical Advisor.	In Management Response

Annexes

1. MTE Terms of Reference

2. Evaluation Matrix

3. Interview Guide

4. MTE Itinerary

5. List of Persons Interviewed

6. List of Documents Reviewed

7. Signed UNEG Code of Conduct form

8. Signed MTE final report clearance form

9. Review of Project Logframe

10. Annexed in a separate file: Gantt Chart prepared by the MTE team

11. Annexed in a separate file: Audit trail from received comments on draft MTE report

Annex 1: UNDP-AF Midterm Evaluation Terms of Reference

Standard Template 2: Formatted information to be entered in UNDP Jobs website[11]

BASIC CONTRACT INFORMATION

Location: Seychelles
Application Deadline: 12th November 2017
Category: Energy and Environment
Type of Contract: Individual Contract
Assignment Type: International Consultant
Languages Required: English
Starting Date: 20th November 2017
Duration of Initial Contract: 28 Days over 11 weeks not exceeding 5 months
Expected Duration of Assignment: October 2017- February 2018

BACKGROUND

A. Project Title

Ecosystem-based Adaptation to Climate Change in Seychelles

B. Project Description

This is the Terms of Reference (ToR) for the UNDP-Adaptation Fund Midterm Evaluation (MTE) of the project titled **Ecosystem-based Adaptation to Climate Change in Seychelles** (PIMS 4775) implemented through the Ministry of Environment, Energy and Climate Change, GOS-UNDP-GEF Programme Coordination Unit, which is to be undertaken in *October-February 2017*. The project started on the 4th June 2014 and it is in its *fourth* year of implementation. This ToR sets out the expectations for this MTE.

The project seeks to reduce the vulnerability of the Seychelles to climate change, focusing on two key issues—water scarcity and flooding. The climate change projections in the Seychelles show that rainfall, while increasing in overall terms, will become even more irregular. Much of the precipitation is falling in sharp bursts, creating heavy flooding in the wet season, while imposing extended period of drought during the dry season. As the country does not have a large water storage capacity, and the topography of the islands constrains such infrastructure, water supplies are heavily dependent on rainfall. Furthermore, the coastal zone is vulnerable to flooding as a consequence of rising sea surface levels, and increased storm surges from cyclonic activity in the Western Indian Ocean. The project will reduce these vulnerabilities by spearheading ecosystem-based adaptation as climate change risk management—restoring ecosystem

[11] https://jobs.undp.org/

functionality, and enhancing ecosystem resilience and sustaining watershed and coastal processes in order to secure critical water provisioning and flood attenuation ecosystem services from watersheds and coastal areas.

The project has three components:
Component 1 aims to maintain and enhance upland wetlands in watersheds and strengthen the integrity of the forest landscape and the forest water provisioning services (through reforestation and removal of invasive alien species and re-colonize with native plants), retain and improve water holding capacity (and biodiversity features), improving run-of-river barrages and water control structures, sustainably managing watercourses and promoting local stewardship of watersheds. The watershed rehabilitation is being implemented in selected watersheds covering 1,800 ha on Mahe Island and about 1,200 hectares on Praslin Island.

Component 2 aims to maintain and enhance tidal wetlands, beach berms and coral reef functions with EbA measures that include (a) selective shoreline re-vegetation and protection, (b) wetland enhancement and improvement of tidal exchange, (c) coral reef rehabilitation, enhancement and protection to enhance their climate change adaptation role in flood attenuation, and (d) measures that address saltwater intrusion effects on low lying agricultural areas focusing strategically on sites with high vulnerability to climate change (assets at risk). The interventions focus on two priority sites where coastal development, erosion and climate change have diminished the natural coastal defenses and opportunities exist to strengthen the ecosystem attributes and processes. These physical measures are complemented with policy, legal and institutional capacity development support measures in Component 3. The coastal rehabilitation is being implemented at two sites covering an impact area of about 1,000 ha.

Component 3 aims to develop the policy framework for watershed management which is needed to support EbA measures to address water scarcity and flooding problems, and to increase the capacity to respond to climate change through watershed and coastal management. It is generating appropriate legislation, regulations, standards and guidelines for watershed and coastal protection, and training government, university faculty and NGO staff in applying EbA measures in development decision making in the Seychelles, influencing watershed and coastal management throughout the Mahe and Praslin Islands (covering approximately 20,000 hectares). This component increases the awareness, skills and responsibilities of a wide range of stakeholders including district authorities and community organisations in ecosystem-based adaptation for watersheds and coastal areas, and builds the lasting basis for further education, training and application in watershed and coastal ecosystem rehabilitation.

The underlying principle of the project is that healthy ecosystems can play a vital role in maintaining and increasing resilience to climate change and in reducing climate-related risk and vulnerability. The project invests in measures to restore ecosystem functionality, building on techniques that have been piloted in Seychelles, and adapting these by incorporating other good practices. Ecosystem based adaptation is being integrated into the country's development planning, policy and land and water management systems – through this project and three other EBA projects running concurrently - ensuring that environmental impact assessments and management measures protect these ecosystem services.

The project is for six years (2014-2020). It has a budget from Adaptation Fund of US$ 5,950,000. The project is managed by the GOS-UNDP-GEF Programme Coordination Unit (PCU) of the Ministry of Environment, Energy and Climate Change (MEECC).

DUTIES AND RESPONSIBILITIES

C. Scope of Work and Key Tasks

The MTE team will consist of two independent consultants that will conduct the MTE - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert from the country of the project.

The MTE team will first conduct a document review of project documents (i.e. AF Concept, AF Proposal, , UNDP Initiation Plan, Project Document, ESSP, Project Inception Report, PPRs, Finalized AF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.) provided by the Project Team and Commissioning Unit. Then they will participate in a MTE inception workshop to clarify their understanding of the objectives and methods of the MTE, producing the MTE inception report thereafter. The MTE mission will then consist of interviews and site visits to (Baie Lazare, Mare aux Cochons and Praslin sites).

The MTE team will assess the following four categories of project progress and produce a draft and final MTE report. No overall rating is required.

1. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

2. Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator[12]	Baseline Level[13]	Level in 1st PIR (self-reported)	Midterm Target[14]	End-of-project Target	Midterm Level & Assessment [15]	Achievement Rating[16]	Justification for Rating
Objective:	Indicator 1-3:			n/a				
Outcome 1:	Indicator 4-12:							
	Etc.							
Outcome 2:	Indicator 13-17:							
	Etc.							

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outcomes analysis:

- Compare and analyse the AF Tracking Tool at the Baseline with the one completed right before the Midterm Evaluation.
- Identify remaining barriers to achieving the project objective.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the Partner Agency (UNDP) and recommend areas for improvement.

[12] Populate with data from the Logframe and scorecards
[13] Populate with data from the Project Document
[14] If available
[15] Colour code this column only
[16] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil AF reporting requirements (i.e. how have they addressed poorly-rated PPRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

4. Sustainability

- Validate whether the risks identified in the Project Document, PPRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the AF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

5. Conclusions & Recommendations

The MTE consultant/team will include a section in the MTE report setting out the MTE's evidence-based **conclusions**, in light of the findings.

Additionally, the MTE consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTE consultant/team should make no more than 15 recommendations total.

6. Ratings

The MTE team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTE Ratings & Achievement Summary Table* in the Executive Summary of the MTE report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTE Ratings & Achievement Summary Table for EBA project

Measure	MTE Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

D. Expected Outputs and Deliverables

The MTE consultant/team shall prepare and submit:

- **MTE Inception Report:** MTE team clarifies objectives and methods of the Midterm Evaluation no later than 2 weeks before the MTE mission. To be sent to the Commissioning Unit and project management.
- **Presentation:** Initial Findings presented to project management and the Commissioning Unit **at the end of the MTE mission.**
- **Draft Final Report:** Full report with annexes within 3 weeks of the MTE mission.
- **Final Report*:** Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final MTE report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft.

