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ADAPTATION FUND

**FINAL EVALUATION
ECOSYSTEM-BASED ADAPTATION TO CLIMATE CHANGE IN
SEYCHELLES (PIMS 4775)**

FINAL REPORT

Prepared for: **UNDP Seychelles**

by:

Mr. Jan Rijpma

28 February 2022

Title Page

- **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 AGENCY:** Ministry of Agriculture, Climate Change & Environment
- **FINAL EVALUATION TIME FRAME:** December 2021 – February 2022
- **FINAL EVALUATION CONSULTANT:** Mr. Jan Rijpma
- **FINAL EVALUATION REPORT DATE:** 28 February 2022

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Thank you very much, mersi bokou!

Peace to all and everywhere.

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Acronyms & Abbreviations

AF	Adaptation Fund
AG	Attorney General
APR	Annual Progress Report
AWP	Annual Work Plan
CAMS	Climate Adaptation Management Services
CBO	Community Based Organization
CCA	Climate change adaptation
CCD	Climate Change Division
CO	(UNDP) Country Office
CSR	Corporate Social Responsibility
CTCN	Climate Technology Centre and Network
DA	District Administrator
DOE	Department of Environment
DRDM	Department of Risk and Disaster Management
EbA	Ecosystem-based Adaptation
EEZ	Economic Exclusive Zone
EIA	Environmental Impact Assessment
FE	Final Evaluation
GCA	Global Centre for Adaptation
GCF	Green Climate Fund
GEF	Global Environment Facility
GoS	Government of Seychelles
Ha	Hectare
IAS	Invasive Alien Species
ICPE	Independent Country Programme Evaluation (UNDP)
ISMP	Integrated Shoreline Management Plans
KBA	Key Biodiversity Area
Logframe	Logical Framework
LUPD	Land Use & Planning Department
LWMA	Landscape and Waste Management Authority
MACCE	Ministry of Agriculture, Climate Change and Environment (since 2020)
M&E	Monitoring and Evaluation
MCSS	Marine Conservation Society of Seychelles (NGO)
MEECC	Ministry of Environment, Energy and Climate Change (Old name < 2020)
MFA	Department of Foreign Affairs
MHILT	Ministry of Habitat, Infrastructure and Land Transport
MIE	Multilateral Implementing Entity (AF)
MOU	Memorandum of Understanding
MTR	Mid-term Review
NBS	Nature Based Solution
NCCC	National Climate Change Committee
NGO	Non-Governmental Organization

NIE	National Implementing Entity (AF)
NIM	National Implementation Modality
NMS	National Meteorological Services
PA	Protected Area
PAS	(National) Protected Area System
PCA	Plant Conservation Action Group (NGO)
PC	Programme Coordinator
PCU	Programme Coordination Unit
PIT	Project Implementation Team
PMM	Portfolio Monitoring Mission (AF)
PPP	Public Private Partnerships
PPR	Project Progress Report
PSC	Project Steering Committee
PUC	Public Utilities Corporation
RCU	(UNDP) Regional Coordinating Unit
RSC	Regional Service Centre
RTA	Regional Technical Adviser (UNDP)
SAA	Seychelles Agriculture Agency
SEC	Seychelles Energy Commission
SeyCATT	Seychelles Conservation and Climate Adaptation Trust
SFRSA	Seychelles Fire and Rescue Services Agency
SGP	Small Grants Programme (UNDP)
SHTA	Seychelles Hospitality and Tourism Association
SIDS	Small Island Developing States
SNPA	Seychelles National Parks Authority
SNPGA	Seychelles National Parks and Gardens Authority (since 2021)
SSA	Seychelles Agricultural Agency
SIF	Seychelles Island Foundation
SSDS	Sustainable Development Strategy
TRASS	Terrestrial Restoration Action Society (NGO)
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollars
WHS	World Heritage Site

Executive Summary

PART I: PROJECT/PROGRAMME INFORMATION

PROJECT/PROGRAMME CATEGORY:	Regular Project/Programme
COUNTRY/IES:	Seychelles
SECTOR/S:	Water & Forest 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 Agriculture, Climate Change and Environment
AMOUNT OF FINANCING REQUESTED:	\$ 5,950,000 (in U.S. Dollars Equivalent)
UNDP PIMS NUMBER:	4775
ATLAS AWARD ID:	00080054
PROJECT ID:	00089895
START DATE:	June 2014
END DATE:	March 2022
MID TERM REVIEW	February – April 2018
FINAL EVALUATION	December 2021 – February 2022

Project Description

The Government of Seychelles (GOS), with support from UNDP and funded through the Adaptation Fund implemented the Project: “Ecosystem Based Adaptation to Climate Change in Seychelles” (EbA project) from October 2014 – March 2022. The project sought 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 will become more irregular, whilst water supplies in Seychelles 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. The **objective of the 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. This is implemented through 3 components:

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

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

Component 3: Ecosystem based adaptation mainstreamed into development planning and financing.

The project was implemented on behalf of Ministry of Agriculture, Climate Change and Environment (MACCE) by the GOS-UNDP Programme Coordination Unit (PCU) in association with a number of project stakeholders. The project had an inception date of 30 October 2014, a revised closing date of 30 October 2021, and was extended again until March 2022, to take into account challenges and delays because of the COVID-19 pandemic. The project was funded through a \$5.95 million AF grant, and was nationally executed following UNDP’s National Implementation Modality (NIM). The project team consisted of a Project Manager who leads a Project Implementation Team (PIT) consisting of 3 Technical Advisers / Specialists.

Evaluation Ratings Table

1 Monitoring & Evaluation	Rating
M&E design at entry	2. Unsatisfactory
M&E Plan implementation	4. Moderately Satisfactory
Overall Quality of M&E	3. Moderately Unsatisfactory
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	4. Moderately Satisfactory
Quality of Implementing Partner Execution	5. Satisfactory
Overall quality of Implementation/Execution	4. Moderately Satisfactory / 5. Satisfactory
3. Assessment of Outcomes	Rating
Relevance	Highly satisfactory (6)
Effectiveness	Satisfactory to Highly Satisfactory (5 to 6)
Efficiency	Satisfactory (5)
Overall Project Outcome Rating	Satisfactory to Highly Satisfactory (5 to 6)
4. Sustainability	Rating
Financial sustainability	Moderately Unlikely (MU: Significant risks to sustainability)
Socio-political sustainability	Moderately Likely (ML: Moderate risks to sustainability)
Institutional framework and governance sustainability	Moderately Unlikely (MU: Significant risks to sustainability)
Environmental sustainability	Moderately Likely (ML: Moderate risks to sustainability)
Overall Likelihood of Sustainability	ML (Moderate risks to sustainability) to MU (Significant risks to sustainability)

Concise summary of findings

- The Project Document was well researched and very relevant
- No Theory of Change was produced and the LogFrame had unrealistic indicators and targets, which were not looked at during project inception
- The MTR proposed additional “shadow indicators” which were instrumental in getting the project back on track.
- The Project Implementation Team functioned well
- The Project Steering Committee operated adequately, although strategic guidance and follow through of actions were at times lacking.
- The Programme Coordination Unit (PCU) provided oversight and coordination, although the quality of guidance declined over time.
- UNDP oversight and execution was found Moderately Satisfactory to Satisfactory.
- GOS leadership and guidance was found wanting at times.
- Risks were well detailed during project development and monitored.
- Project financial delivery was exemplary.
- Partners were enthusiastic and active, though commitments of some key government agencies were not always followed through.
- Challenges existed because of the effects of the COVID-19 pandemic and problems with office space.
- The “shadow indicators and targets” have been achieved at above 90%; original indicators were underachieved,.
- The project created some key, successful and recognized outcomes, especially the work in upland and coastal wetlands, and involvement of communities.
- Good knowledge products were produced,.
- Consultants and contractors work varied in quality.

- Almost all stakeholders rated the project as “successful” to “excellent”, mainly based on the highly visible and well-appreciated work on water management.
- There are good possibilities for further replication and upscaling of project results, especially the wetland clearing and water storage works.
- Watershed Committees should be supported to sustain the watershed management results.
- International and national funding options should be explored that could sustain some of the EbA activities.
- Reform of PUC should continue.
- PCU to be restructured
- A new Infrastructure Agency would be well placed to undertake some of the clearing and maintenance works.
- Ensure implementation of relevant policies and plans, e.g. the Water Policy, Climate Change Policy, NDCs, and a NAP needs to be developed .
- A robust research agenda around climate change, ecosystem sustainability and resilience is needed.
- Actions with agreements and financing needs to be spelled out in a project Exit Strategy.

Synthesis of the key lessons learned:

- A well thought through Theory of Change and Logical Framework are required in Project Documents, in order to set up the Project Implementation Teams on the right track to achieve the intended results and impact.
- Theory of Change, Logical Framework and especially the indicators, baselines and targets will need to be discussed again in detail during the Inception Workshop, also given the fact that there is normally a significant time lag between project development, approval and “real” project start.
- Include reference in project document and start early enough with conceptualizing the exit strategy of a project. This should lead to a transparent and well informed exit strategy at the end of project, with clear and agreed responsibilities for action and follow up in order to sustain development achievements and results.
- A robust, well informed and constructive Mid term Review can be instrumental to put a project back on track, if the recommendations were well developed, practical and followed.
- The use of “shadow indicators” can be helpful to put a project back on track, but these should be carefully developed and be as close as possible to the original indicators, in order not to divert from the original project course and reduce project ambition.
- If significant indicator changes are needed during the MTR, like in this project, it would be better to discuss this in detail with the Implementing Entity and the Donor and allow for some flexibility in accepting such changes in order to get a derailed or not well performing project back on track.
- Demonstrate good practices through visible “on the ground” activities supported by detailed and effective awareness and communication efforts are important to make climate change adaptation, resilience and ecosystems based projects successful.
- Community involvement and support for community-led activities are crucial in local adaptation and ecosystem projects.
- Consider organizing more meaningful periodic project planning and review meetings (e.g. “retreats”), in addition to the normal periodic limited steering committee meetings, for more and better coordinated strategic oversight and guidance.
- Start “marketing the project” and develop key “Lessons learned” and “case studies” around the main project results in order as early as possible in order create awareness and assist with advocacy.

- Invest in capacities and provide clarity on M&E in existing and future projects, e.g. through better and clearer formulated M&E requirements in project documents, explanations at Inception Workshop and communication around M&E during implementation, including through trainings. Better M&E at PCU level, e.g. with a full-time M&E officer, will also help.

Recommendations summary table:

No.	RECOMMENDATION	RESPONSIBLE	TIME FRAME
A	Category 1: Project Development and implementation		
A.1	Develop project Exit Strategy that includes relevant and clearly spelled out actions, agreements, responsibilities and financing needed for follow up	Project Team	Before project end (<March 2022)
A.2	Organize a final project review meeting that will summarize the project's achievements and discusses the way forward and sustainability of project results, also based on the project exit strategy	Project Team	Before project end (<March 2022)
A.3	Review and restructure the PCU, with a view to widen its role, portfolio and funding under a new leadership / management with a new Programme Coordinator) and staff (accountant + administration + communications) on Government's contracts and payroll. This could also entail a fixed pool of Project PCU project managers, as to increase job security and linkage / succession of project activities. This could be informed by a PCU evaluation.	MACCE, UNDP	<July 2022
B	Category 2: Support to Watershed Committees		
B.1	The Watershed Committees established by the EbA project should be supported to sustain the watershed management results, as well as to inform possible setting up of new watershed committees or other community groups. This could be through different projects (e.g. Ridge to Reef), Funds (SGP, SeyCATT), government agencies (CAMS, Wetland Unit, new Infrastructure agency, LWMA), private sector involvement, etc.	Projects (Ridge to Reef), SGP, SeyCATT, MACCE	2022-2024
B.2	Discuss with North East Point watershed committee the completion of the wetland clearing and options for monitoring and maintenance.	EbA Project, CAMS, NEP Watershed Committee	Immediate
B.3	Finalize and publish EIA for Glacis Noire EIA for the proposed wetland reprofiling and clearing to serve as water resource for fire fighting on Praslin. After approval of EIA a decision should be taken and budget granted to go ahead or not.	MACCE, EIA consultants, Project Team, Nouvelle Découverte, Fond Boffay Watershed Committee	Immediate
C	Sustain and scale up EbA Project Results		
C.1	Ensure that the newly envisaged Infrastructure Agency will have sufficient resources and capacities, and that climate change and environmental concerns are adequately mainstreamed in its operations, to ensure climate proofed and environmentally friendly work and maintenance can be undertaken.	MACCE, Min. Infrastructure	<June 2022
C.2	Ensure that the reform of water resources management between the SEC and PUC is followed up as intended, with resource management being overseen by the SEC as resource regulator and with PUC as supplier of water to consumers	MACCE, PUC, SEC	Next 6 months

C.3	Finalize the Water Bill, as this will provide the legal foundation for improved integrated and community engaged water resources management, with attention to nature based solutions, as well as increased financing through sustainable financing mechanisms.	MACCE, AG Office, Assembly	2022
C.4	Develop a National Adaptation Plan (NAP), possibly with available readiness support from the Green Climate Fund (GCF). In such a NAP, EbA should feature prominently, based on experience of the EbA project and others	MACCE, GCF, UNDP, UNEP	2022-2024
D	Develop sustainable financing mechanisms for Climate Adaptation and NBS		
D.1	Explore national and international climate finance opportunities in order to secure sustainable finance for climate change adaptation and Nature Based Solutions	MACCE, UN, PCU, Consultants / Advisers	2022
D.2	Seek accreditation for Adaptation Fund (AF) National Implementing Entity (NIE)	GOS, Min. Finance, DBS, MACCE	2022
D.3	Develop a national PPP framework, so that funding for local environment activities through this mechanism will be possible	MACCE, Min. Trade, Min. Finance	2022
D.4	Investigate and possibly reverse the abolishment of tax breaks for companies for Corporate Social Responsibility (CSR) activities, in order to provide funding and interest from companies in local community work around climate change and environment.	MACCE, Min. Finance	2022

1. INTRODUCTION

This is the Final Report for the Final Evaluation (FE) for the Project: Ecosystem-based Adaptation to Climate Change in Seychelles. Mr. Jan Rijpma, International Consultant, was recruited in December 2021 to conduct this Final Evaluation. According to the TORs (ANNEX 1) for this assignment, the deliverables of the assignment were: MTR Inception Report; Presentation of initial findings; Draft Final Report; Final Report. As per the Adaptation Fund (AF) and United Nations Development Programme's (UNDP) guidance, this Draft Final Report reflects the Consultant's assessment of the project and will be presented to stakeholders for comments, that will then be taken into account to produce the Final Report. The report below gives the purpose, objective, scope, approach and limitations of the FE, Project Description, Findings of the evaluation, conclusions, recommendations and lessons learned.

Objective, Purpose and Scope of the Final Evaluation

The Adaptation Fund (AF) Final Evaluation Guidelines mention: "The final evaluation of AF projects and programmes should assess progress towards achievement of increased resilience/reduced vulnerability, and actions taken to achieve sustainability and replicability".

According to UNDP's Guidance, Terminal Evaluations also have the following complementary purposes:

- To promote accountability and transparency;
- To synthesize lessons that can help to improve the selection, design and implementation of future UNDP-supported initiatives; and to improve the sustainability of benefits and aid in overall enhancement of UNDP programming;
- To gauge the extent of project convergence with other priorities within the UNDP country programme, including poverty alleviation; strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such gender equality, empowering women and supporting human rights.

Approach & Methodology

The Final Evaluation should provide evidence-based information that is credible, reliable and useful. Under this evaluation the following methodology has been undertaken. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations', see also the signed a code of conduct (Annex 6).

Desk Review, Documentation

The consultant reviewed all relevant sources of information including documents prepared during the preparation phase (i.e., Concept document, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure), the Project Document, Mid Term Review, project reports including all Progress Reports, AF Results Tracker, project budget revisions, lesson learned reports, national strategic and legal documents, consultancy reports, manuals, guides, watershed management and shoreline management plans, and any other materials that the team considers useful for this evidence-based evaluation. See Annex 2 for full documentation list.

Interviews

Interviews with key stakeholders were held to supplement the written documentation and provide an opportunity for project management team, project beneficiaries and other key project stakeholders to present their views. Some 40 interviews with approx. 120 persons attending from 5th January – 20 January, with, amongst others: Project Team, project consultants, UNDP, Adaptation Fund, Ministry of Agriculture, Climate Change and Environment, Seychelles National Parks Authority, Project Steering Committee, Public Utilities Corporation, Public Health Authority, Watershed Committees, University of Seychelles, NGOs (TRASS, PCA), Land Use Plan Department, SFRSA, DRDM, SLTA, District

Administration offices of the Local Government, etc. See also ANNEX 4 for the interview and visits schedule. Interviews were planned in advance, some were in person, others were via on-line platforms.

