



Terminal Evaluation Report

UNDP-supported, GEF-financed Project

SUSTAINABLE MANAGEMENT OF PERSISTENT ORGANIC POLLUTANTS IN MAURITIUS

Project Title	Sustainable Management of Persistent Organic Pollutants in Mauritius
GEF Project ID	3205
UNDP PIMS ID	3779
UNDP Award ID	00050118
UNDP Project ID	00061756
Region	Africa
Country	Republic of Mauritius
GEF Focal Area	Persistent Organic Pollutants (POPs)
Operational Programme	OP14: <ul style="list-style-type: none">- Strengthening Capacity for NIP Implementation;- Policy and regulatory framework strengthened to facilitate environmentally sound management of POPs and other chemicals;- Stockpiles of POPs and wastes that contain POPs are managed, contained and disposed of in an environmentally responsible manner
GEF Agency	United Nations Development Programme (UNDP)
Executing Agency	Ministry of Environment, Sustainable Development, Disaster and Beach Management



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The evaluators would also like to extend special appreciation to personnel of the Ministry of Environment, (MoE), Ministry of Health and Quality of Life (MoH), the United Nations Development Programme (UNDP) Country Office, for cooperation and assistance extended to the evaluators in finalizing a well-organized itinerary and meeting schedules for the evaluation mission, to meet with a full spectrum and fully-represented project partners, project participants and beneficiaries for interviews and discussions, all these actions facilitated an efficient and thorough evaluation mission.

ACRONYMS AND ABBREVIATIONS

APR	Annual Project Report
AREU	Agricultural and Research Extension Unit
AWP	Annual Work Plan
BAT	Best Available Techniques
BEP	Best Environmental Practices
CEB	Central Electricity Board
DDT	<i>Dichloro-diphenyl-trichloroethane</i>
EA	Executing Agency (also referred to as Implementing Partner)
GEF	Global Environment Facility
GoM	Government of Mauritius
IA	Implementing Agency
IPM	Integrated Pest Management
IR	Inception Report
IVM	Integrated Vector Management
IW	Inception Workshop
Logframe	Logical Framework
M&E	Monitoring and Evaluation
MACOSS	Mauritius Council of Social Services
MoE	Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management
MoH	Ministry of Health and Quality of Life
MoLG	Ministry of Local Government
MPA	Mauritius Ports Authority
MSIRI	Mauritius Sugar Industry Research Institute
MSP	Medium-Sized Project
MT	Metric Ton
NIP	National Implementation Plan
NEX	National Execution
NGO	Non-governmental Organization
NIP	National Implementation Plan
OP	Operational Program
PCBs	Polychlorinated biphenyls
PIR	Project Implementation Report
PMO	Project Management Office
POP	Persistent Organic Pollutant
ProDoc	Project Document
PSC	Project Steering Committee
SC	Stockholm Convention
TE	Terminal Evaluation
TOR	Terms of Reference
TPP	Tripartite Review
TTP	Terminal Tripartite Review
UN	United Nations
UNDP	United Nations Development Programme
UNDP-CO	United Nations Development Programme Mauritius Country Office
UNDP-GEF	Global Environment Facility Office of the United Nations Development Programme
UPOPs	Unintentionally Produced Persistent Organic Pollutants
USD	United States dollars
WHO	World Health Organization

EXECUTIVE SUMMARY

Project Summary Table

Project Title:	<i>Sustainable Management of Persistent Organic Pollutants in Mauritius</i>			
GEF Project ID	3205		At endorsement (Million US\$)	At completion (Million US\$)
UNDP PIMS ID	3779	GEF financing:	0.902	0.902
UNDP Project ID	00061756			
Country	Republic of Mauritius	Government: (Other Ministries)	0	0.793
Region	Africa	UNDP:	0	0.082
Focal Area	Persistent Organic Pollutants (POPs)	Others	0.030-	0
FA Objectives (OP/SP)		In-kind (Government – MoE and MoH))	0.900	1.590
Executing Agency	- Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management (MoE) - Ministry of Health and Quality of Life (MoH)	Total Project Cost:	1.832	3.367
Other Partners Involved	- Ministry of Local Government - Ministry of Public Utilities - Central Electricity Board	Project Document Signature (Date Project Began)		24 June 2008
		(Operational) Closing Date:	Proposed: March 2012	Actual: 31 March 2015