***The final MTE report must be in English.** If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

Please see Section F on duration of work and estimated timelines

E. Institutional Arrangement

The principal responsibility for managing this MTE resides with the Commissioning Unit. The Commissioning Unit for this project's MTE is UNDP Seychelles Unit.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within Seychelles only for the MTE team. The Project Team will be responsible for liaising with the MTE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

F. Duration of the Work

The total duration of the MTE will be approximately *11 weeks* starting 20th *November 2017* and shall not exceed five months from when the consultant(s) are hired. The tentative MTE timeframe is as follows:

- *12th November 2017:* Application closes
- *15th November 2017 :* Selection of MTE Team
- *20th November 2017:* Prep the MTE Team (handover of project documents)
- *27-29th November 2017 (2 days):* Document review and preparing MTE Inception Report
- *14th-15th December 2017 (1days):* Finalization and Validation of MTE Inception Report- latest start of MTE mission
- *7th – 20th January 2018 (14 days):* MTE mission: stakeholder meetings, interviews, field visits
- *19th January 2018:* Mission wrap-up meeting & presentation of initial findings- earliest end of MTE mission
- *2nd Feb 2018 (7 days):* Preparing draft report
- *16th February 2018 (2 days)* Incorporating audit trail on draft report/Finalization of MTE report
- *23rd February 2018:* Preparation & Issue of Management Response
- *(date):* (optional) Concluding Stakeholder Workshop (not mandatory for MTE team)
- *16th March 2018* Expected date of full MTE completion

The date start of contract is 20th November 2017.

G. Duty Station

All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations. All proposals should make provisions for all travel related expenses. Local transportation will only be provided by the project for meetings and travel to other islands.

The consultant's duty station (home-based) and in country (Seychelles) location will be applicable for the contract duration, mentioning ALL possible locations of field works/duty travel in pursuit of other relevant activities, specially where traveling to locations at security Phase I or above will be required.

Travel:

- International travel will be required to Seychelles during the MTE mission;
- The Basic Security in the Field II and Advanced Security in the Field courses must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under https://dss.un.org/dssweb/

H. Team Composition

One international and one national independent consultant will conduct the MTE – one international team leader (with experience and exposure to projects and evaluations in other regions globally) and one national expert (with experience in the local environmental policy environment and in EBA methodology generally). The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the qualifications in the below areas. 70% of points will be awarded for the technical qualifications and 30% for the financial bid.

International consultant (team leader):

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management
- Experience working with the Donor project evaluations;
- Experience working with AF evaluations;
- Experience working in SIDS, preferably in the Western Indian Ocean;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and environmental management; experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- A Master's degree in Environmental Management, or other closely related field.

National consultant (environment expert)

- At least 10 years' experience in environmental management in Seychelles, with particular knowledge of environmental policy and practice;
- Demonstrated understanding of ecosystem-based adaptation approaches;
- Excellent communication skills;
- Demonstrable analytical skills;

- Project evaluation/review experiences within United Nations system will be considered an asset;
- A Master's degree in Environment, or other closely related field, is desirable.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas: *(give a weight to all these qualifications so applicants know what is the max amount of points they can earn for the technical evaluation)*

Evaluation Criteria.

The CVs/proposal will be evaluated based on the following Criteria.

- **EDUCATION:** A Master's degree in Environmental Sciences, or other closely related field. (15)
- **EXPERIENCE**: Experience applying SMART targets and reconstructing or validating baseline scenarios; Competence in adaptive management, as applied to climate change mitigation/environment; (30)
- Recent experience with result-based management evaluation methodologies; Experience working with the AF, GEF or GEF-evaluations, AF evaluations; Project evaluation/review experiences within United Nations system will be considered an asset; (25)
- **ANALYTICAL AND STAKEHOLDER SKILLS** :Ability to work in a multi-stakeholder environment; (10)
- Demonstrated understanding of issues related to gender and Environment/Climate change experience in gender sensitive evaluation and analysis; (10)
- **REPORTING AND LANGUAGE SKILLS** :Excellent communication skills/ Fluency in English;(10)

Consultant Independence:

The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

APPLICATION PROCESS

I. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the **UN's Daily Subsistence Allowance (DSA) rates are $303**, which should provide indication of the cost of living in a duty station/destination *(Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.)*
- The lump sum is fixed regardless of changes in the cost components.

Schedule of Payments:

10% of payment upon approval of the MTE Inception Report
30% upon submission of the draft MTE Report
60% upon finalization of the MTE Report

J. Recommended Presentation of Offer

a) Completed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
b) **Personal CV and a P11 Personal History form**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. See Letter of Confirmation of Interest template for financial proposal template.

Incomplete applications will be excluded from further consideration.

K. Criteria for Selection of the Best Offer

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

a) The educational background and experience on similar assignments will be weighted a max. of 70%;
b) The price proposal will weigh as 30% of the total scoring.

Candidates scoring 70% or above in the Technical Evaluation will be considered for the Financial Proposal.

L. Annexes to the MTE ToR

ToR ANNEX A: List of Documents to be reviewed by the MTE Team

1. Project concept
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Progress (Performance) Reports (PPR's)
7. Quarterly progress reports and work plans of the implementation task team
8. Audit reports
9. Oversight mission reports
10. All monitoring reports prepared by the project
11. Financial and Administration guidelines used by Project Team

12. Technical reports

The following documents will also be available:
13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Minutes of the EBA Project Steering Committee Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16. Project site location maps
17. Documentation related to three other on-going EBA projects in Seychelles: EBA South-South project (GEF funded), GCCA+ project (EU funded), EBA coastal adaptation project (UNEP).

ToR ANNEX B: Guidelines on Contents for the Midterm Review Report[17]

i. Basic Report Information *(for opening page or title page)*
- Title of UNDP supported AF financed project
- UNDP PIMS# and AF project ID#
- MTE time frame and date of MTE report
- Region and countries included in the project
- Executing Agency/Implementing Partner and other project partners
- MTE team members
- Acknowledgements

ii. Table of Contents

iii. Acronyms and Abbreviations

1. Executive Summary *(3-5 pages)*
- Project Information Table
- Project Description (brief)
- Project Progress Summary (between 200-500 words)
- MTE Ratings & Achievement Summary Table
- Concise summary of conclusions
- Recommendation Summary Table

2. Introduction *(2-3 pages)*
- Purpose of the MTE and objectives
- Scope & Methodology: principles of design and execution of the MTE, MTE approach and data collection methods, limitations to the MTE
- Structure of the MTE report

3. Project Description and Background Context *(3-5 pages)*
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
- Project timing and milestones
- Main stakeholders: summary list

[17] The Report length should not exceed *40* pages in total (not including annexes).