Evaluative matrix

An evaluative matrix was developed and used, specifying the main review criteria, and the indicators and benchmarks against which the criteria were assessed. This followed the AF evaluation criteria of “Relevance”, “Effectiveness”, “Efficiency”, “Sustainability” and “Impact” (ANNEX 3). The “Evaluative Questions” were considered as “guiding questions”. Not all of these questions were necessarily asked in every interview (some interviewees were more strategically, technically or more management oriented and hence only the relevant questions may be asked), and the wording of the questions were adapted based on the interview circumstances.. Pertinent issues, comments and qualifications from the interviews were compared and triangulated with reports, reviews and desk review analysis.

Field Visits

Field visits were conducted to witness and assess some of the field activities and discussions with project beneficiaries, including to Baie Lazare, Val d’en Dor, Anse Royale, Caiman (Anse Boileau), North East Point and Praslin (Annex 4).

Limitations

The FE was undertaken during December 2021 – February 2022, with a field mission from 5 – 21 January 2022, and took place during the still ongoing COVID-19 pandemic. International travel to Seychelles was possible, though local restrictions were in place. In early January it was difficult to make firm appointments, especially with government personnel, because many were still on leave. During the field mission, the number of COVID-19 cases increased in the country, office opening hours were further restricted and personnel requested to work from home. Towards the end of the mission all meetings were thus held virtually. Internet connectivity became at times an issue, with inadequate bandwidth and unreliability. The project, UNDP and PCU teams were also constrained because they had no offices, as a fire broke out in their office in October 2021 and subsequent water damages made it hazardous to work there. The offices were finally vacated and personnel requested to work from home or out of other offices in December 2021. The project team moved in February 2022 to temporary offices.

2. PROJECT DESCRIPTION

The Government of Seychelles (GOS), with support from UNDP and funded through the Adaptation Fund implemented the Project: “Ecosystem Based Adaptation to Climate Change in Seychelles” (EbA project) from October 2014 – March 2022. The project sought 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, 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 attempted to reduce these vulnerabilities by spearheading ecosystem-based adaptation (EbA) as climate change risk management, through 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.

The overall **goal** of the project was to ensure that development in the Seychelles is sustainable, and resilient to anticipated climate change effects. The **objective** was 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 following were the 3 components of the EBA project:

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

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

Component 3: Ecosystem based adaptation mainstreamed into development planning and financing.

The project was implemented on behalf of the earlier Ministry of Environment Energy and Climate Change (MEECC), now renamed the Ministry of Agriculture, Climate Change and Environment (MACCE, since 2020) by the GOS-UNDP Programme Coordination Unit (PCU) in association with a number of project stakeholders¹. The project had an initial duration of six years, with an inception date of 30 October 2014, a revised closing date of 30 October 2021, and was extended again until March 2022, to take into account challenges and delays because of the COVID-19 pandemic. The project was funded through a \$5.95 million AF grant, and was nationally executed following UNDP's National Implementation Modality (NIM). The project team consisted of a Project Manager who leads a Project Implementation Team (PIT) consisting of 2 Technical Advisers (1 on hydrology, 1 on forest / vegetation management) and a community engagement Specialist. Accounting was overseen by the PCU Finance Manager (responsible for all PCU projects). UNDP served as the Implementing Entity for the Project and was responsible for the provision of project cycle management services (Project Assurance support) via the UNDP Mauritius/Seychelles Country Office. The UNDP Regional Technical Advisor (RTA) provided further technical guidance and support, and a Steering Committee oversaw the project implementation.

3. FINDINGS

3.1 Project Design/Formulation

The **Project Document** was well researched and written, targeting very relevant climate change adaptation concerns related to water and related ecosystems services for Seychelles, following a Ecosystem based Adaptations concept. The project was considered to be the "first project in Seychelles that considers water and forests together". A wide array of stakeholders were consulted during project development, the policy and institutional environment and conditions were comprehensively described, and lessons learned from previous an on-going projects and other initiatives well researched and taken into account. This all resulted in a relevant outline of challenges and barriers, with seemingly meaningful project solutions relevant to the country, thereby ensuring country ownership. However, no Theory of Change was produced, which may not have been mandated during

¹ E.g. Seychelles Agricultural Agency and Ministry of Agriculture, Seychelles National Parks Authority (SNPA), Division of Risk and Disaster Management, Public Utilities Corporation (PUC), Public Health Authority, the District Administration office of the Local Government, 5 Watershed Committees set up by the project, Land Use Plan department, the NGO Plant Conservation Action Group (PCA), Seychelles Fire and Rescue Agency (SFRSA), Climate Change Department of the Ministry of Agriculture, Climate Change and Environment (MACCE)

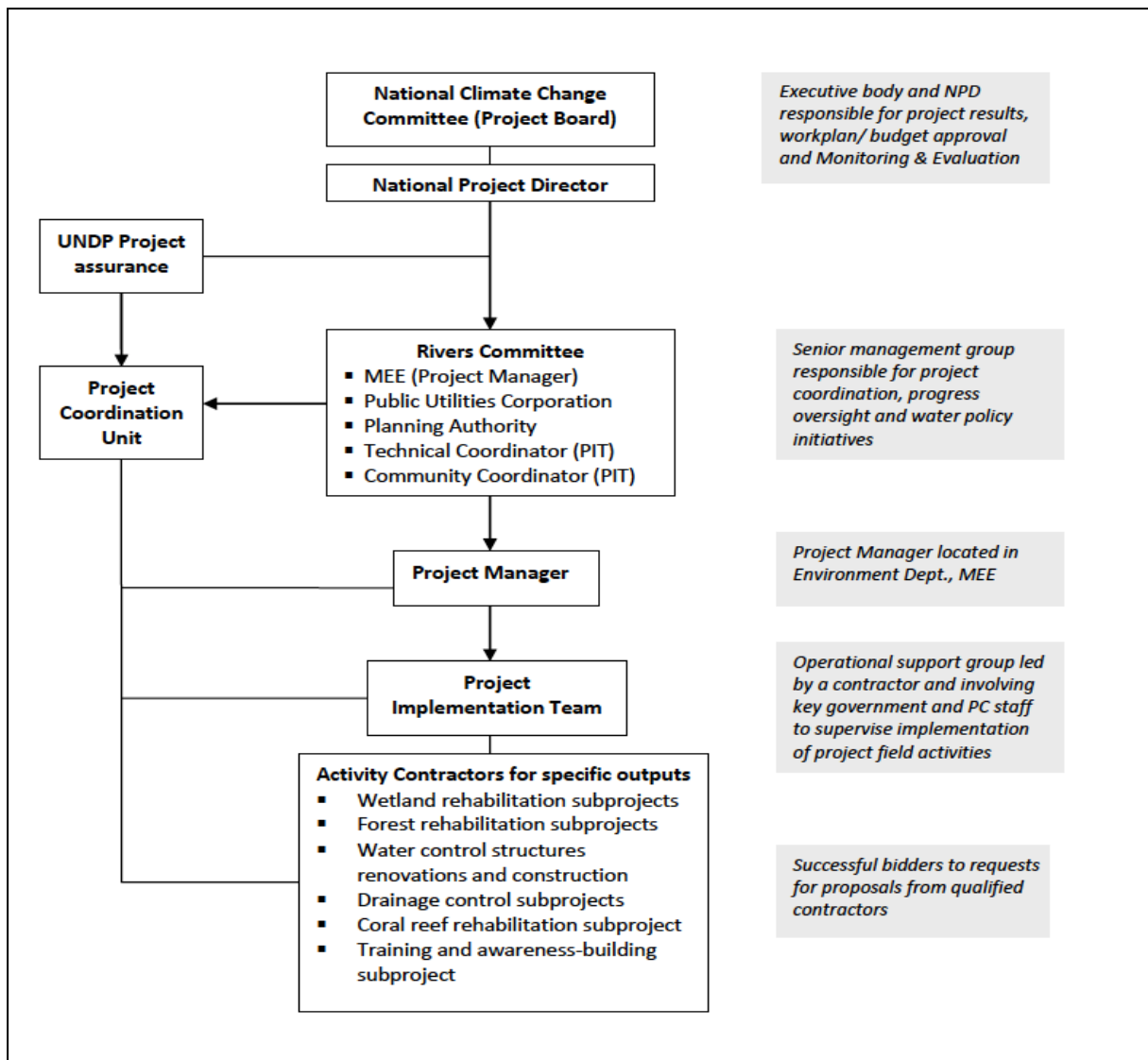
the project formulation (2010 - 2012), but that would have helped in making the project logic clearer to stakeholders and to better inform the LogFrame.

The project **Logical Framework** posed some challenges, as was also reflected in the Mid Term Review (MTR), where this was described as “problematic”. The indicators were not considered SMART and many Targets were deemed unrealistic, with some depending on political processes (e.g. promulgation of Water Act) and other partners’ inputs (e.g. reliance on PUC measurements and data availability). A stakeholder mentioned that the Logframe and its implementation was not sufficiently “thought through”. It was pointed out that international donors have sometimes unrealistic expectations that lead to overambitious result frameworks and targets that don’t take into account Seychelles physical and social conditions, e.g. the difficult terrain and capacity constraints with a small pool of available experts and bureaucracy. These logframes then do not provide “a sound basis for monitoring and reporting results or encourage adaptive management” as also reflected in UNDP’s Independent Country Programme Evaluation (ICPE) of 2020.

The **Mid Term Review (MTR)** that was done in 2018 recognized this and proposed additional “shadow indicators” that were “more feasible and with more realistic targets”. After discussion with UNDP and the AF, it was agreed finally to keep the old logframe unchanged, while adding the additional “shadow indicators and targets” and to report on both sets of indicators. This was also agreed by the AF Board in order not to “cause serious delays in project implementation” because the proposed substantive change in the original indicators could mean a re-submission of the project to the AF Board for approval, which would take time and would have an uncertain outcome.

3.2 Project Implementation

Project Management and oversight were clearly spelled out in the project document, following the normative set up at that time, see the figure below.



Oversight was provided by a **Project Steering Committee** that was set up for the project, and not the National Climate Change Committee (later renamed as “Council” as stipulated in the National Climate Change Policy) as envisaged in the Project Document. A separate Project Steering Committee seemed more appropriate and relevant to oversee this technical project, rather than the more broader and strategic National Climate Change Committee / Council.

Despite the fact that the parent ministry changed leadership (Ministers and Principal Secretaries) a number of times, the **National Project Director** remained the same over the project lifetime.

Guidance and coordination with other projects (especially with the UNDP-GEF “Ridge to Reef” project at later stages) was provided by the **PCU** under the leadership of a Programme Coordinator. This PCU was set up in 2008 by the Government and UNDP as a project oversight, coordination and implementation mechanism, especially for the diverse GEF projects that were developed and implemented at that time. The PCU operated under an “Aide Memoire” between these parties, and worked well in the beginning, with high caliber international staff as Programme Coordinators. But this model was not sustainable over time, as project management, contracts and staff costs became too high, leading also to high turnover of Programme Coordinators and other staff, especially when fewer projects were developed and implemented by the PCU (from 2008-2018 at times more than 6 UNDP-GEF projects were concurrently implemented; currently only 2 projects are implemented under the

PCU: the EbA and the UNDP-GEF Ridge to Reef, with EbA closing in March 2022; a new GEF-7 project is likely to commence in 2022). At present the new Ministry of Agriculture, Climate Change and Environment (MACCE) is looking to restructure and revive the PCU, also by widening its scope to include other donors and new agriculturally focused projects, as this is now under the ministry's mandate.

The first recruited EbA Project manager resigned after only 8 months and a new Project Manager was recruited who led the Project Implementation Team for the remainder of the project period. The **Project Implementation Team (PIT)** consisted of 3 technical staff (one hydrologist, one part-time Forestry / Scientific Adviser and a community engagement Specialist – some of these changed over the project lifetime²). This model with a Project Manager and associated technical staff where each individual was tasked with delivery of specific project outputs worked well, and was replicated in other projects. Administration and accounting was covered by the PCU Finance Manager who also oversaw other projects.

The project started two years after project approval (due to fund allocation taking longer than anticipated), and setting up the project team, partnerships and implementation modalities also took time in the beginning. The Inception Workshop from October 2014 with the first Project Manager in place, did not seriously look at the project set up and logframe, and didn't make any changes to the logframe, which became problematic later. Until 2018 the project made some progress, but faced several implementation challenges, making progress “moderately satisfactory” as rated by the Mid Term Review (MTR) in early 2018. It was felt by most stakeholders that the project really took off after the MTR, and that this MTR was instrumental in the further successful implementation of the project. Although the MTR was according to the project team a “painful”, even “cathartic” process, implementation, management and M&E improved greatly after MTR. The MTR recommendations were instrumental and followed, see also the Table below, as assessed with the project team during the Final Evaluation.

MTR Recommendations, Management Response and Tracking

Midterm Review recommendation 1. As an urgent priority, the PCU, with active participation of the Project Implementation Team (PIT), should enhance project management Recommendation to: PCU, PIT	
Key action(s) identified during the MTR	Status: Final Evaluation, January 2022
1.1 Provide training in overall project management and M&E to Project Manager to enhance the effectiveness of project management and implementation.	Training provided to all PMs at PCU, 2019-2020
1.2 Review and reach internal agreement on all Project Implementation Team (PIT) TORs along with functioning of PIT, including roles, responsibilities, lines of reporting and communication structures.	Partially completed. PCU follow GoS procurement procedures. TORs not changed, as this would entail re-issuing contracts, but internal measures taken and communications improved.
1.3 Document agreed project management arrangements in formal Project Organizational Chart, as this differs somewhat from the version in the Prodoc.	Document with revised organizational changes available. No implementation changes.
1.4 Enhance overall EbA Project work planning and implementation by developing 1) a detailed, activities-based Work Plan for the project and 2) detailed, activities-based Work Plans for each team member.	Revised, activity based Workplans, including individual plans produced. Workplan template same for all PCU projects, relate to indicators. Team meetings: weekly meetings with PC

² The first Project Manager and the Community Engagement Specialist resigned within the first year of Project implementation, the assistant community engagement person left and the part-time forestry/scientific advisor resigned in 2021

1.5 Set up a centralized online Project Information Management system, preferably on PCU server, that can be accessed by all PIT members. – The PCU IT provider will be asked to reinstate the previous PIM system that has not functioned since the PCU move to new premises.	A web based information management system was set up for the PCU. However a virus occurred in 2021. Projects saved data on server and external drives.
1.6 Develop team Code of Practice concerning information sharing, especially vis-à-vis external parties – This will be handled through regular team meetings	Regular meetings held. This also concerned information leakage and confidentiality issues.
Midterm Review recommendation 2. As another urgent priority, improve the role of the PCU and the Project Steering Committee in project governance and strategic oversight. Recommendation to: PCU, PIT	
Key action(s) identified during the MTR	Status: Final Evaluation, January 2022
2.1 Re-instate two mandatory meetings annually	More or less 2 meetings per annum were held
2.2 Call for extraordinary meetings, if important issues affecting project implementation appear, which need urgent resolution before next mandatory meeting	Yes, extraordinary meetings or visits were organized
2.3 Review PSC membership to ensure that all key institutions of importance to project implementation, including community and civil groups, are represented	Done. Membership renewed. Some members not attending. Attendance improved slightly.
2.4 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	Presentations done and sent
2.5 Use the PSC as a platform to enhance cross-sectoral dialogue and coordination for EbA in the Seychelles. – This is the role of the National Climate Change Committee, however PCU will call specific cross-project meeting when the need arises.	Cross-project and activities meetings happened, but cross-sectoral dialogue at PSC didn't materialize fully.
Midterm Review 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 Recommendation to: PCU, PIT	
Key action(s) identified during the MTR	Status: FE, January 2022
3.1 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").	Done. Most indicators have now "shadow indicators", also endorsed by AF, but with original indicators still reported on as well. This helped project management, but makes reporting tedious.
3.2 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.	Progress Reports templates changed with more attention to indicators.
3.3 Systematically collect and store M&E data on centralized online Project Information Management system	Data was collected, but there were issues with IT. Data handed over to Ministry.
Midterm Review recommendation 4. 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 Recommendation to: PIT, with support from PCU and UNDP HQ Communications Unit.	
Key action(s) identified during the MTR	Status: FE, January 2022
4.1 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.	Communications strategy finalized and implemented, e.g. signboards set up, posters developed, videos made and aired, etc.