Brief Description of the Project

The objective of this project is the implementation of the first two priorities identified in Mauritius National Implementation Plan (NIP) which was completed in June 2005 and approved by the Government in August 25, 2006. The NIP identified the following priorities:

- Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas
- Development of alternative strategies for malaria vector management with reduced – or no – reliance on DDT
- Reduction of the unintentional release of dioxins and furans from uncontrolled burning

Mauritius decided to combine addressing the first two priorities in one project because of perceived synergies that will facilitate implementation and reduce related costs. Both priorities involve disposal and remediation while the third priority will focus more on process modifications. In addition, sustainable

disposal of and decontamination from POPs chemicals can only be obtained when the underlying cause is removed. Therefore the combination of both priorities secures sustainability as well.

The project will provide assistance to the Republic of Mauritius in the management of obsolete POPs chemicals and sites that are significantly contaminated by POPs. Upon completion of the project, the following outcomes are expected:

1. A suitable legal and enforcement structure to sustain the outcomes of the project in the future;
2. A comprehensive awareness and “Responsible Care” program to make importers, distributors, users and the general public aware of the risks involved in the use of chemicals in general and POPs specifically;
3. An effective non-DDT based vector control program that will limit the chance of importing malaria and outbreaks of malaria;
4. Removal and disposal of all obsolete POPs chemicals;
5. Removal and disposal of the few remaining transformers that have PCB containing oils that exceed international standards; and
6. Remediation of all POPs contaminated sites that exceed internationally acceptable standards.

Related to these expected outcomes, following outputs are expected:

1. Disposal plans will be prepared for all identified POPs containing stockpiles;
2. Rehabilitation plans will be prepared for each identified POPs contaminated site;
3. Pilot remediation will be conducted to allow stakeholders to gain valuable knowledge and experience;
4. Remediation of other sites will be conducted using acquired local capacity and expertise through counterpart funding;
5. Together with industry and agricultural associations a “Responsible Care” program will be implemented and maintained through recurrent training; and
6. The existing regulatory framework will be reviewed and, where applicable, adapted.

Context and Purpose of the Evaluation

In accordance with the United Nations Development Programme (UNDP) and the Global Environment Facility (GEF) Monitoring and Evaluation policies and procedures, a final (terminal) evaluation (TE) is required upon completion of implementation of all GEF-financed projects. The UNDP Programme and Operations Policies and Procedures (POPP) states that “Project evaluation assesses the performance of a project in achieving its intended results. It yields useful information on project implementation arrangements and the achievement of outputs. Project evaluation provides a basis for the evaluation of outcomes and programmes,” and the GEF M&E Policy aims to “promote accountability for achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF activities.” It further states that “GEF results will be monitored and evaluated for their contribution to global environmental benefits.” The policy enunciates that the GEF partners, in addition to conducting various other evaluations, also evaluate projects “at the end of the intervention (terminal evaluation).

The objective of this TE is thus to analyse the implementation of the project, to assess the effectiveness and efficiency of project achievements to deliver the stated objectives and outcomes, as well as to evaluate the project’s contribution towards the implementation of Mauritius’ National Implementation Plan (NIP) to the Stockholm Convention. It establishes the relevance, performance and success of the project, including sustainability of results. The evaluation also brings together and analyses best practices, specific lessons learned, and recommendations regarding strategies employed and the implementation arrangements, that may be relevant to or replicable by other projects in the country and/or countries in other parts of the world.