4. Findings *(12-14 pages)*

4.1 Project Strategy

- Project Design
- Results Framework/Logframe

4.2 Progress Towards Results

- Progress towards outcomes analysis
- Remaining barriers to achieving the project objective

4.3 Project Implementation and Adaptive Management

- Management Arrangements
- Work planning
- Finance and co-finance
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4.4 Sustainability

- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

5. Conclusions and Recommendations *(4-6 pages)*

5.1 Conclusions

- Comprehensive and balanced statements (that are evidence-based and connected to the MTE's findings) which highlight the strengths, weaknesses and results of the project

5.2 Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

6. Annexes

- MTE ToR (excluding ToR annexes)
- MTE evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- MTE mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)
- Signed UNEG Code of Conduct form
- Signed MTE final report clearance form
- *Annexed in a separate file:* Audit trail from received comments on draft MTE report
- *Annexed in a separate file: Relevant midterm tracking tools (METT, FSC, Capacity scorecard, etc.)*

This TOR is approved by : Roland Alcindor

Signature 

Date of Signing 1st November 2017

ToR ANNEX C:

UNDP-GEF Midterm Review Terms of Reference ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants[18]

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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTE Consultant Agreement Form

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

Name of Consultant: _____

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 _____ *(Place)* on _____ *(Date)*

Signature: _____

[18] www.undp.org/unegcodeofconduct

ToR ANNEX E:

MTE Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

SAMPLE MTE Evaluative Matrix

(Note: This is a sample matrix. This matrix should be completed by the CO and/or Project Team based on the particulars of the project)

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
To what extent are lessons from other relevant projects incorporated into the project design?	Lessons learned identified and appearing in project documents.	Project documents; UNDP CO	Document analysis
To what extent does the project address country priorities and is country-driven? Is the project concept in line with national development priorities and plans of the country (or of participating countries in the case of multi-country projects)?	Policy, legislation and safeguard analyses	Project documents; UNDP documents; Government documents; Inception report	Document analysis
Were stakeholders thoroughly consulted?	Stakeholder analysis	Project documents; stakeholders	Document analysis; Stakeholder consultation
How well are gender issues identified and addressed?	Gender strategies	Project documents	Document analysis
How thoroughly were environmental and social risks – including externalities – identified, and addressed with mitigation strategies?	Risk management strategies; Sustainability plan	Project documents	Document analysis
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
By each Outcome, to what progress has been made towards the Mid-Term target?	Progress towards project indicators	Project documents; Project Annual & Quarterly Reports; APRs; PIRs; GEF Tracking Tool; Stakeholders in Project Team and implementing partners	Document analysis; Stakeholder consultation; Site visits
What are the reasons for success in reaching/ exceeding Mid-Term targets? What are the reasons/ challenges in slower-than-expected progress?	Candid and useful project commentaries	Project Annual & Quarterly Reports; APRs/ PIRs; GEF TT; Stakeholders in Project Team and implementing partners	Document analysis; Stakeholder consultation; Site visits
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Management arrangements			
How do current management arrangements compare with those originally outlined? Have changes been made and are they effective? Are reporting and responsibility lines clear? Is decision-making transparent and timely?	Clear and effective project implementation manual, management arrangements	Project documents; Project Annual & Quarterly Reports; UNDP/ Project team	Document analysis; Stakeholder consultation
Is there appropriate focus on results, by Partner Agency and Implementing Partner? Is reporting candid and realistic?	Results-based, cogent reporting by UNDP and BEDO	Project documents; Project Annual & Quarterly Reports	Document analysis
Is technical support by UNDP and consultants to Implementing Partner adequate?	Form and results of support provided	Project Annual & Quarterly Reports; APRs/ PIRs; Stakeholders	Document analysis; Stakeholder consultation
Are risks to progress – environmental, social, administrative – identified and mitigated in a timely manner?	Risk management approaches and outcomes	Project Annual & Quarterly Reports; APRs/ PIRs	Document analysis
Work planning			
Were there any delays in project implementation" If so, what were the reasons and have they been solved?	Achievement of project implementation milestones	Project Annual & Quarterly Reports	Document analysis; Stakeholder consultation

Are work-planning processes results-based? How is the Results Framework used as a management tool, (including any changes made)?	Quality of work planning; "Correct" Results Framework	Project documents; Results Framework; Project Annual & Quarterly Reports; APR/s PIRs	Document analysis; Stakeholder consultation
Finance and co-finance			
Are financial controls, allowing transparent decision-making and timely flow of funds, well established?	Effectiveness of financial controls	Inception Report; Project Annual & Quarterly Reports; Audit reports	Document analysis; Stakeholder consultation
Are funds well-managed? Have there been any well-justified budget revisions, based on evidence from reporting?	Effectiveness, efficiency of financial management	Project Annual & Quarterly Reports; Audit reports; Project Team	Document analysis; Stakeholder consultation
What co-financing has been mobilised since inception, and what (if any) additional funds have been leveraged?	Co-financing sustained and extended	Project documents; Project Annual & Quarterly Reports; Project Team	Document analysis; Stakeholder consultation
Project level Monitoring & Evaluation			
Has the M&E plan been appropriate, sufficiently funded and well-implemented?	Active implementation of M&E plan	Project documents; Inception Report; Project Annual & Quarterly Reports	Document analysis; Stakeholder consultation
Has adaptive management been implemented in response to PIRs?	Adaptive management applied	Project Annual & Quarterly Reports; APR/s PIRs; Project Team	Document analysis; Stakeholder consultation
Are monitoring tools and systems relevant, cost-effective and inclusive of stakeholder concerns?	Monitoring tools developed and in use	Project Annual & Quarterly Reports; Project Team; Stakeholders	Document analysis; Stakeholder consultation
Are risks identified and managed via the M&E system?	Risks identified and mitigated	Project Annual & Quarterly Reports; APR/s PIRs; Project Team	Document analysis; Stakeholder consultation
Stakeholder engagement			
Has the project engaged local and national stakeholders effectively in support of project objectives and sustainability?	Stakeholders at different levels engaged	Project Team; Stakeholders	Stakeholder consultation; Site visits
Reporting			
How has adaptive management been reported by the Project Team and shared with the Project Board? How have any lessons from adaptive management been documented and incorporated into project management?	Regular reporting to Project Board, used for decision-making	Project Annual Reports; Minutes of Project Board meetings; Project Board members	Document analysis; Stakeholder consultation
How well does the Project Team fulfil GEF reporting requirements?	GEF reporting requirements satisfied	APRs/PIRs; UNDP CO	Document analysis; Stakeholder consultation
Communication			
Is internal and external communication with project and national stakeholders regular and effective? Does this communication contribute to sustainability?	Communications by project active and engaging	Communication material; Stakeholder reports	Document analysis; Stakeholder consultation
Are there ways to extend the communication aspects of the project?	Communication strategy in place	Project documents; Project Team	Document analysis; Stakeholder consultation
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
What risks or opportunities are there for financial sustainability once GEF financing ends? Are there plans, or steps taken, for establishing mechanisms for financial sustainability?	Financial sustainability plans and actions	Project documents; Project Team	Document analysis; Stakeholder consultation
What are the social or political risks to stakeholder ownership allowing sustainability of project outcomes? Are the project's successful aspects being transferred to appropriate parties for replication or scaling up?	Social and political risk mitigation strategy, with actions taken	Project documents; Project Team	Document analysis; Stakeholder consultation

Are there institutional or governance structures or processes that pose risks to sustainability of project outcomes, or is the project putting such structures/ processes into place to encourage sustainability?	Institutional sustainability plans and actions	Project documents; Project Team	Document analysis; Stakeholder consultation
Has the project developed appropriate institutional capacity that will be self-sufficient after the End of Project date? Has the project identified "champions" in government or civil society who will promote sustainability of outcomes?	Institutional capacity built and/or identified and encouraged.	Project documents; Project Annual & Quarterly Reports; Project Team; Stakeholders in government and local areas	Document analysis; Stakeholder consultation; Site visits
Does the project have a Theory of Change and/ or a sustainability strategy?	Theory of Change; Sustainability strategy developed	Project documents; Project Team	Document analysis; Stakeholder consultation

ToR ANNEX F:

MTE Report Clearance Form

(to be completed by the Commissioning Unit and RTA and annexed to the final

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____

report)

ToR ANNEX G:

UNDP-AF MTE Report Audit Trail Template

Note: The following is a template for the MTE Team to show how the received comments on the draft MTE report have (or have not) been incorporated into the final MTE report. This audit trail should be included as an annex in the final MTE report.