4.2 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.	Done
4.3 Align the Project Communications Strategy with the broader PCU Communications Strategy to enhance collaboration with other projects.	Not aligned with PCU strategy from 2015-16. No PCU communications person in place. Somewhat aligned with MACCE's communications strategy.
4.4 Use the project's impressive photos to prepare effective knowledge products, documenting and sharing project experiences and lessons.	Knowledge products produced and shared, e.g. UNDP Photo essay, TV spots, documentaries, Facebook page, Photo gallery
Midterm Review recommendation 5. Strengthen documentation of project results, with an emphasis on lessons learned and good practices. Recommendation to: PIT, with support from PCU, PSC and UNDP Regional Technical Advisor	
Key action(s) identified during the MTR	Status: FE, January 2022
5.1 In line with the new Communications Strategy (see 4.1), prepare and disseminate additional information and communication materials that focus on good practices and lessons learned and 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	Documentation of project results done, e.g. rehabilitation and wetland restoration manuals / guidelines ³ . Consultancies on e.g. vegetation, terrapin management, hydrology, biodiversity surveys, invasive species, etc. produced.
5.2 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 Community Engagement Specialist an ongoing priority.	Knowledge products produced with involvement of all PIT.
Midterm Review recommendation 6. The PIT, with active support from the PCU, PSC and the UNDP Regional Technical Advisor, should improve stakeholder involvement. Recommendation to: PIT, with active support from the PUC, PSC and the UNDP Regional Technical Advisor	
Key action(s) identified during the MTR	Status: FE, January 2022
6.1 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.	Products available, including Guidelines / Manuals.
6.2 Continue monthly meetings with each Watershed Committee, emphasizing participation of DA and 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.	Regular meetings held with watershed committees, though was hampered by COVID during 2020 – 2021. Trainings / exposure done. Two Committees registered. 3 are ready. Districts and DA's involved. Sustainability of committees discussed with others, including MACCE, Ridge to Reef project, and should be included in Water Bill for legal support.
Midterm Review 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 Recommendation to: PIT	
Key action(s) identified during the MTR	Status: FE, January 2022
7.1 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	Done. TORs / Constitutions prepared and 2 Committees have officially registered and 3 in the process of doing so.

³ E.g. "Ecosystems based adaptation in Seychelles. A summary guide for best practices, ecosystem based approaches and solutions to mitigate impact and adapt to climate change"; "Ecosystem-based adaptation wetland rehabilitation and management best practice guide manual"

Constitutions for the committees, based on a joint clarification of status, vision, mission, objectives and rules for memberships for the Committees.	
7.2 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.	Done
7.3 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.	Series of exchange meetings done. Some Committees continue to help each other out.
Midterm Review 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 exit strategy. Recommendation to: PCU, in close collaboration with the PIT and PSC	
Key action(s)	Status: FE, January 2022
8.1 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 of project activities to the respective divisions in charge of relevant aspects of project interventions.	Meetings held. Many turnovers of staff and concepts / ideas. Not yet finalized. Will need to be done soonest, including firm agreements of who does what, before project end
8.2 Strengthen the <i>implementation of the maintenance</i> component of the forest rehabilitation methodology to ensure that project interventions are sustained in the long term.	Will need to feature in exit strategy. Sites should be monitored, following EbA guides / manuals and watershed Management implementation plans, including with support from R2R and UNISey.
8.3 Lobby for and actively work towards embedding both enhanced water 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 discussions about future planning for coastal realignment.	Maps produced, shared and to some extent used by Land Use Planning and others. Land Use Planning being revisited and revised (again). Watershed Management and Shoreline Management Plans produced to inform LUP and other plans, to be implemented by Watershed Committees, supported by agencies / departments and mandated through the Water Act.
8.4 Mobilize PSC to lobby for long-term financing options for watershed management and forest rehabilitation.	Sustainable financing Mechanisms should be included in Water Bill. Other sustainable climate change financing options being studied by MACCE, e.g. with through different donors, Biodiversity mechanisms (BIOFIN, ABS), PPPs and others.
Midterm Review 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 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. Recommendation to: UNDP CO, RTA	
Key action(s)	Status: FE, January 2022
9.1 UNDP-CO and RTA to exercise increased technical oversight	PIT found oversight from UNDP still wanting.
9.2 PIT and MEECC to ensure that linkages with key technical institutions is enhanced	Meetings held, but linkages and coordination with CAMS, Agriculture and PUC still found wanting.

The outcome of the MTR and following the above mentioned recommendation led to proactive and **adaptive management**. Examples of this are e.g. the adoption and reporting on “shadow indicators”,

developing innovative solutions (e.g. the “gabions” and “fiber logs” for wetland restoration), developing and implementing of key surveys and studies (e.g. “before” and “after” biodiversity studies, development and sharing of hydrological maps, terrapin relocation, vegetation rehabilitation studies, etc.).

Communities were well involved, interested and enthusiastic. This especially holds true for the 5 watershed committees⁴ that were set up by the project and that were managing the watersheds and wetlands. These committees contain on average some 10 members (gender balanced) and are led by a committee with chair, treasurer and secretary. With the help of the project 2 of these Watershed Committees registered as Community Based Organizations (CBO)⁵, and 3 others are in the process of registering.

Partnerships with some key government related agencies were not always rated as committed and adequate, e.g. with PUC, SAA, DAs, Planning Department. Partnerships with other projects were considered useful, especially with the GCCA+, “Ridge to Reef” and UNDP-COMESA Projects under the PCU. Many works and activities were implemented by consultants / contractors, whose quality at times varied. For instance some of the key plans developed by the project (“watershed Management Plans” and “Integrated shoreline Management Plans”) varied in methodology, content and quality, and implementation of these plans remains to be seen.

The effort and commitment of the project team was generally lauded, even if the team faced several **challenges**. For example, the COVID-19 situation in Seychelles affected the project’s field and especially the community engagement work in 2020 and 2021. The project also suffered when after a fire in 2021 the project offices (housed in the PCU together with UNDP) needed to be vacated. A new and still temporary PCU and Project office space was only found in February 2022. This posed challenges for the team, compounded by inadequate internet facilities and connectivity.

The **project’s accounts** were well kept and finance oversight was considered good, with the audits being done on time and these didn’t reveal major issues. Project final delivery was good, despite the office challenges, also helped by the project extensions from June 2020 to March 2021, see a summary of the project financial delivery below.

Project Component	Budget (US\$)	Total Expenditure	Balance	Delivery Percentage
1 - Ecosystem-based adaptation approach to enhancing freshwater security and flood control in Mahé and Praslin under conditions of climate change	3.025.000,00	2.988.746,01	36.253,99	99%
2 - Ecosystem-based adaptation approaches along the shorelines of the Granitic Islands reduce the risks of climate change induced coastal flooding	1.995.000,00	1.828.074,21	166.925,79	92%
3 - Ecosystem based adaptation mainstreamed into development planning and financing	480.000,00	458.870,86	21.129,14	96%
4 - Project Management	450.000,00	444.092,48	5.907,52	99%
TOTAL	5.950.000,00	5.719.783,56	230.216,44	96%

⁴ Watershed Committees : Mont Plaisir / Anse Royale, Baie Lazare / Val d’en Dor, Caiman, North East Point, Fond Boffay / Nouvelle Decouverte (Prasin)

⁵ Mont Plaisir / Anse Royale and Baie Lazare / Val d’en Dor.

Although **co-financing** reporting was not mandated by AF (no co-financing commitments were made at project development and no co-financing letters or agreement signed), this was nevertheless recorded by the project after the MTR, see table below on co-financing:

Project Partner	Description of in-kind contribution	TOTAL to date (from 2018 onwards ⁶)
Ministry of Agriculture, Climate Change and Environment (MACCE)	The MACCE chairs the project steering committee, provides technical backstopping for legislative drafting, and for the development of a national invasive creeper management framework. The MACCE reviews all terms of reference submitted by the EBA project, all consultancy reports and attends meetings and site visits with the team. Department of Climate Change collaborated in the development of the integrated shoreline management plan and has coordinated the implementation process ⁷ .	\$1,874,000
EU - Global Alliance to Climate Change Project (GCCA+A)	The project ended in June 2020. Synergy with the GCCA+ project to develop the capacity of Local Authorities, Decision makers (MNAs, DAs) in Climate Change.	\$70,000
Seychelles National Parks and Garden Authority (SNPGA)	Providing technical input on steering committee documents,	\$111,500
Public Utilities Corporation (PUC)	Providing technical input on steering committee documents ⁸ .	\$65,000
Watershed Committee (WSC)	In-kind contribution to volunteer in watershed management activities, removal of invasive species, tree planting at newly reprofiled wetlands.	\$513,980
Seychelles Agricultural Agency (SAA)	The SAA provide technical input during steering committee meetings and on review of documents. Joint meetings and visits with the project hydrologist.	\$188,000
Small Grants Programme (SGP)	There are initial discussions with SGP to formalise the NEP WSC as an CBO.	\$8,000
UNDP COMESA project with MFA	Meetings, site visit and steering committee for the COMESA project attended by project hydrologist to discuss synergies with the project.	\$356,120
TRASS	Synergy with the SGP small grants programme and COMESA nursery project to support forest rehabilitation in the Fond B'Offay watershed on Praslin.	\$28,040
University of Seychelles	The laboratory technician of UniSey works with the EBA project to do water turbidity test on the water samples collected, tests for BOD, total dissolved solid, conductivity.	\$120,500
GOS-GEF-UNDP Ridge to Reef Project	Synergy on common project activities, output, meetings. ⁹	\$51,200
TOTAL		\$3,386,340

M&E Design, M&E Implementation and the overall quality of M&E is assessed as described in the table below:

Monitoring & Evaluation	Rating
M&E design at entry	2. Unsatisfactory
M&E Plan implementation	4. Moderately Satisfactory
Overall Quality of M&E	3. Moderately Unsatisfactory

⁶ Only started measuring from 2018, as this was not required before.

⁷ One could also potentially consider implementation of the shoreline management plan as co-financing by MACCE, as well as gabions built by SAA.

⁸ Could also include water retention structures built on own accord by PUC

⁹ E.g. Ridge to Reef already cooperating with Watershed Committees of Baie Lazare, Anse Royale, assisted with Fire fighting activities on Praslin, etc.

Table. Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E Design / implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design / implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation

The above “Moderately Unsatisfactory” rating for M&E is mainly due to the unsatisfactory design at project development with unrealistic indicators and targets in the Project Document’s logframe, and which was not corrected at project inception. These unrealistic indicators were addressed and corrected at MTR, with the introduction of more realistic, feasible and attainable “shadow indicators”. These “shadow indicators” still had some shortcomings, as some of these were also still lacking in “SMARTness” and meaning, and with some targets set seemingly low. These “shadow indicators” proved to be helpful to set the project back on track and keep the team on course and motivated, which made that implementation took off after the MTR. The project team did a laudable effort after the MTR to report on both the original and shadow indicators, which proved cumbersome. The progress report template from PCU changed during project implementation, with (much) more emphasis on results based reporting, including detailed reporting on indicators, although this was sometimes found “excessive” (a lot of details were required and added). The AF PPR process also proved cumbersome, especially the concurrent reporting on the “original” and “shadow” indicators and the Adaptation Fund Tracker proved to be laborious.

M&E plan implementation was found only moderately satisfactory. The team felt that they needed more support and clarity on M&E, especially who was responsible for tracking, oversight and changing course when needed, including for risks assessment (PIT, PCU, UNDP?). This improved after M&E trainings were organized for PCU project teams in 2019-2020, though challenges still remained, including in the documentation of lessons learned, communications and use of results-based management practices, as was also recognized by the ICPE, that also recommended that capacity in M&E in projects and PCU continues be increased.

UNDP implementation/oversight and Implementing Partner execution are assessed and rated on a six-point scale, as described in the table below:

UNDP Implementation / Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation / Oversight	4. Moderately Satisfactory
Quality of Implementing Partner Execution	5. Satisfactory
Overall quality of Implementation / Oversight and Execution	4. Moderately Satisfactory / 5. Satisfactory

Table. Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation / execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation / execution met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of implementation / execution more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation / execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation / execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation / execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation

Despite the improved implementation after the MTR, the Project Team still felt that **GoS leadership**, guidance and active involvement was at times missing (e.g. from CAMS, Wetland Unit, PUC, etc.). PCU oversight varied, but became less strategic and sometimes reverted to an “overdose of reporting” and “micro-managing” at later stages.

UNDP provided project assurance as per the project organization structure. However, the project team felt that guidance on technical and strategic matters as well as M&E was sometimes lacking. The UNDP CO notes that the project is fully nationally implemented (NIM) which means that the strategic implementation and oversight was meant to be led by the Implementation Partner and Project Team. Nevertheless, the consultant finds that UNDP could have heeded better to the signals that were given by the Project Team. All this basically points towards a better communication between PIT and UNDP, including the RTA, possibly through the PCU.

The communication with and guidance from the **Adaptation Fund (AF)** didn’t occur frequently but was appreciated. Especially the AF Portfolio Monitoring Mission (PMM) that was held virtually in December 2021 was regarded as an interesting and successful experience, that helped with project communication and advocacy, and also informed the final evaluation and “exit strategy” that is being prepared.

The **Steering Committee** oversight seemed adequate, but was “fragmented” and not always strategic and without adequate follow through.

As per the original project organizational set up the **Rivers Committee** should have also provided some oversight on water related matters, but they seldom met.

In order to overcome some of the above outlined challenges regarding project oversight and communication it was suggested to organize more meaningful and comprehensive periodic **project planning and review meetings**, not only the normal periodic limited meetings by the Steering Committee that basically share information only. This could be longer, 1 or 2 day “retreats” organized by the Project Team or Steering Committee with the most pertinent stakeholders, for broader, topical and more in-depth discussions, leading to better coordinated strategic oversight, risk analysis, guidance, communication and planning.

Risk Management

Risk Management Assessment is provided in the table below. Risks were well detailed during project development and seriously monitored with some effective risk mitigation measures put in place. Some risks were retired, as these were not found relevant anymore.

Identified Risk	Current Status	Steps Taken to Mitigate Risk
<p>Policy makers prioritize economic benefits over sustainable and resilient ecosystems.</p>	<p>Politicians not fully comprehend the significance of adaptation to climate change. With COVID-19 persisting, the policy makers continue to prioritise national economic matters and benefits over adaptation action for resilient ecosystems.</p> <p>The new President and Cabinet following the October 2020 elections gave rise to different political decisions and national priorities. The project team had to discuss the project results with the 3rd minister for Environment since the project started.</p> <p>The regulatory framework for water resources management in Seychelles is fragmented and outdated. Water resource planning and management are seen as key responsibilities for the government.</p>	<p>Status of risk: Medium</p> <p>A workshop was held for the Members of the National Assembly, to enable them to better understand the effects of Climate Change, and the concept of EbA.</p> <p>The project recruited consultants to draft a national water resources management Bill, that includes a Multi-sector Regulator approach, to produce an Act that provides for the management, conservation, use and control of water resources in Seychelles. A draft Water Bill has been submitted for discussions with the Departments of Climate Change and Environment.</p> <p>The project team met with the Minister responsible for the portfolio of Agriculture, Climate Change and Environment several times and took him on a stakeholder site visit, to keep him abreast with project implementation.</p> <p>Visits were organised for the Steering Committee members in September 2021, so they could gain more insights into the results and outputs of the project.</p>
<p>Environmental Impact of structures in watercourses and reefs.</p>	<p>With the discovery of 2 new, endemic amphibians, sighted at a strategic wetland identified by the EBA project in the microwatershed on Praslin, the proposed water control structure is pending the completion of an Environment Impact Assessment (EIA) study requested by the Department of Environment.</p>	<p>Status of risk: High.</p> <p>It is not feasible to construct the small-scale water retention structure within the timeline of this closing project at Glacis Noire pending the EIA at this site. The results of the EIA study will be submitted to Government in March 2022 for consideration.</p>
<p>Methods of ecosystem rehabilitation need better testing for hydrological impacts</p>	<p>Risk retired. Positive hydrological impacts have been shown</p>	<p>Status of risk: The risk has been retired.</p>
<p>Adaptation measures increase inequity</p>	<p>Risk retired. Measures don't increase, rather decrease inequity.</p>	<p>Status of risk: The risk has been retired.</p>
<p>The cost of the proposed measures may be higher than expected.</p>	<p>Risk retired. Costs have been found to be lower than engineered options</p>	<p>Status of risk: The risk has been retired.</p>

The legislative framework does not adequately support adaptation interventions	Risk retired with current drafting of the Water Bill, facilitated by the project.	Status of risk: The risk has been retired.
Private lands identified for potential rehabilitation within the catchment areas may not be available if landowners refuse to approve the rehabilitation works or if it is unclear who owns the land.	Private land holdings remain a concern and challenge as there are a number of private parcels requiring landowner permission in the catchments subject to ongoing forest and wetland restoration by the project. It remained a constraint, particularly for project sites within National Parks such as Mare Aux Cochons and Glacis Noire, Praslin.	Status of risk: Low. All necessary consultation were made with the landowners and project stakeholders, including Government agencies prior to all wetland rehabilitation works, and relevant documents such as Way leave agreements were organised for signing by the landowners and National Project Director.
River Committee not effective	The River Committee is a de facto committee being chaired by PUC. Unfortunately the committee has not convened since the start of the COVID-19 Pandemic, except for reviewing water abstraction licenses via emails coordinated by PUC.	Status of Risk: Medium. The PUC contacts members of the Rivers Committee to review water abstraction licenses via email.
Sustainability of project outputs	Sustainability of project results may be a challenge for some key agencies, post project. This is partly due to the lack of human and financial resources to sustainably manage all the project sites. There is a possibility that when the donor funds are removed, not all intervention will be sustainable unless budget is provided by the Government in the next budget allocation.	Status: High The EBA project is drafting an exit strategy that is being discussed with key institutions and Departments of Climate Change and Environment, to ensure there is a strategy in place, aligned with the mandates of key agencies and values of project recipients, to enable continuity post project.