Evaluation Approach and Methods

An overall approach and method for conducting terminal evaluation of UNDP-supported GEF-financed projects has been developed overtime; the terminal evaluation involved the following methods:

- documentation reviews
- field visits
- stakeholders interviews
- focus groups and other participatory techniques for information gathering

The terminal evaluation is to provide evidence-based information that is credible, reliable and useful. The evaluation followed a participatory and consultative approach ensuring close engagement with government counterparts, in particular the project teams, UNDP Country Office, the GEF operational focal point, UNDP-GEF Technical Adviser based in the region and key stakeholders at national and local level, especially key stakeholders at the three decontaminated sites and at the three representative (of the eight) Integrated Vector Management (IVM) pilot villages. The terminal evaluation was conducted in February – March 2015 and included three stages:

A. Evaluation Preparation. The evaluators:

- carried out an extensive review and analysis of all relevant sources of information.
- conducted identification of sources of data and decided on data collection procedures.
- developed evaluation matrix, established an implementation plan, and prepared a detailed plan for the evaluation mission and site visits.
- prepared an Inception Report with detailed mission programme including the evaluation approach and methodology to be used.

B. Evaluation Mission.

- As per the TORs, an evaluation mission in Mauritius took place from 25 February to 6 March 2015. Inception Meetings were held separately with several key project stakeholders at the beginning of the mission to brief on the purpose and methodology of the TE, to obtain latest update on the project, and to finalize the mission schedules and arrangements. Participants of the key stakeholders included:
 - UNDP Mauritius Country Office (UNDP CO), International Implementing Agency (IA);
 - Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management (MoE), Executing Agency (EA)
 - Ministry of Health and Quality of Life (MoH), Executing Agency (EA)
- Field visits were made to the 3 decontaminated sites and 3 representative IVM pilot villages
- At the conclusion of the mission, the initial findings were presented by the evaluators at a wrap-up meeting to key stakeholders - MoE and MoH
- The evaluation team met with the GEF Operational Focal

C. Report Preparation

- Initial findings were discussed with MoE, MoHQL and UNDP CO.
- All updates and materials received during the mission and field visits were carefully reviewed and analysed.
- Missing information and clarifications were sought through telephone calls and email exchanges.
- All data was consolidated and a draft report prepared by the evaluators and forwarded to UNDP Mauritius Country Office to check for inaccuracies, and subsequently circulated to all project partners and key project stakeholders to go through the review process.
- Consolidated comments on the draft report received from UNDP Mauritius Country Officer were reviewed by the evaluators, and a final terminal evaluation report was finalized. An “audit trail”

is included in the final report to indicate how the comments received were (or were not) addressed in the final terminal evaluation report.

As defined in the TOR, a scoring was required for the following performance criteria and sub-categories:

- **Monitoring and Evaluation:** M&E design at entry; M&E Plan Implementation; and Overall quality of M&E;
- **IA & EA Execution:** Quality of UNDP Implementation; Quality of Execution - Executing Agency; and Overall quality of Implementation/Execution;
- **Assessment of Outcomes:** Relevance; Effectiveness; Efficiency; Overall Project Outcome Rating;
- **Sustainability:** Financial resources; Socio-political; Institutional framework and governance; Environmental; and Overall likelihood of sustainability.

Ratings are expressed as Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) Highly Unsatisfactory (HU) for *Outcomes, Effectiveness, Efficiency, M&E and I&E Execution*; Likely (L), Moderately Likely (ML), Moderately Unlikely (MU) Unlikely (U) for *Sustainability*; and Relevant (R), Not Relevant (NR) for *Relevance*. Rating by the evaluators is reflected in the Evaluation Rating Table below.