To the comments received on (*date*) from the Midterm Evaluation of (*project name*) (UNDP Project ID-*PIMS #)*

The following comments were provided in track changes to the draft Midterm Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft MTE report	MTE team response and actions taken

ANNEX 2: Evaluation Matrix

Key Evaluation Questions	Indicators	Data Sources	Methods
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results? ***The coherence and practicality of the project concept, results framework and implementation strategy, and whether based on experience to date, anything in the project design needs to be modified to achieve (or re-consider) the project results and strategy for implementation***			
1. Is the project log frame still relevant and appropriately designed given the project experience to date?	• Extent to which implementation conforms with the design strategy • Progress occurring with sufficient confidence in reaching outcomes	• Progress reports • Stakeholder views of the project design effectiveness	Compare Project Strategy to actual experiences during implementation and interview participants
2. Are the project assumptions still valid and have any been missed?	• Key assumptions are confirmed or not during implementation • Changes that occurred in underlying conditions that affect design assumptions	• Project Document and progress reports that either affirm or question the key assumptions in the project design	Compare Project Document assumptions to actual experiences during implementation, and interview participants on issues arising
3. Is the project in line with and supported by government priorities and strategies?	• Project activities are consistent with government policies • Government staff support the project at policy/field levels	• Progress reports • Policy documents • Field reports on govt. technical support	Compile information on government priorities, commitment and participation
4. Are the project targets appropriate and realistic?	• Technical design studies confirm feasibility • Extent of targeting of vulnerable beneficiaries • Progress to date relative to targets	• Progress reports • Field observation on results of the interventions • Interviews	Review data on progress and interview staff, partners and donors and beneficiaries' perceptions of the project

Key Evaluation Questions	Indicators	Data Sources	Methods
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far? ***Achievement and timeliness of progress on the targeted outcomes and outputs per the Project Document and Annual Workplans, including progress relative to M&E tracking tool baseline status***			
1. **What quantitative and qualitative achievements have occurred in terms of output/outcome targets?**	• Changes from baseline conditions per project Indicators • Participant satisfaction with quantity and quality of outputs to date	• Project progress reports and PPR reports • Stakeholder interviews	Compile and collate data from M&E reports and interviews on results to date. Review of post training surveys.
2. **How well has the project progressed relative to work plans and schedules?**	• Responses to delays in project deliverables per schedule	• Project progress reports and PPR reports • M&E data	Compare program schedule with actual completion of work.
3. **What is the effect of project outputs on freshwater security and climate risk reduction?**	• Water availability/scarcity • Farm pond salinity levels	• M&E data • Beneficiary interviews • Government interviews	Interview beneficiaries in conjunction with M&E data
4. **Is the project reaching the targeted beneficiaries?**	• Characteristics of the beneficiaries • Gender-disaggregated results	• M&E data • Field interviews	Assess progress against targets
5. **What are the issues affecting project achievements and components that may not be on target?**	• Status of outputs completion, any targets not met • Reasons for non-achievement of targets	• Project progress reports and PPR reports • Stakeholder interviews • Board meeting minutes	Meetings with project staff and implementing partners; interview stakeholders
6. **What actions are needed, if any, to ensure, accelerate or expand project achievements?**	• Recognized issues that need attention • Proposed action by the project to address issues	• Project progress reports and PPR reports • Stakeholder interviews • Board meeting minutes	Consolidate views on key issues and assess consensus on actions needed
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? • ***Performance of the management structure and coordination mechanisms, work planning and financial management, and adaptive responses*** • ***The reliability and usability of the Project Indicators for monitoring and reporting against baseline conditions, the quality of the monitoring plan, and the reliability of the monitoring system, data quality and progress reporting.*** • ***The accuracy of the identified risks, any required changes in risk rating and any new risks that have emerged since project start-up***			

1. Are the management structure and the roles and responsibilities operating as planned in the Project Document?	• Perceived clarity of roles and responsibilities by stakeholders • Participant satisfaction	• Interviews with project partners •	Interview project staff and implementing partners
2. Are the coordination mechanisms operating effectively?	• Extent of partner knowledge and engagement • Number of meetings/workshops	• Interviews with project partners • Progress reports	Interview project staff and implementing partners
3. How effective are the working relationships and communications between the implementing partners?	• Participant satisfaction • Extent of collaboration on implementation activities	• Interviews with project partners • Progress reports	Interview project staff and implementing partners
4. Is the executing agency providing sufficient management direction and how could it be improved?	• Number and significance of project delivery issues • Participant satisfaction	• Interviews with project partners • Progress reports	Interview project staff and implementing partners
5. Is UNDP providing effective support and quality assurance and how could it be improved?	• Number and significance of project management issues • Timeliness of recruitments • Participant satisfaction	• Interviews with project staff, partners and beneficiaries	Interview project staff and implementing partners. Review implementation delays and issues.
6. Are the Project Board and Technical committee providing effective oversight and guidance and how could it be improved?	• Number of meetings and decisions taken by project committees • Pro-active actions of management bodies (adaptive management)	• Interviews with project staff, partners and beneficiaries	Interview project staff and implementing partners
7. Does the project have the appropriate financial controls, including reporting and planning, for budgeting and for timely flow of funds?	• Annual expenditures in relation to annual budgets • Efficiency of disbursements and financial management (delays in payments, etc.)	• Stakeholder interviews on implementation modalities • Financial audits • Minutes of meetings	Review financial audit and progress reports.
8. What is the status of expected and actual co-financing?	• Self-assessment by implementing partners of their contributions	• Tracking of co-financing contributions (table)	Interview project staff.
9. Are the project indicators being used and is the M&E framework effective?	• Reporting as per M&E indicators • Extent of implementation of M&E manual	• Project progress reports • Stakeholder interviews	Review project reporting use of indicators.

10. Have critical risks to achievements and sustainability been sufficiently addressed?	• Occurrence of known or unexpected risks affecting implementation progress • Actions taken to reduce the effects of these risks	• Risks identified in the ProDoc/ ATLAS Risk Management Module • Progress reports describing risks triggered	Review and assess current risk profile.
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results? - ***The conditions necessary for project-related results and benefits being sustained and viable without major social/environmental risks after the project is completed.***			
1. To what extent is the project contributing to capacity development to sustain results?	• Institutional capacity indicators • Extensions services promotions of adaptation measures	• Training and capacity development reports	Review training reports. Interview local authorities and farmers
2. What factors are likely to drive or affect sustainability – financial, institutional, socio-economic, and environmental?	• Financial viability of the practices/ technologies for households and farmers • Integration of adaptation actions into government systems	• Interviews with staff, partners and beneficiaries • Sustainability analysis from interview data	Assess viability and uptake with the farmers. Interview local authorities on mainstreaming efforts.

Annex 3 – Interview Guide

The following is a set of lead questions that were used in a general manner to prompt and guide the evaluation discussions. It was a guide only and not a questionnaire. Questions were added or avoided depending upon the available time and the particular involvement of the interviewees.

I. Project Strategy:

- **To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?**

- How well does the project align with AF priorities?
- Is the project aligned with other donor and Government programmes and projects?
    - Is the project country driven?
- Does the project adequately take into account the national realities, both in terms of institutional and policy frameworks in its design and implementation?
- Have implementation strategies been appropriate (is the logframe logical and complete)?
- Did the project address the needs of target beneficiaries and other stakeholders?
    - Is the approach inclusive?
    - Are beneficiaries and other stakeholders effectively engaged in implementation?