Critical Risks Affecting Progress (Not identified at project design)

Identified Risk	Current Status	Steps Taken to Mitigate Risk
Delayed Project Operations delayed due to the COVID 19 Pandemic	In 2021 the project continued to experience delays in implementation due to restrictions imposed by the Ministry of Health because of the COVID 19 pandemic that has persisted. The risk to project implementation is considerably high as restrictions on meetings and gatherings fluctuates, largely depending on the situation of COVID-19 cases in the country. The restrictions have continued to affect the activities and work planned by the watershed committees. The Adaptation Fund was unable to attend their planned Portfolio Monitoring Mission in Seychelles as	Status of risk: High In the first quarter of 2021 it was difficult to hold community-based activities and watershed committee meetings, due to restrictions imposed by the Ministry of Health. With the easement of restrictions in 2021, the community engagement specialist again interacted with watershed committee through meetings. The committees have had to postpone some of the work requiring larger groups of people, such as large scale tree planting and vegetation management works. The Technical Evaluation Committee and most meetings in 2021 were done remotely. The Adaptation Fund held a virtual Portfolio

	they would have preferred, so they opted for a virtual PMM to discuss the outputs of the project.	Monitoring Mission with the EBA project, Implementing Entities and project beneficiaries in November 2021.
Project indicators are unrealistic and not SMART	In 2018, the Mid-term review consultants recruited by UNDP highlighted that the project indicators were unrealistic and complex, with overly ambitious targets. The MTR consultants proposed a new set of shadow indicators for the project team to measure alongside the original indicators of the logical framework.	Status of risk: High The project team practiced adaptive management and the results and outputs of the project proves that some of the original indicators were attainable, except where it was not possible to measure indicators beyond the control.
Request for project extension due to COVID-19	Due to the COVID-19 related delays, the Adaptation Fund Board approved a blanket no-cost extension of completion date for concrete adaptation projects.	Status of risk: low The Steering Committee approved for the EBA project to apply for a second and final no-cost extension to the AF. The project submitted the request to the UNDP, and documents were then submitted to the Adaptation Fund for review and clearance by the AF secretariat. The project team provided a rationale for COVID-19 delays and detailed justification. The AF Board approved the new operational closure of the EBA project to 31st March 2022.
Government political restructuring brings changes in the management of institutions that impact on partnerships and sustainability	With the election of a new cabinet, there have been changes in the top management of many Government agencies and ministries, and had a spiralling effect of changes in District Administrators at the Local Government level. This is not the first time that it has occurred in the implementation phase, and the outgoing project had to once again discuss sustainability of project outputs with new executive leaders in top management. This can either impact the project in a negative or positive way.	Status of risk: Medium The project team had to proactively meet with new Executives in key institutions such as the Seychelles Parks and Gardens Authority, new Principal Secretaries and Ministers, to inform them of the work being done by the project team and discuss the sustainability of these actions. As such, the opinion of each executive differs from their predecessor and that is one reason why the finalization of the exit strategy of the project has been delayed.
Bureaucratic administrative process slowing progress and implementation	Implementation was still partly delayed in 2021 as a result of bureaucratic procedures including the complexity of the procurement process and the administrative processes of the PCU. The cumulative impact is several activities were delayed for the second half of 2021 or 2022.	Status of risk: Medium The risk has been reduced by August 2021 when the project team started operating with more flexibility in its modus operandi. Risk can be retired in 2022.
Extreme natural disasters affecting confidence of local community to adaptation measures.	The project was not affected by any extreme natural disasters in 2021, as it were by the COVID-19 pandemic.	Retire the risk: Low The local community in the project watersheds have not been affected by coastal flooding following wetland restoration works undertaken by the project. The risk has been significantly reduced because of project works.

<p>Risks arising from private landownership and other conflicts in catchment areas.</p>	<p>Land that is under private ownership that falls within the project sites remained a challenge for implementation of forest rehabilitation in particular, with some opposing any restoration works on their property.</p>	<p>Status: Medium</p> <p>The project team has continuously engaged with land owners, local Government, Department of Climate Change and the National Project Director during these negotiations that were finalised through way-leave agreements signed by the land owners. The project team held public meetings where necessary and followed up with monitoring visits. All grievances were recorded, reported to the NPD and were resolved through conflict resolution meetings or by communicating to the land owners. These were also reported to the UNDP and AF through the annual PPR and quarterly progress reports. To date, before project closure, the same landowners have not returned with any further complaints.</p>
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Risk Measures: Were there any risk mitigation measures employed during the current reporting period? If so, were risks reduced? If not, why were these risks not reduced?

The Community Engagement Specialist and Forestry Officer had to find ways to engage with members of the watershed committee during the COVID restrictions, such as organising smaller groups of 4 persons only to do the vegetation management of project sites. They coordinated meetings with only the executive members present, to provide social distancing and for those not familiar with virtual meetings.

The risk of the members being totally discouraged and inactive during the pandemic was averted. The new leadership of the new Ministry of Agriculture, Climate Change and Environment met with the project team on a number of occasions to discuss and monitor project activities.

Social and Environmental Standards were reported on and mitigated during the project. Some examples of social and environmental measures that were taken by the project, are the following:

- Accessing private lands to undertake forest and wetland rehabilitation using the EBA method was one of the challenges and risks to project progress and achieving project results. As mitigation measure the project undertook surveys to identify landownership in a particular catchment. The project also conducted monitoring visits to the areas where illegal encroachment or reclamation of the wetlands took place.
- Biodiversity surveys, topography surveys and flood risk assessments were undertaken before wetland restoration works began. As a result, newly discovered species (Seychelles frog - Sooglossid Praslin, and a new species of amphibian - caecilian) were recorded at Glacis Noire on Praslin, where a wetland is located. The clearing of that wetland was put on hold as a result, and an EIA was commissioned. In Anse Royale and NorthEast Point the project recruited an NGO (Marine Conservation Society of Seychelles) to conduct assessments in the wetlands to trap, tag and relocate the terrapins during the wetland restoration works.

3.3 Project Results and Impacts

The **progress towards the achievement** of objective and outcomes is summarized in the Table below. The “shadow indicators and targets” have been largely achieved, at over 90%. Some of the “shadow targets” were not achieved and activities cancelled (e.g. in Mare aux Cochons National Park), but many “shadow targets” were overachieved. When looking at the original indicators the picture is mixed, with most original indicators not reported on or not achieved because these original indicators proved to be not relevant and / or targets much too ambitious or were not able to be measured (hence the change to “shadow indicators” at MTR). Nevertheless, the consultant finds that some of the original targets are (almost) achieved and that for some of the original indicators the change to a concomitant “shadow indicators” may not have been always clearly justified. Also, some of the “shadow indicators” were in itself not very relevant or SMART, and some set arbitrarily, even “self-servingly” low (“targets that can be achieved during the remainder of the project”).

Changing to “**shadow indicators**” at mid-term was generally a good idea for this project, as the Project Team from then onwards was more encouraged and had better guidance as to where to go and focus their efforts. Nevertheless, this practice generally can be questioned. It would be better if Logframe / Indicator discussions and proposed changes are discussed early in the project, i.e. during the Inception Phase - although it is recognized this may sometimes be too early in the project implementation to recognize challenges or need for change. If wholesale indicator changes are needed to get a project back on track, like during the MTR in this project, this should be discussed in detail with the Implementing Entity and the Donor (as was done in this project). At this point in time the Implementing Entity and donor could show some flexibility, in order to get a derailed or not well performing project back on track. Going back to the AF Project Board or wait for resubmission of project could be considered, but may not be helpful.

Indicator achievement Table:

Objective / Outcomes	EBA Project Indicator	Baseline figures	Targets by project End	Achievement (based on PPR 2021 and 2021 year end update, self reported by project)
<p>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</p>	<p>Indicator 1: Ecosystem services and natural assets maintained or improved under climate change and variability-induced stress.</p>	<p>Project watersheds and coastal areas are regularly subject to water shortages and flooding events</p>	<p>Reduced water shortages and flooded area involving about 4,000ha of watershed and coastal ecosystems</p>	<p>A total of 7.1ha upland wetlands + 117.41ha forests + 21.9ha of coastal ecosystem rehabilitated. 3.7% Achieved</p>
	<p>Shadow indicator 1: Ecosystem Based Adaptation principles demonstrated in 5 catchments and recommendations are incorporated into national plans covering 5 catchments by end of project.</p>	<p>Shadow baseline 1: EBA not included in spatial plans or other national plans.</p>	<p>Shadow targets 1: - Catchment storage capacity increased by 52,000 m³ by end of project.</p>	<p>Catchment storage capacity is recorded as 47,452 m³ by Q4 2021. 90% Achieved</p>
			<p>-Area of forest under sustainable management 145ha+ by end of project</p>	<p>The total forest area under sustainable management is 117.41ha. 81% Achieved</p>
			<p>-Land use of 2000ha in 5 catchments influenced by EBA principles (3 LUPs and 2 Management Plans).</p>	<p>EBA recommendations are incorporated in:</p> <ul style="list-style-type: none"> • North East Point Integrated Shoreline Management Plan, (5.5ha). Completed. • Draft Anse Royale ISMP being developed. • Final Anse Royale Land Use Plan, data submitted to LUP department. • Now being incorporated in 4 draft watershed management plans for Baie Lazare, Caiman, Mont Plaisir and Praslin, currently being developed. <p>36% Achieved for EBA principles influencing LUPs</p>
	<p>Indicator 2: August means daily discharge on 2 rivers (Mare Aux Cochons and BaieLazare) with increased base flows</p>	<p>1) Mare aux Cochons August Avg Mean Daily Discharge: 261.1 L/S 2) Baie Lazare August Mean Daily Discharge: 33.4 L/S</p>	<p>Mare aux Cochons and BaieLazare: Aug. baseline flows +20 – 30%</p>	<p>Indicator cannot be measured by the project. PUC data were not made available to the project team, with no hydrological records for Mare Aux Cochons, as PUC was not maintaining equipment since the start of the project. PUC stopped operating the only hydrological station they had in the Baie Lazare watershed.</p>
<p>Shadow indicator: Coastal wetlands at Anse Royale and North East Point are enhanced to improve</p>	<p>Shadow baseline 2: Coastal wetlands are degraded, polluted, heavily silted and not functional.</p>	<p>Shadow targets 2: -17 to 20ha coastal wetland rehabilitated at Anse Royale and North East Point by end of project.</p>	<p>23.1ha of coastal wetland have been reprofiled in total.</p> <ul style="list-style-type: none"> • 12.3ha reprofiled at Anse Royale coastal wetland (2017-2019) • 10 ha reprofiled at North East Point coastal wetland (2018-2021) • 0.8ha reprofiled at Caiman coastal wetland (2020). <p>>100% Achieved.</p>	

levels and increased storm surge.	flood attenuation capacity by end of project		-Information provided to national plans to enable protection of wetlands.	Information by EBA project team was provided to inform the revised National Wetland Policy (2019) and the Water Policy (2017). 100% Achieved.
	Indicator 3: January mean daily discharge on two rivers with decreased flood flows	1) Mare aux Cochons January Avg Mean Daily Discharge: 595.4 L/S 2) Baie Lazare January Mean Daily Discharge: 173.1 L/S	Mare aux Cochons and BaieLazare: January baseline flows -20%	Indicator cannot be measured by the project. PUC data were not made available to the project team, with no hydrological records for Mare Aux Cochons, as PUC was not maintaining equipment since the start of the project. PUC stopped operating the only hydrological station they had in the Baie Lazare watershed. Adaptive management practiced through wetland rehabilitation.
	Shadow indicator 3: National capacity to implement ecosystem-based adaptation is increased with greater civil society participation in water management by End of Project	Shadow baseline 3: Little EBA capacity and civil society participation in water or catchment management	Shadow target 3: Representatives of Watershed Committees participate in decision making through Rivers Committee	3 Watershed Committees members are members on the Rivers Committee, chaired by PUC. 100% Achieved
Component 1: Ecosystem-based adaptation approach to enhancing freshwater security and flood control in Mahé and Praslin under conditions of climate change.	Indicator 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	Indicator cannot be measured by the project. PUC informed Government (Minister) that they are unable to use the water stored by the project at Baie Lazare for human consumption, as they claim it contains high levels of iron and manganese. Water is nevertheless used by farmers in the area for irrigation, and hence a large portion of consumers in the area is supplied.
	Shadow indicator 4: Enhancement of the (in-watershed) water retention capacity by 52,000m ³ in 5 water catchments; Caiman, Baie Lazare, Mont Plaisir, Mare aux Cochons and Praslin	Shadow baseline 4: No retention facility in the 5-project catchment sites; Caiman, Baie Lazare, Mont Plaisir, Mare aux Cochons and Praslin	Shadow targets 4: _Total additional retention volume: 52,000m ³	The total catchment retention capacity is now recorded at 47,452 m ³ 90% Achieved
			-Caiman: 10,000m ³	The coastal wetland at Caiman has been enhanced, with a retention or storage capacity of 8,000m ³ 80% Achieved
			-Baie Lazare: 35,000m ³	4 upland wetlands in Baie Lazare watershed have been enhanced with a retention or storage capacity of 43,402m ³ . 124% Achieved
		-Mont Plaisir: 1,000m ³	2 small upland wetlands in Mont Plaisir have been reprofiled and enhanced, and one gabion weir constructed by SAA in the Les Cannelles river to provide 4,050m ³ water retention capacity. 400% Achieved	

			-Mare aux Cochons: 2,000m ³ /m ³	Activity cancelled. PUC constructed their own water retention structure, and did not need assistance offered by EBA project to build a gabion weir at the site. 0% Achieved as activity cancelled. EBA project commissioned a geotechnical and financial feasibility study for Mare Aux Cochons watershed, with potential for creating water storage of 62,000m ³ capacity. This has been handed over to the Government and PUC, for consideration.
			-Praslin: 4000m ³	An Environmental Impact Assessment study is being conducted, following discoveries of new species of Sooglossid frog and caecilian during biodiversity assessments on Praslin. It is therefore not feasible to construct the small-scale water retention structure proposed in the project document within the project period. The results of the EIA study will be submitted to Government in March 2022 for consideration to implement. 0% Achieved, pending EIA study
	Indicator 5: Number of days per year water supply is not available at 2 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.	Water is available all year round in the targeted Baie Lazare catchment following project enhancement of upland wetlands. Unable to obtain PUC data for Mare Aux Cochons. 50% Achieved
	Shadow indicator 5: Data from 2 catchments provide baseline for long-term monitoring programme	Shadow baseline 5: No baseline available, no data being collected.	Shadow target 5: The EBA project River flow and water quality are being monitored at Baie Lazare from 2016 & at Mont Plaisir in 2019, indicating water resources availability all year.	Flow data are being recorded from Baie Lazare following installation of monitoring station in 2016 and abstraction meters. In 2019, a monitoring programme was also set up with the Unisey for the Mont Plaisir catchment. 100% Achieved
	Indicator 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%	Unable to measure indicator, as reliant on PUC data. PUC was not maintaining equipment since the start of the project. Nevertheless the PUC has constructed a water retention structure at the Mare Aux Cochons catchment in 2019. EBA project is recording its own raw water abstraction data from the various meters installed at the gabion reservoirs. The PUC is not supplying

				water from the Baie Lazare catchment thus their annual production figure for Baie Lazare decreases to 0.
	Indicator 7: Number of hectares of watersheds covered by site-based water management plans.	0 hectares	3,000 ha of critical watersheds	The watershed management plans for Baie Lazare, Caiman, Praslin and Mont Plaisir are currently being developed. 2 drafts have been submitted. All final drafts will be submitted to the Ministry by March 2022. 40% achieved
	Shadow indicator 6 -EBA recommendations incorporated into Land Use Plans for 5 target catchments by end of Project	Shadow baseline 6 -No catchments have agreed land use plans incorporating adaptation measures.	Shadow target 6 -Land Use Plans drafted for Baie Lazare, Caiman and Mont Plaisir catchments by end of project.	EBA recommendations were incorporated in the Land Use Plan for Anse Royale/ Mont Plaisir, through submission of spatial data, GIS layers and maps to their department. 36% Achieved
	Shadow indicator 7 - EBA recommendations are incorporated into 2 National Park Management Plans by end of Project	Shadow baseline 7 -National Park management plans are out of date and do not consider adaptation measures	Shadow target 7 - National Park Management plans drafted for Morne Seychellois and Fond B'Offay	EBA recommendations were incorporated into the Phase 1 of Morne Seychellois Management Plan and Praslin National Park Management plan, finalised by the GOS-GEF-UNDP Protected Area Finance project 50% Achieved
	Indicator 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	Increased Resilience? Rehabilitated area: 23.1ha of coastal wetland have been rehabilitated: 7.1ha of upland wetlands in watershed reprofiled 117.41ha of forest rehabilitated in the watershed area: >100% Achieved
	Shadow indicator 8 145ha of catchment forest are under sustainable management by end of project	Shadow baseline 8 0ha sustainably managed	Shadow targets 8 Area of forest under sustainable management (145ha)	117.41ha under management. See breakdown below: <ul style="list-style-type: none"> • 10.41ha under management by Contractor and monitored by SPGA in Mare Aux Cochons • 20ha under management by TRASS on Praslin • 56.8ha under management in Caiman catchment • 26.3ha under management in Baie Lazare catchment • 3.96ha under management in Mont Plaisir catchment 81% achieved