Evaluation Rating Table

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

Note: A full explanation of the rating scale is provided in Annex VIII of the Report

Some of the limitations in conducting the terminal evaluation due to the short mission duration in the country are listed below, such limitations do not however impact on the quality and reliability of the data/information:

- Only 3 representative pilot villages participate in the IVM strategy were selected for field visit, and discussions were held with a limited number of IVM volunteers available to participate.
- Only selective records at UNDP were reviewed to verify disbursements and to reconcile with expenditures reflected in the 2012 and 2013 audit reports. In-kind contributions by the Government were obtained from the Executing Agency (MoE and MoH). As the financial records for 2015 was not yet available at time of the terminal evaluation, the disbursements reflected in this report is as of 31 December 2014.

Summary of Conclusions, Recommendations and Lessons Learned

Main Conclusions

Project Design / Formulation

The project was well-designed, with separate, carefully thought-out strategy to specifically address the first two of three priorities identified in Mauritius NIP. The project document clearly defined the project

objectives, outcomes, outputs, activities and milestones, with key stakeholders responsible for the project activities properly identified. The project remains relevant to the national development policies as well as the priorities identified in its NIP. The design of two separate main themes has proven effective in achieving complete disposal of obsolete POPs pesticides with complementary implementation of Integrated Vector Management (IVM) as alternative to DDT usage for malaria control. The elimination of POPs pesticides, the application of alternatives to DDT for vector management, and the introduction of IVM were made achievable through active participation of the local communities, in response to the effective implementation of project activities by the executing agencies, MoE and MOH.

The project budget and co-financing commitments were appropriate for the level of intervention, the intended outputs were achievable for the planned four-year duration of implementation, the capacities of the executing agencies (MoE and MoH) were appropriately effective for the level of project intervention.

Project Implementation

Both UNDP as the International Implementing Agency, and MoE and MoH as the Executing Agencies exercised timely and effective management actions, provided quality support to ensure timely project inputs to ensure achievement of the project outputs and outcomes. As a result, a reasonably good rate of project delivery was recorded and the actual co-financing exceeded the level committed at project design. UNDP Mauritius Country Office was instrumental in applying adaptive management in moving the IVM strategy forwarded.

Each of the two main themes of the project has its separate Logical Framework and Implementation Plan established and contains detailed intended outputs, indicators of achievement and timeline, making it an effective management and M&E tool during project implementation.

All project activities were implemented effectively though the implementation duration was extended by 36 months beyond the 4-year duration. All project outputs and outcomes were successfully achieved. The valuable technical guidance and support provided by the international and national technical experts to both themes contributed to an effective implementation and successful achievement of the outcomes of the two themes.

Despite delays in launching of the IVM activities, the introduction of the IVM strategy was expedited through the deployment of an incentive scheme as an adaptive management to attract IVM volunteers to promote the IVM strategy to the pilot communities, to generate the much needed community interest at the pilot villages. However, the further extension of the IVM strategy to more communities and its eventual national replication will require more effective mobilization and innovative stimulus to attract active community participation. For input of the IVM data collected into the Central Data Management System, while brainstorming on the system's establishment has been ongoing since 2011, the System is yet to be established.

The project has provided a platform to promote effective partnership, coordination and collaboration amongst key stakeholders, more prominently, MoE, MoH, and MoLG. However, at the district and local community levels, effective coordination is still a challenge.

The project encountered a 36-month delay in project completion; the main causes for the delay are due to external factors beyond the control of the project: a) time taken at the inception of the project to recruit the project manager, the Inception Workshop did not take place until April 2009; b) additional mobilization time required to address additional hazardous chemicals and contaminated soil identified to be disposed with additional co-financing; c) delay in securing alternative destination (France) for waste disposal as the originally planned destination (Belgium) did not accept the POPs waste import request; time required for processing of necessary permits for the disposal of contaminated soil in Netherland, and the difficulties and lengthy time (6 months) to secure the transit permits from the Singaporean authorities for the transshipment of the obsolete POPs pesticides and contaminated soil to the final destination for

environmentally sound disposal; and d) the delay and the difficulties in mobilization local communities and volunteers in active participation in the IVM activities.