II. Progress Towards Results:

- **To what extent have the expected outcomes and objectives of the project been achieved thus far?**

- How well has the project performed against its expected objectives and outcomes, and its indicators and targets?
- Which have been the key factors leading to project achievements?
- To what extent can observed results be attributed to the project or not?
    - In this respect have there been notable changes in the enabling environment for the project?
- Has the project failed in any respect?
    - What changes could have been made (if any) to the design or implementation of the project in order to improve the achievement of the expected results?
- How has the project contributed to raising capacity of local stakeholders to address aims of the project or of Government?
- What are the views of stakeholders on the implementation and activities of the project? Are there activities missing from the implementation?

III. Project Implementation and Adaptive Management:

- **Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far?**
- **To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?**

Implementation efficiency (including monitoring):

- Was the project implemented as planned, including the proportion of activities in work plans implemented?
- Have monitoring trips been conducted to project sites as per the M&E plan?
    - Has monitoring data been collected as planned, analyzed and used to inform project planning?
- Has project implementation been responsive to issues arising (e.g. from monitoring or from interactions with stakeholders)?
- What learning processes have been put in place and who has benefitted (e.g. training, exchanges - with related projects, overseas study visits) and how has this influenced project outcomes?
- Were progress reports produced accurately and timely?
    - Did they respond to reporting requirements including adaptive management changes?
- Did the project experience any capacity gaps (e.g. staffing gaps)?
- Has internal and external communication been effective and efficient?
- How efficiently have resources and back-up been provided by donors, including quality assurance by UNDP?

Financial efficiency:

- Are the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- Have funds been available and transferred efficiently (from donor to project to contractors) to address the project purpose, outputs and planned activities?
- Are funds being used correctly?
- Are financial resources being utilized efficiently (converted into outcomes)?
    - Could financial resources be used more efficiently?
- Have any issues been raised in audit reports and if so how efficiently were they addressed?
- Was project implementation as cost effective as originally proposed (planned vs. actual)

Efficiency of partnership arrangements for the project:

- To what extent were partnerships/linkages between institutions/organizations/private sector realized as planned?
- Which partnerships/linkages were facilitated?
    - Which ones can be considered sustainable?
- What was the level of efficiency of cooperation and collaboration arrangements?

Threats and opportunities:

- Is the project responsive to threats and opportunities emerging during the course of the project?

Risks:

- How well were risks, assumptions and impact drivers managed?
- What was the quality of risk mitigation strategies developed?
    - Were these sufficient?
- Are there clear strategies for risk mitigation related to long-term sustainability of the project?

Communication:

- Is a communications strategy in place?
- How well is it implemented?
- How successful has it been in reaching intended audiences?

IV. Sustainability:

To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?

- Is the social, legal and political environment conducive to sustainability?
- Are there early signs of activities being taken up by project partners and plans being developed to sustain them?
- Have partners and stakeholders successfully enhanced their capacities and do they have the required resources to make use of these capacities?

ANNEX 4: Itinerary for Mid Term Review

Date	Persons / Institutions	Time	Contact details
Monday, 5 February 2018	UNDP Country Programme Manager, Roland Alcindor	9-10am	roland.alcindor@undp.org
	PCU Programme Coordinator, Andrew Grieser-Johns	10-11am	a.grieserjohns@pcusey.sc
	National Project Director, Principal Secretary Wills Agricole	11:15-12am	w.agricole@meteo.gov.sc
	EBA Project Manager, Betty Victor	1-2pm	b.seraphine@pcusey.sc
	Scientific and Technical Advisor EBA project, James Millett	2-3pm	j.millett@pcusey.sc
	MTE team refines Interview Guide questions based on inputs from initial meetings and feedback.	3-5pm	
Tuesday, 6 February	MTE team work on refining methodology based on inputs from initial meetings	9-12am	david@mcss.sc
	MCSS (NGO), David Rowatt	1-2pm	d.romain@pcusey.sc
	UNDP-GEF Protected Area Finance Project, Daig Romain and Andrew Rylance	2:30pm-3:30pm	a.rylance@pcusey.sc
	Women of Caiman Watershed and Local Government District Administrator	5pm	anseboileauda@gov.sc
Wednesday, 7 February	Land Use Plan Department, (MHILT) Julie Low, Bernard Bristol, Terry Biscornet	9-10am	julielow@mluh.gov.sc bbelle@mluh.gov.sc tbiscornet@mluh.gov.sc
	EBA Project Hydrologist, Johan Mendez	10:15-11am	j.millett@pcusey.sc
	EBA Community Engagement Specialist, Rajelle Barbe	11-12am	j.mendez@pcusey.sc
	Site Visit to Baie Lazare upland wetland and forest, Baie Lazare Watershed	1-3pm	r.barbe@pcusey.sc
	Men of Baie Lazare Watershed	3-4pm	
Thursday, 8 February	Ministry of Environment, Energy and Climate Change (Principal Secretary for Environment, Alain De Commarmond, Biodiversity and Conservation Management Division, Marie-May Muzungaile, Forestry Department John Quilindo)	9:30am-10:30am	adecommarmond@gov.sc m.mjeremiemuzungaile@env.gov.sc jquilindo@gov.sc

Date	Persons / Institutions	Time	Contact details
	Public Utilities Corporation (PUC), Ginnie Laurencine and Michel Bristol Seychelles Agricultural Agency (SAA) Linneta Joubert and Nelson Charles Plant Conservation Action Group (PCA) NGO, Lindsay Chong-Seng, Charles Morel and Tara Padayachy	1:15pm-2pm 2:15pm-3pm 3-4pm	glaurencine@puc.sc mbristol@puc.sc ljoubert@gov.sc nelcharless78@yahoo.co lindsaychongseng65@gmail.com charles6422@gmail.com tarah_p@hotmail.com
Friday, 9 February	Seychelles National Parks Authority, Flavien Joubert Project Officer for the TRASS project, Venessa Quatre Forestry Contractors (ECOFIX)	9-10am 10:30am-11:30am 3-4pm	f.joubert@env.gov.sc venquatre@gmail.com unelsrachel@gmail.com stevebirdingecotours@gmail.com
Saturday 10 February	Caiman, Mont-Plaisir and Baie Lazare Watershed Committee Members EBA South Project	10-12am 12:45-1pm	carolusiris@yahoo.co.uk daniella.marie@unisey.ac m.samson@gov.sc elvinahenr@gmail.com
Sunday 11 February	Preparation of Report		MTE team working on writing up notes and preliminary findings
Monday 12 February	Site visit to Praslin Watershed with the NGO TRASS Praslin Watershed Committee	9-3pm 4pm	elvinahenr@gmail.com bsenterre@gmail.com vikib16@yahoo.com Joachimarie32@yahoo.com
Tuesday 13 February	Dr. Karl Fleischmann, Scientific Panel Member	12:30pm	kfleisch@bluewin.ch
Wednesday 14 February	Preparation for Validation Workshop		MTE team prepare presentations about initial findings for the Validation Workshop
Thursday 15 February	Multi-Stakeholder Validation Workshop	8:30am-3pm	
Friday, 16 February	Discussion about Project Logframe and indicators and Debriefing with EBA project Team and PCU Programme Coordinator MTE team starts preparing the report based on inputs from the validation workshop	9-10:30am	