			50ha in Morne Seychellois National Park	10.41ha under management. Some activities in Mare aux Cochons cancelled. 21% achieved.
			15ha in Fond B'Offay (Praslin National Park)	20ha under management by TRASS 133% achieved
			50ha in Caiman Catchment	56.8ha under management. 112% achieved
			25ha in Baie Lazare	26.3ha under management 105% achieved
			5ha Mont Plaisir	5.42ha under management 108% achieved
Component 2: Ecosystem based approaches along the shorelines of the Granitic islands reduce the risks of climate change induced coastal flooding.	Indicator 9: Area of rehabilitated coastal ecosystems.	# of tidal sluice gates installed: 0	# of tidal sluice gates installed: 2 by end of project	Tidal sluice gates are not an option considered effective by the project. Instead, 23.1ha of coastal wetland have been rehabilitated, through coastal wetland rehabilitation. 5.5ha of integrated shoreline management plan for North East Point has been approved for management, with the installation of bollards completed for the first phase. The Anse Royale ISMP is being developed and is ongoing.
	Shadow indicator 8 Area of 17 – 20ha of rehabilitated coastal wetlands have improved resilience to climate change by EOP	Shadow baseline 8 No wetlands rehabilitated to attenuate climate change	Shadow target 8 Total hectares of wetlands rehabilitated to provide flood attenuation services: 17ha - 20ha*	23.1ha of coastal wetland have been rehabilitated. 115% achieved
	INDICATOR 9: 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.	100 % Achieved and surpassed for irrigation water The project was unable to measure this complex indicator directly, but through a joint effort with Department of Agriculture, a gabion weir was constructed to provide freshwater by gravity, to reduce salinity level in farm irrigation water. This initiative now provides freshwater to 6 farmers on the Anse Royale plateau.
	Shadow indicator 9 Farm irrigation water salinity levels reduced	Shadow baseline 9 5 Farmers using saline ponds for irrigation at Anse Royale	Shadow targets 9 Farmers using freshwater for irrigation line on 6 farms at Anse Royale by end of project	The project was unable to measure this complex indicator directly, but a joint effort with Department of Agriculture, a gabion weir was constructed to provide freshwater by gravity, to reduce salinity level in farm irrigation water. This initiative now provides freshwater to 6 farmers on the Anse Royale plateau. 100% achieved

	INDICATOR 10: Number of hectares of coastal ecosystems covered by Integrated Shoreline Management Plans	0 hectares	1,000 ha of coastal ecosystems	Target was unrealistic. Only 2 Integrated shoreline management plans can be achieved under this project. There is a total of 5.5ha covered by the integrated shoreline management plan for North East Point that is being implemented by the project and the ministry. The Anse Royale integrated shoreline management plan is being developed through an ongoing consultancy and will be measured by end of March 2022. 2 deliverables have been submitted for review. Final draft will be submitted in Q1 2022. 0.6 % Achieved
	Shadow indicator 10 EBA management recommendations are incorporated in the strategic land use plans for 17-20ha of coastal land at North East Point and Anse Royale.	Shadow baseline 10 Coastal management plans are not in place for North East Point and Anse Royale	Shadow targets 10 Coastal management plans are in place for North East Point and Anse Royale.	North East Point: Integrated Shoreline Management Plan (ISMP) was approved by Cabinet of Ministers (23 rd September 2020 and is being implemented by the EBA project and the Ministry. Anse Royale: The Anse Royale integrated shoreline management plan is being developed through an ongoing consultancy and will be measured by end of March 2022. 75% achieved
		LUPs do not include areas below low water mark	EBA practices are covered in Land use Plans cover at North East Point and Anse Royale	EBA recommendations were incorporated in the Land Use Plan for Anse Royale/ Mont Plaisir, through submission of spatial data, GIS layers and maps to their department. 36% achieved
Component 3: Ecosystem-Based Adaptation mainstreamed into development planning and financing	Indicator 11: 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	<ul style="list-style-type: none"> National Water Policy drafted by another partner IWRM project, with EBA recommendations incorporated. July 2017. Revised National Wetland Policy approved by Government in February 2019, revised by EBA project. A zero draft Water Bill has been drafted, and is being discussed with the Ministry of Environment. This very important legislative drafting may be completed in 2022. 100% achieved for water policy and wetland policy.
	Shadow indicator 11 EBA principles incorporated into three policies and or Acts related to water and wetland management by end of project.	Shadow baseline 11 Existing PUC act, existing policies and legislation does not enable ecosystem-based adaptation	Shadow targets 11 A water policy that enables ecosystem-based adaptation is approved by Government by 2017	Water Policy approved by Government in July 2017, influenced by EBA principles and watershed management. Achieved

<p>INDICATOR 12: Capacity developed for EbA methods</p>	<p>No institutional mechanisms</p>	<p>River Committee meets every quarter to discuss and address issues</p>	<p>COVID-19 restrictions has caused PUC to refrain from convening the Rivers Committee meeting in 2 years. They discuss issues virtually on email.</p>
<p>Shadow indicator 12 National Capacity to influence catchment management and implement technical solutions is increased by end of project</p>	<p>Shadow baseline 12 No watershed committees or other bodies to facilitate participatory management established</p>	<p>Shadow targets 12 -Five watershed Committees established and <u>registered</u> as CBOs by end of project</p>	<p>Five watershed committees have been established by the project and are all operational. Two have officially registered as Associations and the rest are preparing to register. 85% achieved</p>
		<p>-Watershed Committee Members participate in the Rivers Committee</p>	<p>3 Watershed Committees members participate on the Rivers Committee, participating in decision making. 100% achieved</p>
		<p>-Catchments monitored under the project contribute data through pilot studies.</p>	<ul style="list-style-type: none"> o 10 monitoring transects established in the Baie Lazare watershed for on-going monitoring provides data that will now be monitored by another GEF project. o Forest monitoring transects have been established at Mare Aux Cochons in collaboration with ETH Zurich students and University of Seychelles students, and the EBA project. These contribute data for Seychelles Parks and Gardens Authority and the University. o The NGO TRASS has provided data through their forest rehabilitation work for the EBA project on Praslin. Technical reports submitted quarterly. o River flow monitoring data and water quality from 9 monitoring stations set up by the EBA project, have been shared with University of Seychelles and the GEF Ridge to Reef project. <p>55% Achieved</p>
		<p>- 50 community persons (gender balanced) trained in EBA techniques</p>	<p>More than 180 stakeholders have been trained in EBA techniques since the start of the project to date, including the watershed committees, elderly, youth, men and women, school children. (gender balanced). Trainings included chainsaw operation, forest and vegetation management techniques, wetland rehabilitation techniques, plant identification, Good governance, advocacy training; Construction of gabion retaining wall to create water reservoirs; Forest Fire Fighting training for Institutional Partners on Praslin. 360% Achieved</p>

<p>INDICATOR 13: Number of knowledge products on watershed and coastal ecosystem-based adaptation</p>	<p>Limited awareness of EbA methods related to watersheds and coastal ecosystems.</p>	<p>10 knowledge products produced to assist awareness building.</p>	<p>More than 10 knowledge products on watershed and coastal ecosystem-based adaptation have been produced to date to assist awareness building. Some of these comprise:</p> <ol style="list-style-type: none"> 1. A wetland restoration manual and curriculum guide 2. Four watershed committee trifold leaflets for Caiman, Praslin, Mare Aux Cochons and Mont Plaisir watershed committee. 3. Four watershed committee roll-up banners for Caiman, Praslin, Mare Aux Cochons and Mont Plaisir watershed committee. 4. Information boards for Bougainville and Dame Le Roi wetlands prepared. 5. 4 documentaries with subtitles finalised. 6. An online photo gallery was and uploaded on the PCU website. 7. 2 mangroves signboards have been drafted to raise awareness on the biodiversity of mangrove habitat. 8. 1 final Integrated Shoreline Management Plan was submitted and approved by the Government. 9. Fire signboards have been installed on the Praslin project sites on the main road, including the National Park area. 10. 4 posters and 6 stickers for education and awareness campaign on for4est fires. 11. 10 tv spots to raise awareness on important environment issues including climate adaptation actions 12. An information booklet on best practices of the EBA project/approaches. 13. Boards for animal species and for plant species for Dans Sours wetland at Bougainville. <p>> 100% Achieved</p>
<p>Shadow Indicator 13 At least 10 knowledge products detailing adaptation techniques and incorporating lessons learned are available by end of project.</p>	<p>Shadow baseline 13 No EBA resources specific to national conditions available -</p>	<p>Shadow target 13 10 Knowledge products produced to assist awareness building and reflects the best practices and lessons learnt presented as handbooks / guides, accessible video resources and scientific publications.</p>	<p>More than 10 knowledge products on watershed and coastal ecosystem-based adaptation have been produced to date to assist awareness building. > 100% Achieved</p>

In general, and as echoed by all stakeholders, the project made a great effort and created some key, successful and recognized outcomes that in some cases surpassed the expectations. This especially concerned the “on the ground” **watershed management** work in upland and coastal wetlands, and the involvement of communities in these, which was rated by stakeholders as “very successful” and “10/10”. The capacity development activities were also rated by beneficiaries as “excellent” and “these should continue”. Some of the innovative solutions and “hands on work” were much lauded by concerned stakeholders, especially where these stakeholders clearly benefitted, e.g. from increased and continuous water availability, less flooding and a generally improved and cleaner environment. Some of these activities were replicated by trained or outside stakeholders, e.g. the “gabion weir” works (commented upon as “some of the best I have seen”) which were very visible and appreciated as effective water management solution, and were replicated by agencies (e.g. SAA and PUC), companies and private citizens.

The **forest rehabilitation** works were less visible to the public and got less attention, also because forest rehabilitation supported the watershed work and was in itself not the main objective of the project. Nevertheless, a lot of effort was invested in this, despite several challenges, e.g. access to sites (on private lands and in National Parks), non-cooperative partners, etc. It was also regarded as very hard and laborious work under very difficult circumstances. Some stakeholders and partners nevertheless critically commented on these activities¹⁰. Some of the forest and vegetation monitoring works had to be revised and restarted, e.g. through UNISEY and the Ridge to Reef project.

The work with the Seychelles Fire and Rescue Services Agency (SFRSA) regarding **fire fighting** on Praslin in order to secure important ecosystems was found very relevant and appreciated, with some organizations replicating the trainings and procuring the same equipment (SIF).

Some challenges were observed in collaborating and coordinating with government and other agencies, e.g. PUC and Agriculture Agencies, and even with agencies under the same Ministry, e.g. CAMS and Wetland Unit. But generally the project has really “put EbA on the map” and served as “eye-opener”, as to what is possible with Nature based Solutions. Land ownership issues were at times a challenge, e.g. with farmers encroaching in or polluting wetlands

Coordination and linking up with some other projects was found useful. There was in the later stages of the project a close and fruitful collaboration with the UNDP-GEF Ridge to Reef project (also under the PCU), that will continue support for some of the Watershed Committees, and that will drive implementation of the Watershed Management Plans that were developed. On water management, collaboration proved fruitful with the UNDP-COMESA Climate Smart Agriculture project that provided water tanks in the Val d’en Dor area that can now easier be supplied with the water from the improved wetlands under the EbA project.

Some of the activities have not yet all been completed, e.g. the Watershed Management Plans and Integrated Shoreline Management Plans. Questions remain how these will be implemented in a very crowded planning space with overarching Land Use Plans, Integrated Coastal Zone Management Plans, National Parks management plans, Invasive Species Action Plans, Key Biodiversity Areas (KBAs), etc.

Finalizing the Water Bill is crucial, as this will provide the legal foundation for improved integrated and community engaged water resources management, with attention to nature based solutions, and could potentially providing finances for these through PES systems. The Draft Bill is submitted and will be further revised.

¹⁰ E.g. “disappointing after so many years and budget invested”.

Under the circumstances, especially later in the project with COVID-19 and office space challenges, the project showed continuous and proactive commitment and efforts, which was appreciated by all beneficiaries, especially the watershed committee members and trainees. Some watershed committees seemed more advanced and proactive, and they supported other watershed committees. For instance, the watershed committee in Val d'en Dor has already registered as CBO, meets regularly and contributes to the upkeep of watershed management, but also meets with other committees and helps these, e.g. the Caiman Watershed Committee.

Good, illustrative knowledge products were provided that give a detailed account on e.g. forest rehabilitation and wetland management¹¹. These could be further improved (e.g. the forest rehabilitation one) and then be further disseminated and advocacy and training provided.

Research links in the project, especially with UNISEY, were appreciated, but research and knowledge management could be further enhanced. Some stakeholders wanted to see more and fundamental research, e.g. on climate data and vegetation surveys. Important in this respect is not so much to "generate data" but to "create knowledge". This could e.g. be done under a better detailed MoU with research / UNISEY needed. Better links with and use of GIS could also assist.

The ratings for the main elements that were used for this evaluation, are:

Relevance.

The Project objectives, outcomes and achievements were regarded as highly relevant to beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. The objectives are in line with Seychelles National Development Strategy 2019-2023, especially its pillar 6: Environmental sustainability and resilience. The project also responds to the objectives and priorities outlined in the new National Climate Change Policy (2020), and to the new Nationally Determined Contributions (NDCs, 2021), specifically the "Adaptation Contribution". Seychelles does not yet have a National Adaptation Plan (NAP), despite available readiness support from the Green Climate Fund (GCF). In such a NAP EbA could feature prominently, based on experience of the project and others. The project was instrumental in developing the water policy (2017) and wetland policy and action plan (2019). The project was also instrumental in drafting the new water Bill that looks at improved sustainable water resources management. The project furthermore responded well to political and other changes in the Seychelles, through adaptive management that was exercised by the team.

The project was also very well aligned to UNDP priorities. UNDP's Country Programme Document (CPD) for 2017-2020 outlined a predominant focus on environmental and climate change interventions, including on managing watersheds to address water scarcity and flooding. This is also in line with the UNDP's Strategic Plan 2018-2021, especially its signature solutions 4: "Promote nature-based solutions for a sustainable planet". The UNDP Independent Country Programme Evaluation for Seychelles (2020) also mentioned that the introduction of ecosystem-based adaptation approaches, which have significant potential to influence government thinking on water-resource management issues. The project fits directly in the Adaptation Fund's portfolio and approaches to EbA.

The project created much awareness and demonstrated the effectiveness of EbA as appropriate Nature Based Solution, especially around integrated water management. Stakeholder engagement in the project was high, especially through community work in the watershed management work in

¹¹ "Ecosystems based adaptation in Seychelles. A summary guide for best practices, ecosystem based approaches and solutions to mitigate impact and adapt to climate change"; "Ecosystem-based adaptation wetland rehabilitation and management best practice guide manual"

upland and coastal wetlands. This was strengthened through appropriate and effective training. Some of the concerned agencies were interested and lauded the work of the project, but seemed not always committed in following and continuing the demonstrated work by the project to the full extent.

The overall rating for Relevance is: “Highly Satisfactory”

Effectiveness

The effectiveness of project implementation and the extent to which the project objectives were achieved is rated “Satisfactory” to “Highly Satisfactory”. This is mostly based on the “shadow indicators and targets” that were agreed after the MTR. If only looking to these “shadow indicators and targets”, the rating could go up to “Highly Satisfactory” given the overachievement of many of the indicators, especially dealing with water management. When looking at the original indicators, the project could be described as “Moderately Satisfactory” to “Moderately Unsatisfactory”. It is however proper, as also explained before, to rate the project mainly on the “shadow indicators” which were much more realistic and helped the project to guide its efforts in an effective and efficient manner. Especially the water management and wetlands work caught the attention, and served as a demonstration of what is possible in terms of NBS, and these were already emulated by others. These achievements also contributed to better resilience to climate change effects, especially with regards to water supply and management for inhabitants of watersheds where these activities were completed.

Factors that constrained the effectiveness were probably the at times lack of commitment and collaboration of some of the key agencies involved, esp. PUC, but also SNPA, SAA. The consultant got the impression that this improved over time, as e.g. PUC is under new leadership that lauds the achievements of the project, as do SNPA and the Land Use Department, and agriculture is now under the same Ministry as Environment and Climate Change.

Efficiency

Looking at project financial delivery at the end of the project (96% at the time of the Final Evaluation, 2 months before project end), the resources have been used efficiently. This may have also been helped by the project extensions. The project requested a first project extension from June 2020 to October 2021, based on the late and challenging start of the project and also to take into account the changes that occurred after the MTR. A further extension was granted because of the delayed activities due to the COVID pandemic (indeed very relevant to the Seychelles EbA project with a lot of community work that could not take place). Some of the project outcomes exceeded the “shadow indicators and targets” that were set after the MTR. However, this does not reflect the original indicators, though these were not really taken as guidance for the project, but were still reported upon. Some challenges remained, some of the work could not be implemented and the quality of the works also seem to vary. Some of the consultancies that worked on similar outcomes differed in quality. With better coordination and quality control between the consultants this could have been avoided. Especially early on in the project some of the contractors were found to be expensive or delivered inadequate work (this was reported during the MTR). Project Management was rated as good to excellent by most stakeholders, especially the commitment and effort of the team, and the ways they searched for and implemented innovative solutions together with beneficiaries. The Project oversight was rated as moderately satisfactory, with the SCM, Government, PCU and UNDP having all seemingly valuable inputs, though timeliness of advice varied.

The overall rating for Efficiency is “Satisfactory”.

Overall Outcome

The overall Outcome based on the above ratings for Relevance, Effectiveness, Efficiency is rated as “Satisfactory” to “Highly Satisfactory”, see also the combined summary table below. This overall

assessment reflects also most stakeholders assessments, which all rated the project as “Successful” to “Excellent”, in most cases referring to the highly visible and well-appreciated work on water management. The mainstreaming elements (Outcome 3) are rated as adequate, though some outputs still need to be finalized, e.g. the different watershed management plans, Integrated shoreline management plans and the water bill, and their implementation has not yet started or been assessed. The knowledge products were mostly appreciated and also used, though some came out only recently. The summary of the overall outcome for the project is given below:

Assessments of Outcomes	Rating
Relevance	Highly satisfactory (6)
Effectiveness	Satisfactory to Highly Satisfactory (5 to 6)
Efficiency	Satisfactory (5)
Overall Project Outcome rating	Satisfactory to Highly Satisfactory (5 to 6)

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

Sustainability

Sustainability of the various project results was a key topic in discussions with stakeholders. This also became apparent during the AF Portfolio Monitoring Mission that was held virtually in December 2021, where stakeholders debated ways to ensure sustainability of the watershed management activities that were undertaken and how the watershed committees can continue to be instrumental in these.

Financial sustainability

Around financial sustainability different options were debated and mentioned in stakeholders’ interviews. The Ministry mentioned it would seriously look at possible budget provisions, e.g. to increase the budget for the wetland unit to include the newly cleared wetlands. Other initiatives / projects, e.g. the Ridge to Reef project was looked at to sustain some of the EbA project activities around the watersheds where Ridge to Reef is also active. Other funding options are currently explored, e.g. through the UNDP-GEF Small Grants Programme (SGP - already approached to provide training to watershed committees on project concept development), the new GEF 7 “Blue Economy Project”, potential new GEF-8 projects, the Green Climate Fund (GCF), Global Center for Adaptation (GCA), Climate Technology Centre and Network (CTCN) or AF. When considering the AF this will need another Implementing Agency as UNDP is no longer an AF accredited Multilateral Implementing Agency, and therefore Seychelles may want to explore options to get a National Implementing Entity

(NIE) accredited¹². Other financing options are the Seychelles Conservation and Climate Adaptation Trust (SeyCCAT) that offers small grants for local organizations, and the new Global Fund for Coral Reefs, a conglomerate of partners looking at Coral Reef sustainability where e.g. UN agencies are also members and that provides blended finance to protect and restore coral reef systems.

Private sector investments are also being looked at, e.g. in terms of Payments for Ecosystem Services (PES) and other financial mechanisms that could be supported through the new Water Bill, or initiatives originating from the Biodiversity Financing Department under the MACCE. Unfortunately the tax breaks provided for companies for Corporate Social Responsibility (CSR) funding to small scale environmental works are no longer available and CSR (e.g. through tourism establishments) is not practiced anymore. Public Private Partnerships (PPPs) are investigated, though this is a new model in Seychelles and a national PPP framework is currently lacking. The landscape around climate and ecosystem financing is further studied by MACCE, e.g. through the assistance of the Commonwealth Climate Finance Adviser seconded to the Ministry.

Socio-Political sustainability

During the project lifetime there were some political and governance changes, with the Ministry's leadership changing frequently (3 different Ministers and PSs during project lifetime) and the elections of 2020 resulted in the change of President and Government. The new government came with a new agenda and restructured some of the ministries, agencies and parastatals. The previous Ministry of Environment, Energy and Climate Change now absorbed Agriculture to become the Ministry of Agriculture Climate Change and Environment (MACCE) with a new minister and new PSs. The new leadership pledges to improve governance and service, including coordination between sectors and different government levels. Local Government's role and mandate is also being enhanced and many District Administrators (DAs) have changed. Although this posed challenges to the project (having to inform and train new DAs and staff in several Districts), this may bode well for strengthened local ownership and drive, as also seen by the interest in DAs in the local Watershed Committees set up by the EbA project.

In order to continue to oversee and maintain the integrity and services of the watersheds in their areas, the Watershed Committees need continued support. Two Committees are already registered as CSOs, and 3 are in the process of registering, but there is a continued need to "hold their hands" and to "check in on them". Efforts are already underway to seek obtain such support, e.g. from on-going projects (Ridge to Reef), initiatives (SGP, SeyCATT), Government agencies (CAMS, Wetland Unit, new Infrastructure Agency, PUC, Landscape & Waste Management Authority (LWMA)), etc. This needs to be firmed up in the projects Exit Strategy, including through signed agreements.

Institutional Sustainability

Institutional sustainability is crucial for medium- and longer-term sustainability of project results. Adding the portfolio of agriculture to the Ministry of Environment could in principle be beneficial for climate change adaptation and environmental sustainability, given that these concerns should now in principle be easier mainstreamed in agriculture. This is an important sector that has several links with climate change and ecosystem sustainability. This was already apparent from the EbA project activities where there were some conflicts with agriculture (some farmers not complying with integrated water management activities by not respecting boundaries or polluting wetlands).

¹² There have been previous attempts to obtain NIE accreditation for the Development Bank of Seychelles, but this has not materialized

PUC is an independent entity that falls nominally under the Ministry of Environment and controls water abstraction and supply and thereby nominally all water resources in the country. With a new CEO in place a restructuring is being discussed whereby water resources would fall under the Seychelles Energy Commission (SEC) as resource regulator and PUC would concentrate only on water supply to customers, mandated under the new Water Bill. This is thought to enhance integrated sustainable water resources management.

SNPGA also has a new mandate and leadership under a new Act, and is expected to improve its management of national parks (and now also the Botanical Gardens and Biodiversity Centre).

A new inter-ministerial “Infrastructure Agency” is being set up, that should undertake all infrastructural works, with staff coming from different agencies already undertaking this function, including by the Ministry of Environment under its CAMS and Wetland Unit, e.g. for wetland clearing. This could be beneficial as potentially more resources may be available, but care needs to be taken to ensure environmental and ecosystem concerns in its activities.

MACCE wants to strengthen its policy and project planning and development support. The UNDP-GoS Programme Coordination Unit (PCU) has successfully managed several environmental projects over the last 12-13 years, but is now under review. The MACCE wants to widen its portfolio, especially including agricultural projects that are now also under its ministry’s mandate, as well as opening up to other donors and implementation agencies, e.g. EU and FAO. The Ministry is recruiting a new Programme Coordinator and would like to re-orient its main function again to project development and oversight, with fixed leadership (Programme Coordinator) and staff (accountant + administration) on Government’s contracts and payroll. This is expected to help in further strengthening projects’ coordination, effectivity and mainstreaming. A stakeholder also suggested that the PCU could work with a fixed pool of PCU project managers, as to increase job security and linkage / succession of activities between projects. UNDP already recommended the recruitment of an M&E officer for strengthening oversight and monitoring. A PCU evaluation could inform this revision towards a new mandate, focus and set-up.

The EbA project contributed to the Water Policy (2019), Wetland Policy (2018) and draft Water Bill that all envisage more sustainable and integrated water resources management. Four Watershed Management Plans were commissioned (Baie Lazare, Caiman, Mont Plaisir, Fond B’Offay), of which 3 are now available in final draft form. Two Integrated Shoreline Management Plans (ISMP) were commissioned by the Project: The ISMP of North East Point was finalized and validated by government; the ISMP for Anse Royale is not finalized. Question remains how these plans fit in an already crowded and ambiguous planning environment and who should implement and assess these plans. The Watershed Committees will have an intended role to play in the implementation of these plans, but will need support. The Ridge to Reef project will provide support to 2 watershed management plans (Baie Lazare, Mont Plaisir). For other committees the support remains unclear.

The policy environment on climate change is fragmented, with the National Climate Change Policy (2020) now in place, but the overseeing National Climate Change Council seemingly not yet fully operational. The Nationally Determined Contributions (NDCs) have been updated and submitted to the UNFCCC, but its implementation is uncertain. There is no National Adaptation Plan (NAP) to guide climate change adaptation in the country. Stakeholders opined that improved sustainable forest management plans are needed for better integrated forest and vegetation management, fitting in an overall sustainable Land Use Planning framework.

A strong call by some stakeholders was for improved scientific coordination, together with UNISEY and other scientists and research organization, and through shared data create knowledge that would be instrumental in evidence based policy- and decision-making

Environmental sustainability

Since the project worked and demonstrated the effects of EbA, and this has been quite visible and lauded, significant awareness around environmental sustainable water management has been created at different levels (technicians, policy- and decision-makers, communities, general public). The effects of sustainable vegetation and forest management have been less visible and clear. The implementation of the Watershed Management Plans will help advancing this, but needs further support and assessment, especially in some watersheds that are regarded important and with high levels of ecosystem integrity, but where the watershed committees may be smaller and “weaker” (e.g. Caiman watershed). The works at the reprofiled wetland in North East Point has been commented upon, as the watershed committee members claim that this is not being monitored and maintained by the contractor (contracted by CAMS), and leaving the committee members unclear how to continue in future.

Watershed Committees will also need help to continue to better “monitor and police” their wetland and surrounding watersheds, e.g. against encroachment of farms and/or pollution from farms upstream. Another element is that some of the cleared wetlands are now being visited by local and foreign visitors, requiring further maintenance of amenities and clearing, which may need support of the LWMA, e.g. in collection of waste / rubbish (this is e.g. an issue in the now popular “Dan Sours” wetland where LWMA do not collect waste as it is “not on their route”). It should also be borne in mind that the newly cleared wetlands hold large quantities of water and the barrages therefore need to be monitored and maintained for safety reasons as well, with budgets made available for emergency interventions when needed.

The importance of integrated coastal / shoreline works is clearly apparent in Seychelles, but this has often been overruled by economic considerations (e.g. filling and building in wetlands, unsustainable engineering, etc.). The Integrated shoreline management plans commissioned by the EbA project may help in overcoming this, but its implementation is uncertain.

In the area of Glacis Noire in Praslin the intended works on clearing the wetland there were halted after discovery of new endemic species of frog and caecilians (after undertaking surveys commissioned by the project) and presence of other native species. An EIA has started but its report is awaited, whilst the DA and other authorities are eager to start clearing the wetland that will be primarily as water reservoir for fire-fighting. The Seychelles Fire and Rescue Services Agency (SFRSA), trained by the project, mentions that this is crucially important in fire fighting, especially in the Fond Boffay area where 2 National Parks / UNESCO heritage sites are present and that are very vulnerable to fires.

The awareness and knowledge products that have been produced by the project have proved instrumental in educating and creating more awareness, and use of these will need to continue after the end of the project.

Sustainability is assessed as described and summarized in the Table below.

Sustainability	Rating
Financial resources	Moderately Unlikely (There are significant risks to sustainability)
Socio-political	Moderately Likely (ML): There are moderate risks to sustainability
Institutional framework and governance	Moderately Unlikely (There are significant risks to sustainability)
Environmental	Moderately Likely (ML): There are moderate risks to sustainability

Overall Likelihood of Sustainability	ML (There are moderate risks to sustainability) to MU (There are significant risks to sustainability)
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Gender Equality

A gender analysis of the project was done in 2019. Progress in terms of the participation of women in governance and decision-making at national level in Seychelles is considered to be very satisfactory overall. Women participate actively in the development of environmental policies, plans and regulations. The EbA project document makes very commendable efforts to include gender in its relevant objectives and outcomes. The PIT at the time of the FE was headed by a female and also has 2 other female specialist (against 1 male specialist). The PIT considered gender parity and equality during implementation, e.g. the MTR highlighted that “the project has actively and successfully encouraged the participation of both men and women in the four local Watershed Committees.”. This was confirmed during the FE, that also noted that these women actively participate and some chair the watershed committees or have other committee functions. In training activities gender participation was also considered. In some trainings this was found challenging with low participation of women (e.g. on forest rehabilitation), in other trainings women were overrepresented (e.g. trainings for journalists and teachers). The recommendations from the Gender Analysis formed the basis of the Gender Action Plan for 2019 – 2021. This Gender Action Plan has not yet been assessed.

Catalytic Role / Replication Effect

The project has demonstrated successful results that could be replicated / scaled up, with some already replicated. This especially revolves around the watershed management works, including reprofiling and clearing of wetlands, use of “gabions”, “vegetation mats” and native species for vegetating of adjoining areas, fibre logs, etc. The awareness and knowledge products produced and training provided also help with replicating and scaling up of these solutions. In fact the water storage works with the use of gabions has already been replicated by SAA and PUC, and with some private companies and individuals also interested in using these methods. Although the project did eventually not work in the Mare aux Cochons / Morne Seychellois area, a plan was developed and submitted to create a similar and sizeable water storage area around a suitable wetland at “La Drisse” and that was submitted to government.

More clarity is needed in who will be responsible for further replicating / scaling up and how this can be financed. This needs proper guidance in terms of an Exit Strategy with concomitant agreed action plans and responsibilities. This will also entail further education, awareness and capacity building in future, with the use of the knowledge products, manuals and guidance produced by the project.

The successful involvement of communities through the “Watershed Committees” could be replicated in other areas. This may however be more complicated in areas where there may be less community involvement around already identified development issues / barriers (as was the case in the Val d’en Dor area in Baie Lazare where there were already groups of farmers cooperating to some extent). Motivating, setting up and supporting these potential committees requires a great effort, which may be difficult to emulate without a specific project or initiative. Involvement of already existing watershed committees through peer learning and/or exchange visits, as was already practiced in the EbA project, may help in replicating this to other places.

4. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS

4.1. Main Findings:

4.1.1. Project Design/Formulation

The Project Document was well researched and written, targeting very relevant climate change adaptation concerns related to water and related ecosystems services for Seychelles, with a wide array of stakeholders consulted, the policy and institutional environment and conditions comprehensively described and lessons learned from previous an on-going projects and other initiatives well investigated and taken into account. This led to a relevant outline of challenges and barriers, with seemingly meaningful solutions developed, thereby ensuring country ownership.

However, **no Theory of Change¹³ was produced and the LogFrame became problematic for project implementation, monitoring and reporting**. The LogFrame indicators were not considered SMART and many targets were unrealistic, and this was not addressed in the Inception Phase.

The MTR recognized this and proposed additional **“shadow indicators”** which were instrumental in getting the project back on track and that from then onwards were reported upon together with the original indicators.

4.1.2. Project Implementation

Project oversight and management were realistically described in the Project Document and fit for Seychelles circumstances.

Project started only 2 years after approval, and the **Inception Workshop didn't look at Indicators and Risks**, which became a problem later.

The first appointed Project Manager resigned only after 8 month in place. The new **Project Implementation Team that was put in place functioned reasonably well** at first but faced challenges in making progress and delivery until the mid term review.

The **Mid-Term Review was instrumental in getting project back on track**, with numerous recommendations taken on board, leading to adaptive and pro-active project management.

Although the National Climate Change Committee was identified as the steering mechanism for the project, this was replaced by the **dedicated Project Steering Committee** that was more technically qualified and consisted of the main stakeholders of the project. This operated adequately, although strategic guidance and follow through of actions were at times lacking.

The **Programme Coordination Unit (PCU)** was set up in 2008 by the Government and UNDP as a project coordination and implementation mechanism for the diverse environmental projects provided oversight and coordinated with other initiatives and projects. This was useful, although the quality of strategic guidance waned over time, as the PCU managed fewer projects and could not sustain the number and quality staff in the end, which required the Ministry to review the functioning of the PCU.

UNDP oversight and execution was found Moderately Satisfactory to Satisfactory, with technical and strategic guidance, as well as clarity on monitoring found wanting at times.

GOS leadership and guidance was also found wanting at times, both in watershed management as well as in forest rehabilitation, as well as in risk mitigation.

¹³ Not mandatory at the time of project development, but already practiced and considered helpful by many organizations.