ANNEX 5: List of Persons Interviewed

	Name	Organisation	Title / Position
1	Roland Alcindor	UNDP	Programme Director – UNDP
2	Preethi Sushil Nair	UNDP	Programme Officer
3	Wills Agricole	MEECC	Principal Secretary Energy and Climate Change & National Project Director
4	Alain De Comarmond	MEECC	Principal Secretary Environment
5	Nannette Laure	MEECC	Director General, Waste, Enforcement and Permits Division
6	Sylvan Pillay	MEECC	Director General, Climate Change Division
7	Jean Claude Labrosse	MEECC	Wetlands Unit
8	Pugazhendi Murugayan	MEECC	Wetlands unit
9	Marie May Muzungaile	MEECC	Director General, Biodiversity and Conservation Management Division
10	Andrew Grieser Johns	PCU	Programme Coordinator / CTA, PCU
11	Daig Romain	PCU	Protected Area Finance project
12	Andrew Rylance	PCU	Protected Area Finance project
13	Betty Seraphine	PCU	EbA Project Manager
14	Johan Mendez	PCU	EbA project Hydrologist
15	James Millett	PCU	EbA project: Scientific & Technical Advisor
16	Rodney Quatre	PCU	GCCA + Component B project manager
17	Rajelle Barbe	PCU	EbA project –Community Engagement Specialist
18	Marille Benoit	PCU	EbA project
19	Flavien Joubert	SNPA	Chief Executive Officer
20	Elvina Henriette	TRASS	NGO
21	Ginnie Laurencine	PUC	Chair of Rivers Committee
22	Michel Bristol	PUC	
23	David Rowat	MCSS	Chairman, Marine Conservation Society of Seychelles (NGO)
24	Indra Persaud	UniSey	Senior Lecturer, Faculty of Science
25	Karl Fleischmann	ETH Zurich	Member, EbA Project Scientific and Technical Advisory Group

	Name	Organisation	Title / Position
26	Julie Low	MHILT	PA Urban Planner, Seychelles Planning Authority, Ministry of Habitat, Infrastructure and Land Transport
27	Bernard Belle	MHILT	Urban Planner, Seychelles Planning Authority, Ministry of Habitat, Infrastructure and Land Transport
28	Terry Biscornet	MHILT	

Annex 6: List of Documents Reviewed

1. Adaptation Fund project proposal - Resubmission to Adaptation Fund; Ecosystem Based Adaptation to Climate Change in Seychelles.
2. UNDP Project document Ecosystem based adaptation to climate change in Seychelles
3. Inception workshop report 30th Oct 2014
4. Project Steering committee minutes
5. EbA project Annual Work Plan and budget (AWP) 2015, 2016 and 2017
6. AF Project Performance Reports (PPR's) - Dec 2015, July 2016, Oct 2017
7. EbA project Annual Work Plans and Quarterly Progress Reports
8. EbA Overall financial report 2015-2017
9. Audit reports – (1) Financial years 2014 - 2015 Audit and (2) Financial Year 2016

Project documentation:

1. EbA project – Strategy for community engagement and communications (draft)
2. PCU communications strategy 2014 (Including implementation plan for 2014)

Technical Reports:

1. Watershed Management Technical Report for preparation of Adaptation Fund Proposal: Ecosystem Based Adaptation to Climate Change in Seychelles by Alan Ferguson, Regional Consulting Ltd
3. Foundation course in plant identification to support the implementation of forest rehabilitation July 2016
4. Chainsaw and Forestry rehabilitation training for Team leaders under the Ecosystem based Adaptation project (March 2016)
5. Baie Lazare River watershed committee Constitution 2015 (draft)

Other background information:

6. Water policy
7. Draft Water Bill
8. Seychelles water act development roadmap 2017

ANNEX 7: Signed UNEG Code of Conduct form

Evaluators:

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.

Evaluation Consultant Agreement Form30
Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultant: Tine Rossing

Name of Consultancy Organization (where relevant): Free-lance Consultant

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

Signed at *(place) Vancouver* on January 26, 2018
Signature:

Evaluators:

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.

Evaluation Consultant Agreement Form30
Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultant: Cliff Gonzalves

Name of Consultancy Organization (where relevant): AAI Enterprise Pty Ltd

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

Signed at *(place) Seychelles* on January 26, 2018
Signature:

ANNEX 8: Signed MTE final report clearance form

Pending

ANNEX 9: Review of Project Logframe

Objective & Components	Indicators	Baseline	Targets	Sources of verification	Risks and Assumptions
PROJECT OBJECTIVE: To incorporate ecosystem based adaptation into the country's climate change risk management system to safeguard water supplies, threatened by climate change induced perturbations in rainfall and to buffer expected enhanced erosion and coastal flooding risks arising as a result of higher sea levels and increased storm surge.	#1 - Ecosystem services and natural assets maintained or improved under climate change and variability-induced stress	Project watersheds and coastal areas are regularly subject to water shortages and flooding events	Reduced water shortages and flooded area involving about 4,000 ha of watershed and coastal ecosystems	Project Monitoring Reports on the Status of Project Watershed and Coastal Ecosystems	Impacts of climate change do not outpace project adaptation responses (this will be alleviated by the project's interventions targeted build resilience)
	MTE REVIEW: **Indicator:** This indicator is not SMART, as it is very general and vague and imesurable. Which ecosystem services? Which natural assets? What does maintained mean? To what level? Improved – to what level? **Targets:** This target appears problematic. The MTE finds the target of 4,000 ha very high and may have been too ambitious, especially in light of lessons from the Praslin interventions showing that those local targets will need to be lowered. Additionally, as interventions in Mare aux Cochons are on hold for now, all depending on what is decided on how to proceed (a Go or No Go), this target may become even more unrealistic. Finally, this target involves 2 unrelated things – reduced water shortages means numbers of people receiving water from their taps and doesn't relate to watershed area in ha at all? Flooded areas relate to coastal resilience measures. **Proposed changes:** Revise this indicator to be more SMART Revise Target to be more realistic				
	#2 - August mean daily discharge on two rivers (Mare aux Cochons & Baie Lazare) with increased base flows[19]	Mare aux Cochons August Avg Mean Daily Discharge: 261.1 L/S Baie Lazare August Mean Daily Discharge: 33.4 L/S	Mare aux Couchons and Baie Lazare: Aug. baseline flows +20 – 30%	PUC stream gauge data	Annual variability in rainfall and discharge can mask improvements PUC stream gauges stay functional
	MTE REVIEW: **Indicator:** The variability of the weather makes this indicator a poor choice, especially since it is supposed to make an observation about waterflow during the **drought period** (August). Rainfall is quite unpredictable. So there may be less discharge in a river, even after project activities have improved water flow, if there is less rain than normal. Moreover, stabilization of water discharge through barrages at the scale the project can deliver would likely be able to regulate only a very small percentage of total water runoff anyway. Also, IF the project decide not to continue project interventions in Mare aux Cochons, half of this indicator is no longer				

[19] Baseline streamflow data for Mare aux Cochons are averages for 9 years available data within 2000 – 2011 stream flow records; baseline data for Baie Lazare are averages for available 2007 – 2011 stream flow records. Seychelles Public Utilities Corporation