M&E was rated as moderately unsatisfactory because of the flaws of the original logframe indicators and with even the newly developed “shadow indicators” showing some weaknesses, although these were instrumental in motivating the project team and putting the implementation back on track. Nevertheless M&E responsibilities and implementation remained unclear to the project at times.

Risks were well detailed during project development and monitored with some effective risk mitigation measures put in place.

Project financial delivery was exemplary, assisted by the 18 months project extension. Co-financing was also recorded, although this was not mandated.

Partners were enthusiastic and active, especially the community groups involved in the project, but commitments of some key government agencies were not always followed through.

COVID-19 pandemic and problems with office space in later stages of the project were serious challenges, but were largely overcome by the efforts of the project team.

4.1.3. Project Results

The “shadow indicators and targets” have been achieved at above 90%. The original indicators were underachieved, but were also no longer considered due to lack of data or unrealistic targets, though were still reported upon.

The project created some key, successful and recognized outcomes. This especially concerned the work in upland and coastal wetlands, and the involvement of communities in these. Some of these activities were also replicated. The forest rehabilitation works were less visible, and critically commented upon by some.

Some of the activities and outputs were not finalized (e.g. watershed management plans, shoreline implementation plans and water bill), or implementation not started (e.g. wetland clearance in Mare aux Cochons).

Good Knowledge Products were produced, that contributed to increased awareness on project activities and EbA.

Consultants and contractors work varied in quality.

Project Relevance: Highly relevant project, responding to the country’s, implementing agency and donor’s priorities

Project Effectiveness: Rated as “Satisfactory”, mainly based on “shadow indicators”, and with outstanding wetland management activities.

Project Efficiency: Rated as “Satisfactory”, with very high financial delivery, pro-active and adaptive project management, but some weaknesses in project oversight, M&E and partners’ commitment.

Overall Project Outcome: Based on the above rated as “Satisfactory” to “Highly Satisfactory”. Almost all stakeholders rated the project as “successful” to “excellent”, mainly based on the highly visible and well-appreciated work on water management.

4.1.4. Sustainability

There are good possibilities for **further replication and upscaling of project results**, especially the wetland clearing and water storage works; some of these are already replicated.

Watershed Committees should be supported to sustain the watershed management results and to inform possible new watershed committees or other community groups.

MACCE will look at increasing the budget for the wetland unit to include the newly cleared wetlands.

Ridge to Reef project will take up the watershed management activities implemented through the watershed committees in Baie Lazare and Mont Plaisir / Anse Royale watersheds.

International and national funding options that could sustain some of the EbA activities are: UNDP-GEF SGP, SeyCATT, GEF-8 funding, GCF, GCA, CTCN, Global Fund for Coral Reefs, AF scale up funding. Private sector investments through PPP modality should also be explored.

Restructuring and reform of PUC, with taking up of some responsibilities by SEC for regulating water resources, is considered beneficial for sustainability of water resources.

MACCE to continue to drive and champion climate change adaptation and Nature Based Solutions, especially through involvement of the agriculture sector, the Climate Change and Environment Departments and its agencies, and its oversight role with PUC and SEC.

PCU will be restructured, under a new Programme Coordinator and with new administrative and finance staff under the Ministry's contracts, and possibly with central communications and M&E functions

The new Infrastructure Agency is well placed to undertake some of the clearing and maintenance works in the watersheds, thereby sustaining project results. Care should be taken to sufficiently mainstream environment and climate change concerns in this agency.

Ensure implementation of relevant policies and plans, e.g. the Water Policy, Climate Change Policy, NDCs, and a NAP needs to be developed .

Increased coordination and agreements around research is needed in order to come up with **a robust research agenda around climate change, ecosystem sustainability and resilience** that would inform evidence based policies.

Above actions with agreements should be clearly spelled out in a project Exit Strategy that needs to be developed.

4.2. Conclusions

Based on the above findings, the main conclusion from the Final Evaluation are:

The project Document was well conceived in order to address a highly relevant challenge in Seychelles through an appropriate EbA approach. However, the logical Framework was not fit for purpose and gave challenges in implementation. The project started only 2 years after approval, and the Inception Workshop didn't address the indicators and targets. Implementation also started slowly, and the first recruited Project Manager left after only 8 months. The new Project Implementation Team that was put in place functioned picked up reasonably well, but also faced challenges in making progress.

The MTR recognized these challenges and was instrumental in getting project back on track. The numerous MTR recommendations were taken on board, leading to adaptive and pro-active project management. This led to good achievements, with almost all "shadow indicators" achieved, even when facing implementation challenges, e.g. the consequences and restrictions in the wake of the COVID-19

pandemic and changing of offices. Especially the watershed management outcomes were lauded, with outstanding results in wetlands clearing and provision of ecosystem services and water through community involvement. Some of these are already replicated outside the project. Nevertheless some activities could not be implemented or were cancelled, and some are not completed yet. Quality of consultants and contractors work also varied, which may affect future implementation and sustainability.

Project oversight through the Steering Committee, PCU and UNDP, was rated as moderately satisfactory, as these partners didn't always provide the requested strategic and technical guidance, were unclear in taking up responsibilities in monitoring and risk assessment, and didn't always follow through on agreed actions. Diverse government partners mostly reacted positively to project activities, but sometimes showed lack of commitment in follow up.

Taking all this and more details in account, the project was rated as "Satisfactory" to "Highly Satisfactory".

Because of the good achievements of the project, the sustainability of the project impact raised many discussions and concerns. This especially centered on the continued watershed management, wetland clearing and maintenance. Some projects have already agreed to take some of the activities up, to be overseen by the watershed committees that were instated by the EbA project. Diverse national and international funding opportunities are also explored to ensure continuation of and support to watershed committees and its activities.

The restructuring of government ministries and agencies seems to bode well for sustaining some of the activities of the EbA project, e.g. through the new Infrastructure Agency, a reformed PUC and restructured PCU. Some areas will need to be further followed up, e.g. how to navigate and implement the watershed management and integrated shoreline management plans in the already crowded planning landscape, the effective implementation of key policies around water and climate change adaptation, and developing a robust research agenda around these.

4.3. Recommendations

No.	RECOMMENDATION	RESPONSIBLE	TIME FRAME
A	Category 1: Project Development and implementation		
A.1	Develop project Exit Strategy that includes relevant and clearly spelled out actions, agreements, responsibilities and financing needed for follow up	Project Team	Before project end (<March 2022)
A.2	Organize a final project review meeting that will summarize the project's achievements and discusses the way forward and sustainability of project results, also based on the project exit strategy	Project Team	Before project end (<March 2022)
A.3	Review and restructure the PCU, with a view to widen its role, portfolio and funding under a new leadership / management with a new Programme Coordinator) and staff (accountant + administration + communications) on Government's contracts and payroll. This could also entail a fixed pool of Project PCU project managers, as to increase job security and linkage / succession of project activities. This could be informed by a PCU evaluation.	MACCE, UNDP	<July 2022
B	Category 2: Support to Watershed Committees		

B.1	The Watershed Committees established by the EbA project should be supported to sustain the watershed management results, as well as to inform possible setting up of new watershed committees or other community groups. This could be through different projects (e.g. Ridge to Reef), Funds (SGP, SeyCATT), government agencies (CAMS, Wetland Unit, new Infrastructure agency, LWMA), private sector involvement, etc.	Projects (Ridge to Reef), SGP, SeyCATT, MACCE	2022-2024
B.2	Discuss with North East Point watershed committee the completion of the wetland clearing and options for monitoring and maintenance.	EbA Project, CAMS, NEP Watershed Committee	Immediate
B.3	Finalize and publish EIA for Glacis Noire EIA for the proposed wetland reprofiling and clearing to serve as water resource for fire fighting on Praslin. After approval of EIA a decision should be taken and budget granted to go ahead or not.	MACCE, EIA consultants, Project Team, Nouvelle Découverte, Fond Boffay Watershed Committee	Immediate
C	Sustain and scale up EbA Project Results		
C.1	Ensure that the newly envisaged Infrastructure Agency will have sufficient resources and capacities, and that climate change and environmental concerns are adequately mainstreamed in its operations, to ensure climate proofed and environmentally friendly work and maintenance can be undertaken.	MACCE, Min. Infrastructure	<June 2022
C.2	Ensure that the reform of water resources management between the SEC and PUC is followed up as intended, with resource management being overseen by the SEC as resource regulator and with PUC as supplier of water to consumers	MACCE, PUC, SEC	Next 6 months
C.3	Finalize the Water Bill, as this will provide the legal foundation for improved integrated and community engaged water resources management, with attention to nature based solutions, as well as increased financing through sustainable financing mechanisms.	MACCE, AG Office, Assembly	2022
C.4	Develop a National Adaptation Plan (NAP), possibly with available readiness support from the Green Climate Fund (GCF). In such a NAP, EbA as part of Nature based Solutions (NBS) should feature prominently, based on experience of the EbA project and others	MACCE, GCF, UNDP, UNEP	2022-2024
D	Develop sustainable financing mechanisms for Climate Adaptation and NBS		
D.1	Explore national and international climate finance opportunities in order to secure sustainable finance for climate change adaptation and Nature Based Solutions	MACCE, UN, PCU, Consultants / Advisers	2022
D.2	Seek accreditation for Adaptation Fund (AF) National Implementing Entity (NIE)	GOS, Min. Finance, DBS, MACCE	2022
D.3	Develop a national PPP framework, so that funding for local environment activities through this mechanism will be possible	MACCE, Min. Trade, Min. Finance	2022
D.4	Investigate additional sources of funding and possibly reverse the abolishment of tax breaks for companies for Corporate Social Responsibility (CSR) activities, in order to provide funding and interest from companies in local community work around climate change and environment.	MACCE, Min. Finance	2022

4.4. Lessons Learned

- A well thought through Theory of Change and Logical Framework are required in Project Documents, in order to set up the Project Implementation Teams on the right track to achieve the intended results and impact.
- Theory of Change, Logical Framework and especially the indicators, baselines and targets will need to be discussed again in detail during the Inception Workshop, also given the fact that there is normally a significant time lag between project development, approval and “real” project start.
- Include reference in project document and start early enough with conceptualizing the exit strategy of a project. This should lead to a transparent and well informed exit strategy at the end of project, with clear and agreed responsibilities for action and follow up in order to sustain development achievements and results.
- A robust, well informed and constructive Mid term Review can be instrumental to put a project back on track, if the recommendations were well developed, practical and followed.
- The use of “shadow indicators” can be helpful to put a project back on track, but these should be carefully developed and be as close as possible to the original indicators, in order not to divert from the original project course and reduce project ambition.
- If significant indicator changes are needed during the MTR, like in this project, it would be better to discuss this in detail with the Implementing Entity and the Donor and allow for some flexibility in accepting such changes in order to get a derailed or not well performing project back on track.
- Demonstrate good practices through visible “on the ground” activities supported by detailed and effective awareness and communication efforts are important to make climate change adaptation, resilience and ecosystems based projects successful.
- Community involvement and support for community-led activities are crucial in local adaptation and ecosystem projects.
- Consider organizing more meaningful periodic project planning and review meetings (e.g. “retreats”), in addition to the normal periodic limited steering committee meetings, for more and better coordinated strategic oversight and guidance.
- Start “marketing the project” and develop key “Lessons learned” and “case studies” around the main project results in order as early as possible in order create awareness and assist with advocacy.
- Invest in capacities and provide clarity on M&E in existing and future projects, e.g. through better and clearer formulated M&E requirements in project documents, explanations at Inception Workshop and communication around M&E during implementation, including through trainings. Better M&E at PCU level, e.g. with a full-time M&E officer, will also help.

ANNEXES

Annex 1: TORs

Abbreviated:

Final Evaluation Terms of Reference (ToR) Template for UNDP-supported AF-finance projects

BASIC CONTRACT INFORMATION

Location: Seychelles

Application Deadline: 15th September 2021

Type of Contract: IC

Assignment Type: Short Term

Languages Required: English

Starting Date: 1st November 2021

Duration of Initial Contract: 30 working days

Expected Duration of Assignment: 12-15 weeks (due to some breaks foreseen between December and January)

BACKGROUND

1. Introduction

In accordance with UNDP and AF M&E policies and procedures, all regular UNDP-supported AF-financed projects are required to undergo a Final Evaluation (FE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the FE of the regular-sized project titled Ecosystem Based Adaptation to Climate Change in Seychelles (PIMS 4775) implemented through the Programme Coordinating Unit of the Ministry of Agriculture Climate Change and Environment. The project inception was on the 30 October 2014 and the project is in its 6th year of implementation. The FE process must follow the guidance outlined in the document Guidelines for Project/Programme Final Evaluations¹

2. Project Description

The GOS-UNDP-GEF Programme Coordination Unit (PCU) within the Ministry of Agriculture, Climate Change and Environment (MACCE) is implementing a project funded by the Adaptation Fund, the “Ecosystem Based Adaptation to Climate Change in Seychelles” (EBA project). The project has a budget of \$5,950,000 allocated resources and a total of \$ 3,261,840 co-financing recorded to date. The project strategy is for an ecosystem-based adaptation approach to be applied to watershed and coastal rehabilitation on the main Island of Mahe and on the (second largest) Island of Praslin, to address water shortages and watershed and coastal flooding that have been accentuated by climate change. The project location will focus in the following 5 watersheds and 2 coastal areas:

3. Baie Lazare Watershed

4. Caiman Watershed

5. Mont Plaisir Watershed

6. Mare Aux Cochons Watershed (in Morne Seychellois National Park)

7. Praslin Watershed, comprising the micro watersheds of Fond Boffay and Nouvelle Decouverte

8. North East Point coastal area

9. Anse Royale coastal area.

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 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 overall **goal** of the project is to ensure that development in the Seychelles is sustainable, and resilient to anticipated climate change effects. The **objective** is 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 following are the 3 components of the EBA project:

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

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

Component 3: Ecosystem based adaptation mainstreamed into development planning and financing. The following are the outputs of the EBA project:

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 1.2: 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 2.1: Ecosystem based measures for flood protection on an urban shoreline.

Output 2.2: Ecosystem based measures for flood protection and mitigating salt water intrusion in an agricultural and tourism development area.

Output 3.1: Policy and legal frameworks for watershed and coastal climate change adaptation.

Output 3.2: Capacity Development for Ecosystem Based Adaptation Methods.

Output 3.3: Lessons learned and Knowledge Dissemination.

It is a six-year project, with an inception date of 30 October 2014 and a revised operational closing date of 30 October 2020. The recommendations of the UNDP Mid Term Evaluation in 2018 concluded that most project indicators were impractical and were not SMART. Following the Project Steering Committee approval, the EBA project team followed UNDP MTE recommendation to “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 “shadow indicators” were endorsed by UNDP and the AF, and “shadow indicators” are also measured by the project team on a quarterly and annual basis.

The EBA project is being implemented in association with a number of project stakeholders, namely: Seychelles Agricultural Agency and Ministry of Agriculture, Seychelles National Parks Authority

(SNPA), Division of Risk and Disaster Management, Public Utilities Corporation (PUC), Public Health Authority, the District Administration office of the Local Government, 5 Watershed Committees set up by the project, Land Use Plan department, the NGO Plant Conservation Action Group (PCA), Seychelles Fire and Rescue Agency (SFRSA) including the Climate Change Department of the Ministry of Agriculture, Climate Change and Environment (MACCE).

COVID 19 in Seychelles

The first recorded case of Covid-19 in Seychelles was on March 11th 2020 and the Government of Seychelles undertook stringent measures including closure of borders to safeguard against the pandemic. However by June the Seychelles undertook partial reopening of borders and tourism in Seychelles prompting a spike in the number of imported cases. By December 2020, community transmission of Covid-19 was confirmed with the spike in cases. The current number of total cases has exceeded 18,000 cases with a total of 94 deaths between January -July 2021. The vaccination programme is considered to be a success with the majority of the target population having received at least one or both doses of their vaccines. Given the spike in cases, it is expected that booster jabs will be rolled out in the coming months. The Assessment of Socio-Economic impact of Covid-19 in Seychelles, prepared by UNDP, can be found on the link below:

3. TE Purpose

The FE report will assess the achievement of project results against expected achievements, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The FE report will also measure the project performance against both the original set of project indicators and the “shadow indicators” approved by UNDP and AF. The FE report promotes accountability and transparency, and assesses the extent of project accomplishments. The recommendations will be used to a draft management response which will be taken up by the relevant stakeholders such as MACCE, Watershed committees, PUC, SFRSA and the SNPA, to ensure continuity of activities. This AF project is a flagship project for the Seychelles and the FE will determine the necessity of replication for more long-term continuity through future Adaptation Fund projects. The Watershed Committees will use the recommendations of the FE to guide their work in the decision-making process for watershed management. This will be further supported by the long-term finalization of legal frameworks for watershed and coastal climate change adaptation.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

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

The FE team will review all relevant sources of information including documents prepared during the preparation phase (i.e., Concept document, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including PPRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The FE team will review the AF Results Tracker

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

Engagement of stakeholders is vital to a successful FE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Ministry

of Agriculture, Climate Change and Environment, Seychelles National Parks Authority, Project Steering Committee, DRDM, Public Utilities Corporation, Public Health Authority, 5 Watershed Committees, University of Seychelles, NGO TRASS, Land Use Plan department, the NGO Plant Conservation Action Group (PCA), SFRSA, SLTA and the District Administration office of the Local Government.

Additionally, the FE team is expected to conduct field missions to the rehabilitated areas (wetlands and forests) including the following project sites Baie Lazare, Anse Royale and Mont Plaisir, Caiman, Mare Aux Cochons, Praslin and North East Point.

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

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the FE team.

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

Covid-19 guidance

Although travel to Seychelles is permitted, the rules and regulations may be subject to change based on Public Health Authority. All visitors must have proof of vaccinations (2 doses) or must present a negative PCR test at least 72 hrs prior to travel.

More information on travel to Seychelles can be found on <http://www.health.gov.sc/wp-content/uploads/Entry-and-Stay-Conditions-for-Arrivals-v1.0.pdf>

5. Detailed Scope of the TE

The FE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A).

The Findings section of the FE report will cover the topics listed below. A full outline of the FE report's content is provided in ToR Annex C.

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

Findings

i. Project Design/Formulation

- ☑ National priorities and country driven-ness
- ☑ Theory of Change
- ☑ Gender equality and women's empowerment
- ☑ Social and Environmental Safeguards
- ☑ Analysis of Results Framework: project logic and strategy, indicators
- ☑ Assumptions and Risks
- ☑ Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- ☑ Planned stakeholder participation
- ☑ Linkages between project and other interventions within the sector
- ☑ Management arrangements

ii. Project Implementation

- ☑ Adaptive management (changes to the project design and project outputs during implementation)
- ☑ Actual stakeholder participation and partnership arrangements
- ☑ Project Finance and Co-finance
- ☑ Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- ☑ Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- ☑ Risk Management, including Social and Environmental Standards

iii. Project Results

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

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

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

6. Expected Outputs and Deliverables

The FE team shall prepare and submit:

- ☑ **FE Inception Report:** FE team clarifies objectives and methods of the FE no later than *2 weeks* before the FE mission. FE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *(15th November 2021)*
 - ☑ **Presentation:** FE team presents initial findings to project management and the Commissioning Unit at the end of the FE mission. Approximate due date: *(10th December 2021)*
 - ☑ **Draft FE Report:** FE team submits full draft report with annexes *within 3 weeks* of the end of the FE mission. Approximate due date: *(15th January 2022 (due to breaks for Christmas and New Year))*
 - ☑ **Final FE Report* and Audit Trail:** FE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final FE report, to the Commissioning Unit *within 1 week* of receiving all comments on draft. Approximate due date: *(10th February 2022)*
- *The final FE 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. All final FE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

7. TE Arrangements

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

8. Duration of the Work

The total duration of the FE will be approximately *30 working days* over a time period of *12-15 weeks* starting *1st November 2021* and shall not exceed five months from when the FE team is hired. The tentative FE timeframe is as follows:

- ☑ *By 15th September 2021:* Application closes
- ☑ *20th October – 30th October:* Selection of FE Team and contracting
- ☑ *1st November:* Preparation period for the FE team (handover of project documents)
- ☑ *1st November-4th November (3 days):* Document review and preparing FE Inception Report
- ☑ *By 15th November (2 days):* Finalization and Validation of FE Inception Report- latest start of FE mission
- ☑ *15th November- 6th December (15 days):* FE mission: stakeholder meetings, interviews, field visits
- ☑ *10th December* :* Mission wrap-up meeting & presentation of initial findings- earliest end of FE mission (** If travel to Seychelles is not permissible- otherwise at the end of FE mission which is 15 days*)
- ☑ *15th January (8 days):* Preparation of draft FE report (*excluding time between 20th December- 05th January as most stakeholders might be unavailable at this time*)
- ☑ *(15th -30th January:* Circulation of draft FE report for comments
- ☑ *4th February (2 days):* Incorporation of comments on draft FE report into Audit Trail & finalization of FE report
- ☑ *10th February:* Preparation & Issue of Management Response
- ☑ *(/):* (optional) Concluding Stakeholder Workshop

☒ (01st March): Expected date of full FE completion

The expected date start date of contract is *1st November 2021*.

9. Duty Station

Travel:

☒ International travel may be required to Seychelles (Indian Ocean) during the FE mission, depending on the prevailing COVID-19 conditions and public health guidelines;

☒ The BSAFE course 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/>

☒ All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

Annex 2: List of Documents Reviewed

1. Concept document
2. UNDP Initiation Plan
3. Final UNDP-AF Project Document with all annexes
4. CEO Endorsement Request
5. UNDP Country Programme Document (CPD)
6. UNDP Seychelles Independent Country Programme Evaluations
7. Seychelles Policies (Climate Change, Wetlands, Agriculture, Wetlands)
8. Assessment of socio-economic impact of COVID-19 in Seychelles (2020)
9. UINDP and AF evaluation guidelines
10. AF decisions
11. UNDP Social and Environmental Screening Procedure (SESP) and associated management plans
12. Land Use Plans
13. Various maps
14. Other Project Documents and Reviews / Evaluations (Ridge to Reef, Coral Reef Restoration, Blue Economy, GCCA+, Climate Smart Agriculture, Biodiversity Mainstreaming, Protected Areas Financing, etc.)
15. Inception Workshop Report
16. Mid-Term Review report and management response to MTR recommendations
17. All Project Performance Reports (PPRs)
18. All progress reports (quarterly, annual)
19. Workshop reports and presentations
20. Oversight mission and field reports
21. Training Reports
22. All workplans and budgets
23. Financial report
24. Audit reports
25. Minutes of Project Steering Committee Meetings + presentations
26. Consultant and other TORs
27. All Consultants Reports, including various concepts and deliverables
28. Co-financing data
29. Project manuals, technical reports, articles, etc.
30. Project communications materials, including Facebook page, etc.
31. UNDP, PCU and Government website articles + data on activity, visitors, etc.
32. Photo essays and documentaries
33. Others

Annex 3: Evaluative Framework

Evaluative Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the AF Focal area, and to the environment and development priorities at the local, regional and national level?			
Does the project's objective fit within the national environment and development priorities?	Project Document, stakeholder opinions, Progress Report, MTR	Project Document, Progress Reports, National Strategies, Evaluation / assessment reports	Document analysis / comparison, stakeholder interviews, focus group discussions
Does the project address the AF objectives (CC Adaptation)? How?	Activities, Results,	Progress Reports, Interviews, Project sites	Document Analysis, Interviews, Triangulation
How do stakeholders rate the relevance of the project?	Stakeholder opinions	Project Document, Inception Report, stakeholder interviews	Interviews
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, interviews
Were stakeholders thoroughly consulted?	Stakeholder analysis in Project Document, Progress Reports, opinions	Project documents; stakeholders	Document analysis; Stakeholder consultation
How thoroughly were environmental and social risks – including externalities – identified, and addressed with mitigation strategies?	Risk management strategies; Sustainability plan	Project documents / reports	Document analysis, stakeholder consultations
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
To what extent does the project address country priorities and is country-driven?	Policy, legislation and safeguard analyses	Project documents; UNDP documents; Government documents; Inception report	Document analysis
By each Outcome, what progress has been made towards the targets?	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/ not-reaching the targets?	Project documents, reports and commentaries	Project Documents, opinions	Document analysis; Stakeholder consultation; Site visits
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
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	Project documents, Project staff, Project stakeholders Project Annual & Quarterly Reports.	Field visit interviews, Desk review
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
How do current management arrangements compare with those originally outlined? Have	Clear and effective project implementation manual, management arrangements	Project documents; Project Annual & Quarterly Reports; Project team	Document analysis; Stakeholder consultation

changes been made and are they effective?			
Is there appropriate focus on results, by Partner Agency and Implementing Partner? Is reporting realistic?	Results-based, cogent reporting	Project documents; Project Annual & Quarterly Reports	Document analysis; consultations, site visits
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
Is the project cost-effective?	Financial management procedures; Financial delivery rate; Management costs	Project documents; Project and IP staff	Desk review, Interviews with project staff
Is the project implementation approach efficient for delivering the planned project results?	implementation and oversight structure and mechanisms; resources available; engagement with relevant partners / partnerships; Quality of project monitoring mechanisms	Project documents & Reports, MTR, Stakeholders, Project staff	Desk review, Interviews.
Is the project implementation delayed? If so, has that affected cost-effectiveness?	Project milestones, delays, adaptive management measures.	Project documents & Reports, Project staff	Desk review, Interviews.
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	Project documents, financial records, audits, Project staff	Desk reviews, Interviews
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 AF 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
To what extent are the project results dependent on issues relating to institutional frameworks and governance?	Existence of institutional and governance risks to project benefits	Project documents; Project staff, stakeholders	Desk review, interviews, Field visit
Does the project have an exit strategy or sustainability strategy?	Theory of Change; Exit / Sustainability strategy	Project documents; Project Team	Document analysis; Stakeholder consultation
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the donor assistance ends?	Exit Strategy. Financial requirements for maintenance of project benefits Level of expected and potential additional financial resources available to support maintenance of project benefits	Project documents, project Team, Finance manager, Ministry of Finance, Stakeholders	Desk review, Field visits, interviews
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	Project documents, Project staff, Government staff, stakeholders	Desk review, Interviews, Field visit
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
How well are gender issues identified and addressed?	Gender strategies	Project documents	Document analysis
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	Project documents, Project staff, Project stakeholders	Desk review, interviews, field visits

Annex 4: Interview and Visit Schedule

Date	Time	Person / Place	Agency	Function	Contact details	Notes
Wed 05/01	09:00 am	Preethi Sushil Oksana Vovk Marille Benoit	UNDP		preethi.sushil@undp.org Oksana.vovk@undp.org marille.benoit@undp.org	Via Zoom. Held
	14:00	Betty Victor	PIT	PM	b.seraphine@pcusey.sc	Logistics
Thu 06/01	11 am	Lindy Bastienne	UNDP	SGP Coordinator	lyndy.bastienne@undp.org	Botanical Gardens. Done
	15:00	Flavien Joubert	MACCE	Minister	fjoubert@gov.sc	Unity House. Meeting Held
Fri 07/01	11 am	Rebecca Loustau Lalanne, Selvan Pillay, Jean-Claude Labrosse,	Department of Climate Change	Principal Secretary DG Climate Adaptation Officer,	pscce@gov.sc s.pillay@env.gov.sc j.labrosse@env.gov.sc	Virtual. Held .
	13:30	Keven Nancy, Nelson Charles, Wills Dogley Bob Petrousse	Department of Agriculture	Principal Secretary Chief Agricultural Analyst,	knancy@nba.gov.sc NCharles@gov.sc	Unity House. Held
	16:00	Jude Bijoux Rodney Quatre	Consultants	Integrated Shoreline Management Plans NEP, AR	judebijoux@gmail.com rodneyquatre@gmail.com	Held
Mon 10/01	09:30 am	Andrew Richard	Public Health Authority		arichard@health.gov.sc	Botanical Gardens. Held
	10:30 am - 15:00 pm	PIT: Betty Victor; Johan Mendez; Maria Monthy; Rajelle Barbe (virtual)	PIT	Project Manager; Geo- hydrologist; Forestry Officer Community Engagement Specialist	b.seraphine@pcusey.sc j.mendez@pcusey.sc m.monthy@pcusey.sc r.barbe@pcusey.sc	Group Meeting; Botanical Gardens. Held
	16:00 pm	James Millet	PIT	(Former) Scientific and technical advisor	jemillett@yahoo.co.uk	Virtual Meeting (UK)
Tue 11/01	10am	Aisha Rachel	DRDM	Steering Committee Member	Aisha.Rachel@drdm.gov.sc	Held at DRMD
	11am	Bernard Belle, Julie Low	Land Use Plan Department, Ministry of Lands and Housing	Land Use Plan Department, Ministry of Lands and Housing.	bbelle@mluh.gov.sc julielow@mlh.gov.sc	Virtual. Held
	12:45	Emma Valentin,	PCU	Finance Manager	e.valentin@pcusey.sc	Botanical Gardens. Held

	2pm	Joel Valmont, Michel Bristol, Doreen Bradburn, Ibrahim ..	Public Utilities Corporation (PUC)	CEO Water Resource Manager, Engineer	jvalmont@puc.sc mbristol@puc.sc	Held
	15:30	Kai Kim	Commonwealth	Climate Finance Adviser	WhatsApp +65 9351 0462	Held.
Wed 12/01	09:00 am	Charles Morel, Tara Padayachy,		Plant Conservation Action Group	charles6422@gmail.com tarah_p@hotmail.com	Herbarium. Held
	11:00 am	Allen Cedras	Seychelles Parks and Gardens Authority	CEO,	a.cedras@gov.sc	Orion Mall. Held
	15:30 pm	Baie Lazare District Administrator			baielazareda@gov.sc	Held
	16:30 pm	Baie Lazare Watershed Committee				Val D- enDor Communit y Centre. Held
Thu 13/01	10:00 am	Caiman Watershed Committee,				Held. Anse Boileau
	13:30	Rajelle barbe	PIT	Communication s Expert		Held
	16:30 pm	NE Point Watershed Committee				North East Point, Held
Fri 14/01	am	Field Visit Praslin	Johan Mendez DA	Glacis Noire	grandansepraslinda@gov.sc	Flight 08:45
	11:00 am	NGO	TRASS	Praslin forest rehabilitation	elvinahenr@gmail.com boismare@gmail.com stravensvicky@gmail.com	Vicky also chairperson W/S committee
	13:15 pm	Peter Cherry, Daniel Antoine Others	Seychelles Fire and Rescue Services Praslin		petercherry04@gmail.com	Fire fighting + W/S committee
	14:00 pm	Catherina Meriton.	Seychelles Island Foundation (SIF)			Vallee de Mai
	17:00	Johan Mendez				Flight back 17:10
Mon 17/01	9 am	Consultants: Theodore Marguerite, Rachel Bristol, Bruno Senterre	Watershed management plans / Forest Rehabilitation		ccccsquares@gmail.com rachelbristol@seychelles.net bsenterre@gmail.com	Virtual. Held.
	14:00 pm	Daniel Etongo, Terence Vel	University of Seychelles	Lecturer, Head of Programme, Researcher Lecturer, Lab technician, Researcher	Daniel.Etongo@unisey.ac.sc Terence.Vel@unisey.ac.sc	Virtual. Held

	17:00 pm	Wills Agricole	MACCE	Technical Advisor, National Project Director, Ag. PCU		Virtual. Held
Tue 18/01	09:30 am	Joanna Prosper, Evelyn Drawec	UNDP-PCU	Ridge to Reef Project Manager	j.prosper@pcusey.sc ; e.drawec@pcusey.sc	Virtual. Held
	11:00 am	Audrey Zelia	FAO, ex-COMESA		Audrey.Zelia@fao.org	Virtual. Held
	15:00 pm	Sophie Morgan	MACCE	Senior Policy Adviser	smorgan@env.gov.sc	Virtual. Held
	17:00 pm	Consultant / Trainer	Michele Martin, Trainer advocacy, sustainability		mpmartinsey@gmail.com	Virtual (Canada). Held
Wed 19/01	09:00 am	Marie-May Muzungaile	MACCE	Director General Biodiversity,	m.mjeremiemuzungaile@env.gov.sc	Virtual. Held
	12:00 am	Rebecca Loustau Lalanne	MACCE			
	18:00	Angelique Pouponneau	SeyCATT, Drafting the Water Bill	Legal consultant, CEO SeyCATT	Angeliquepouponneau11@gmail.com	Virtual. Held.
	19:30	Alyssa Gomes, Mahamat Assouyouti	Adaptation Fund		agomes3@adaptation-fund.org ; massouyouti@adaptation-fund.org	Virtual, Washington DC. Held.
Thu 20/01	11:30 am	Roland Alcindor	Ex-UNDP			Beau Vallon. Held
Fri 21/01						
	13:30 pm	De-Brief / Presentation	PIT, UNDP, PCU, MACCE			Virtual. Held.

Annex 5: Evaluation Ratings

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

Annex 6. UNEG Code of Conduct

Annex. UNEG Code of Conduct for Evaluators

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

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: Jan Rijpma

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 The Hague, The Netherlands on 1st December 2021

Signature: _____



Annex 7: Comments Audit Trail

Separate file provided.

TE Report Clearance Form

Terminal Evaluation Report for *Ecosystem-based Adaptation to Climate Change in Seychelles* & UNDP PIMS ID # 4775 Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: Amanda K. Serumaga, UNDP Resident Representative for Mauritius and Seychelles

DocuSigned by:
Signature:   Date: 28-Apr-2022
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Regional Technical Advisor (Nature, Climate and Energy)

Name: Penny Stock, UNDP-GEF Regional Technical Advisor

DocuSigned by:
Signature:  Date: 28-Apr-2022
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