	relevant, as it is focusing on a wrong river beyond the scope of the project. Moreover, meaningful work has been prepared (La Drisse) but cannot be continued within the allocated budget. Also, the absence of a watershed committee/platform here limit the way forward. **Sources of verification:** The MTE noted that the project has not been able to report against this indicator, as it relies on data from PUC, which didn't deliver. Measuring this indicator is therefore currently beyond the control of the project. **Proposed changes:** Revise this indicator as measuring it is beyond the control of the Project.				
	#3 - January mean daily discharge on two rivers with decreased flood flows	Mare aux Couchons January Avg Mean Daily Discharge: 595.4 L/S Baie Lazare January Mean Daily Discharge: 173.1 L/S	Mare aux Couchons and Baie Lazare: January baseline flows -20%	PUC stream gauge data	Annual variability in rainfall and discharge can mask improvements PUC stream gauges stay functional
	MTE REVIEW: **Indicator:** The variability of the weather makes this indicator a poor choice, especially since it is supposed to make an observation about waterflow during the **wet period** (January). Rainfall is quite unpredictable. So there may be more discharge in a river, even after project activities have improved water flow, if there is more rain than normal. Also, IF the project decide not to continue project interventions in Mare aux Cochons, half of this indicator is no longer relevant, as it is focusing on a wrong river beyond the scope of the project. **Sources of verification:** The MTE noted that the project has not been able to report against this indicator, as it relies on data from PUC, which didn't deliver. Measuring this indicator is therefore currently beyond the control of the project. **Proposed changes:** Revise this indicator as measuring it is beyond the control of the Project.				
COMPONENT 1: Ecosystem-based adaptation approaches along the shorelines of the Granitic Islands reduce the risks of climate change induced coastal flooding	**Outputs** 1.1 Management and rehabilitation of critical watersheds to enhance functional connectivity and the resilience of these areas to climate change and reduce water scarcity and watershed flooding 1.2 Small-scale water storage and detention facilities designed and constructed or rehabilitated in critical waterways for communities to benefit from enhanced ecosystem functioning by forests.				
	#4 - Number of water users with more reliable water supply	10% of PUC water supply customers in project watersheds without fully reliable surface water supply	100% of PUC customers in target watersheds with more reliable water supply	Water use directives and reports by PUC	Continued high dependence on catchment area water resources
	MTE REVIEW: **Indicator:** This indicator is not SMART and one that is difficult to measure. Water abstraction and distribution is regulated by PUC and there is no guarantee that water storage through the project will enable 100% of its customers to be supplied with more reliable water supply. This indicator does not sufficiently relate to the activities carried out by the project within Component 1. The problem is that water supply can be enhanced by other factors than what pertains to the scope of the EbA project. Moreover, the wording of this indicator is very vague. This wording makes it very difficult to measure this indicator, as first you need clarity about what 'more reliable' means, i.e. the *degree of reliability* for provided water supply, before you can establish the *number* of users with this level of reliable water supply.				

Targets: Measuring this indicator is beyond the control of the Project, as it needs to rely on data from PUC. Progress reports are showing that these data are not available, rendering this indicator useless.

Sources of verification: PUC

Proposed changes: Eliminate this entire indicator and replace with one that is more relevant to the activities carried out within Component 1.

#5 - Number of days per year water supply is not available at two sites: Baie Lazare and Mare aux Cochons[20]	Number of days per year when stream flows at critical low: Baie Lazare: avg. 18 days Mare aux Cochons: avg. 75 days (2010 – 2011)	0 days of no water availability per year in project watersheds	PUC stream flow gauge data	PUC stream gauges stay functional

MTE REVIEW:

Indicator: This indicator is not feasible, as measuring it is beyond the control of the project. Moreover, the project is currently not active in Mare aux Cochons and it is likely that this project site may be cancelled entirely.

Targets: Measuring this indicator is beyond the control of the Project, as it needs to rely on data from PUC. Progress reports are showing that these data are not available, rendering this indicator useless.

Sources of verification: PUC

Proposed changes: Eliminate this entire indicator and replace with one that is more relevant to the activities carried out within Component 1.

#6 - Volume of raw water production from PUC facilities in project watersheds	Annual water production at: • Mare aux Cochons: 614,336 KL • Baie Lazare: 191,232 KL	Annual water production figures increase by 20%	PUC stream flow gauge data	PUC stream gauges stay functional

MTE REVIEW:

Indicator: This indicator is not feasible, as measuring it is beyond the control of the project. Moreover, the project is currently not active in Mare aux Cochons and it is likely that this project site may be cancelled entirely.

Targets: Measuring this indicator is beyond the control of the Project, as it needs to rely on data from PUC. Progress reports are showing that these data are not available, rendering this indicator useless.

Sources of verification: PUC

Proposed changes: Eliminate this entire indicator and replace with one that is more relevant to the activities carried out within Component 1.

[20] Days below 'Dry weather flow' threshold for the stream: Baie Lazare dwf = 7.1 L/S; Mare aux Cochons dwf = 25.8 L/S; the baseline numbers are based on available PUC records – i.e. 1999 – 2010 annual average for Baie Lazare River and 2010 – 2011 (only available) annual average for Mare aux Couchons River. Seychelles Public Utilities Corporation.

	#7 - Number of hectares of watersheds covered by site-based water management plans	0 hectares	3,000 ha of critical watersheds	Ministry of Environment and Energy reports on water management planning process	Water use conflicts are resolvable
	CHANGE ENTIRE #7 INDICATOR TO THE FOLLOWING:				
	Five catchments are covered by Land Use Plans and /or management plans that incorporate principles of Ecosystem Based Adaptation	No catchments have land use plans or adaptation plans National Park management plans are out of date	Land Use Plans cover Baie Lazare, Caiman and Mont Plaisir catchments National Park Management plans cover Morne Seychellois and Fond B'Offay	Land Use Plans	Land use plans are agreed by stakeholders and approved
	MTE REVIEW: **Indicator:** This indicator should focus more on how the Project is supporting the process of getting catchment under protected status for long-term resilience. **Targets:** This target is not realistic. **Proposed changes: Revise this indicator to be more relevant for project interventions. See above.**				
	#8 - Area of rehabilitated water provisioning and watershed flooding attenuation ecosystems	Total hectares of watershed with increased resilience to climate change: 0 Total area of watershed that has undergone total rehabilitation: 0	Total hectares of watershed with increased resilience to climate change: 3000 ha Total area of forest that has undergone total rehabilitation: at least 60 ha	Field reports from project and PUC staff	Forest rehabilitation has not been tested in Seychelles previously
	MTE REVIEW: **Indicator: The MTE proposes to change this entire #* indicator** to the one proposed below as an alternative. This new one better captures what the Project interventions do specifically. The targets are also site-specific and more realistic.				
	NEW #8 - Enhancement of the (in-watershed)	No retention facility	(total volume: 120,000 m3) Caiman: 10,000 m3	Follow-up field surveys	River Committee agrees. Caiman catchment is

	water retention capacity		Baie Lazare: 35,000m3 Mont Plaisir: 1,000 m3 MaC: 2,000 m3 / 60,000 m3 Praslin: 14,000 m3		protected against any future development.
	#9 - Active community watershed committees (with gender balance)	No watershed committees established	At least 4 watershed committees established with gender balance	Minutes of committee meetings	Communities are mobilised and committed
	MTE REVIEW: **Indicator:** This indicator, Targets and Sources of verification are OK.				
	MTE REVIEW – ADD TWO NEW INDICATORS **During discussions about the Logframe with the Project team and the PCU Programme Coordinator it was suggested to change the indicators under Component 1 to be more 'cascading' to better capture the ripple effect that project interventions aim to create. Hence, in addition to changes to Indicators #7 and 9, it is also suggested to add the following 2 NEW indicators. The MTE and the project team feel that the combination of these indicators would be more representative of what the project is aiming to accomplish within Component 1.**				
	135 ha of forest in three catchments are afforded further protection	c.100ha in Caiman catchment is Forest reserve 0ha protected in Mont Plaisir and Baie Lazare	100ha protected in Caiman 25ha protected in Baie Lazare 10ha protected in Mon Plaisir	Land use plans / Gazetted forest reserve	Private land owners agree for forest to be zoned
	155ha of catchment forest are under sustainable management for water and other goods and services	0ha are sustainably managed	Ha of forest under sustainable management 50ha in Morne Seychellois NP 30ha in Fond B'Offay (Praslin NP)	National Park management Plans Community based wood land management plans	Forest management methodology is effective Human resources can be mobilised to implement management

			50ha in Caiman Catchment 25ha in Baie lazare		
COMPONENT 2: Ecosystem based adaptation approaches along the shorelines of the Granitic Islands reduce the risks of climate change induced coastal flooding	**Outputs** 2.1 - Ecosystem based measures for flood protection on an urban shoreline 2.2 - Ecosystem based measures for flood protection and mitigating salt water intrusion in an agricultural and tourism development area				
	#10- Area of rehabilitated coastal ecosystems	a. # of tidal sluice gates installed: 0 b. Little wave energy attenuation provided by reef (5% of the pre-1998 bleaching event reef size) c. Total hectares of wetlands rehabilitated to provide flood attenuation services: 0 ha d. Total km of rehabilitated beach berms providing a barrier for coastal floods: 0 km e. Total hectares of mangroves, wetlands, fringing reef, beach berms and other ecosystems with increased resilience to climate change impacts: 0	a. # of tidal sluice gates installed: 2 by end of project b. 150 m of artificial breakwater providing substrate for coral growth and wave energy attenuation and more than 10% of original reef area rehabilitated at NE Point c. Total hectares of wetlands rehabilitated to provide flood attenuation services: 17 ha d. Total km of rehabilitated beach berms providing a barrier for coastal floods: 5 km e. Total hectares with increase resilience: 1,000 ha	Project reporting Follow-up field surveys	Local communities are active participants in the project Effects of flood attenuation are measurable at the project sites
	MTE REVIEW: **Indicator:** The wording of this indicator is too vague and this scope of this indicator is too broad for any meaningful monitoring and measurement. The MTE therefore finds that it is very likely that the Project will not be able to reach all these different individual End of Project targets under this one indicator. This is more an issue of poor indicator design than an issue of the project not being able to deliver. **Targets:** Some of the targets are not suitable. For example, tidal sluice gates are not an EbA approach and have also proven to be going against work that is being done by a UNEP EbA project further downstream. **Proposed changes:**				

	Change scope and wording of indicator to 'Area of rehabilitated coastal wetlands' to make it more specific. Change Baseline to: Total hectares of wetlands rehabilitated to provide flood attenuation services: 0 ha. (removing all other baselines) Change Targets to: Total hectares of wetlands rehabilitated to provide flood attenuation services: 19.8 ha (removing all other targets) Source of Verification: Follow up field surveys				
	#11 - Farm pond salinity levels reduced	Up to 6.0 ppt salinity levels in farm ponds during dry season	70% less salinity levels in farm ponds during the dry season	Discussion with residents and farmers	Farmers are involved in cost sharing
	MTE REVIEW: **Indicator:** This indicator is OK, based on new information provided by Barry Nourice.				
	#12 - Number of hectares of coastal ecosystems covered by Integrated Shoreline Management Plans	0 hectares	1,000 ha of coastal ecosystems	Ministry of Environment and Energy reports on coastal management planning process	Local stakeholders and administration participate in project implementation
	MTE REVIEW: **Indicator:** This indicator is OK. **Targets:** This target appears to be too unrealistic. **Proposed changes:** Change Baseline to 'Total hectares of mangroves, wetlands, fringing reef, beach berms and other ecosystems with increased resilience to climate change impacts: 0 Revise Target so that it also include 'Completion of Integrated Shoreline Management Plan', as the Project is drafting this plan. Further change the target to make it more specific and realistic: 'XX ha of coastal ecosystem in NE Point'				
COMPONENT 3: Ecosystem-Based Adaptation mainstreamed into development planning and financing	**Outputs** 3.1 - Policy and legal frameworks for watershed and coastal climate change adaptation 3.2 - Capacity development for ecosystem based adaptation methods 3.3 - Lessons learned and Knowledge Dissemination				
	#13 - Approved water management policy framework being implemented for watershed areas	No policy and financing framework	Approved water management policy for watershed areas Core annual funding for local watershed management provided	Policy documents approved by Cabinet Funds collected by PUC for watershed management	Government is committed to policy development Funds allocated or generated for watershed management are targeted at relevant programmes

			by tariffs and fees: $ 500,000[21]		
	MTE REVIEW: **Indicator:** This indicator only refers to policy. It is not explicit about the **financing** aspect as well. **This indicator is also beyond the control of the project.** This indicator assumes that a new Water Management Policy framework has been prepared and approved, before implementation can take place. However, the approval process is the responsibility of the GoS. The project is therefore dependent on this decision, which is outside the control of the Project, before it can proceed with implementing it. **Targets:** The first part of the target is beyond the control of the project. It also does not refer to the implementation of the Policy, which is what the indicator refers to. The second part of this target is also beyond the control of the project, in that the decision to proceed with these tariffs and fees rest with PUC. **Proposed changes:** Modify the phrasing of this indicator so that it pertains to actions are controlled by the project.				
	#14 - Capacity developed for EbA methods: a. Rivers Committee meet regularly b. A National Watershed Monitoring System developed, applied and influences watershed management decisions c. Technical standards established for watershed, tidal wetland and beach and reef rehabilitation d. Number of trainees by gender skilled in EbA methods	a. No institutional mechanisms b. Little information available regarding functional connectivity, watershed integrity and water balance of watersheds c. Incomplete and ad hoc specifications for ecosystem rehabilitation d. Few government or NGO staff experienced in watershed or wetland rehabilitation	a. River Committee meets every quarter to discuss and address issues. b. Institutionalised and operational watershed monitoring system ensures adaptive management of watershed systems. c. Technical standards are established and provide the basis for training d. 50 persons (gender balanced) trained in watershed, tidal wetland and beach and reef rehabilitation	e. Records of meetings of Rivers Committee f. Data on key indicators regarding functional connectivity, watershed integrity and water balance available g. Survey of methods to rehabilitate forests and ecosystems h. Manuals and protocols produced to guide practitioners i. Post training surveys	Local residents committed to watershed and coastal ecosystem management Technical standards are adequately tested in the project interventions.

[21] This figure is based on approximately 23,000 households served by PUC x 26 rps/mth = 598,000/mth income ($43,490) based on fixed monthly water "environmental charge" established by the PUC Schedule on Water & Sewerage Charges.

MTE REVIEW:

Indicator: It is generally problematic if an indicator contains too many sub—elements, as it makes it difficult to measure. For example, the MTE notes that:

e. The new Water Bill will put in place an institution to regulate the use of water between various users. At the moment this is being done by PUC, which is the main entity for water use for human consumption. This will therefore remove the need for a Rivers Committee. **As such the use of the first part of this indicator (rivers committee) may no longer be relevant. If this part of the indicator is no longer relevant, it is challenging to rate the overall Indicator rate.**

f. While the project will develop a Watershed Monitoring System it will not be national-scale. So this part of the indicator is also not relevant.

g. Finally, there is also a need to harmonize legislation. The PUC Act will also have to be revised, although this is expected during 2018-19.

Proposed changes:

Revise this indicator to focus only on human capacity developed by the project through training and awareness raising.

Revise Targets so that it better capture how many men vs. women have been targeted to better highlight the gender aspect.

#15 - Number of knowledge products on watershed and coastal ecosystem-based adaptation	Limited awareness of EbA methods related to watersheds and coastal ecosystems	10 knowledge products produced to assist awareness building	Project reporting Experience sharing workshops	The knowledge products address user needs and practical methods appropriate for local communities

MTE REVIEW:

Indicator: This indicator is OK.

Targets: However, the target is very vague. Knowledge products can be everything from a press release to a detailed Project Case Study. This important indicator therefore does therefore also not capture at all that different knowledge products are produced for different purposes and target different audiences. It would be much more effective to have a more detailed target, that specifies what kind of knowledge products the project would produce, how many of each and by when.

Proposed changes:

Revise the target to specify what kind of specific knowledge products and deliverables the project would produce, how many of each and by when.