Project Results

All intended outputs and outcomes of the project have been fully achieved, though with a 36-month delay in project completion. The quantities of obsolete POPs pesticides and contaminated soil for final disposal exceeded the target, with the costs of the extra quantity of obsolete chemicals stock (46 additional tons of DDT) and contaminated soil (from decontamination of two additional sites) disposal supported by government co-financing.

Theme 1 – Disposal of obsolete POPs chemicals and decontaminated of POPs-infested areas

The use of POPs chemicals in Mauritius has largely been restricted to PCBs in transformers and DDT as malaria vector control agent in air-and seaports. The project has achieved the intended outcome of the destruction of POPs chemicals and the clean-up of all three contaminated storage structures and the soil that had been contaminated in the vicinity of the DDT storage sites at Fort George, Pamplemousses Powder Mill and Mahebourg Hospital. A stock of 5 metric tons of technical DDT was retained for safe storage in two warehouse store rooms at Pamplemousses Powder Mill in 9 UN approved big bags as a precautionary measure in case of malaria outbreak. The Government of Mauritius also took advantage of the decontaminated action to go beyond the scope of the project, provided additional co-financing to decontaminate the soil and premises of Mahebourg and Pamplemousses hospitals, in addition to the project covering one DDT site (Fort George) as a demonstration. With the guidance and support of the international and national technical experts, the ability of handling hazardous and dangerous wastes has been enhanced in the following manner:

- The capacity and capability of government officials and private sector in addressing hazardous waste issues strengthened;
- Training was provided to over 50 participants on the requirements of the Stockholm, Basel and other international conventions/agreements on POPs and other hazardous chemicals wastes;
- Recommendations provided regarding the development of procedures and policies for sustainable management of any future POPs (if discovered), hazardous and dangerous chemicals, and guidelines provided for appropriate health and safety training and implementation on future chemicals disposal.
- A “Responsible Care” programme that provided training workshops and guidance to government officials, private sectors, industrial and agricultural associations on safe and sustainable handling and disposal of chemicals. Four pamphlets were produced and disseminated; eight half-day training workshops targeting the main sectors using chemicals were undertaken for a total of 354 participants from 40 different public and private institutions/companies as well as NGOs.

The following obsolete POPs pesticides inventories were collected, packed, handled and removed to a licensed POPs destruction facility in a cost-effective and environmentally sound manner. The following quantities of POPs pesticides were disposed:

Store / Sites	POPs Chemicals	Quantity	
		Inventory	Disposal
Ministry of Health facilities at Pamplemousses Powder Mill	DDT	116 Tons	138 Tons
MSIRI	Dieldrin	8 Litres	13 Litres
Roger Fayd” Herbe	Mirex	64 Kg	63 Kg
Deep River Beau Champ sugar plant	Aldrin	13 Litres	13 Litres
CEB	PCB containing oil	5,000 Kg	5,000 Kg

An additional quantities of 6.7 tons of hazardous chemicals were also collected and sent for disposal. Furthermore, about 300 cubic meters of DDT contaminated soil excavated from the three sites (Pamplemousses Powder Mill, Mahebourg Hospital and Fort George) were packed in 290 Flexible Intermediate Bulk Containers (FIBCs) and shipped to the Netherlands for sound disposal. The three sites were refilled with clean uncontaminated top soil.

The successful completion of the scopes of work for sound handling and disposal under Theme 1 included the effective participation of governmental ministries, private waste handling and logistics firms, NGOs and University in Mauritius, as well as a shipping line, an environmental consulting firm from Europe, a POPs destruction facility in France.

Theme 2 – Development and Demonstration of Alternative Strategies for Malaria Vector Management

The project international technical expert recommended discontinue use of DDT for residual spraying at airport and seaport, a list of alternatives was introduced as replacement. After laboratory and small-scale field trials on the efficacy of DDT and alternative insecticides, new formulations of pyrethroids, e.g. Lambda-cyhalothrin 10CS was selected as alternative to DDT, and the use of pyrethroid insecticides for indoor residual spaying. Use of DDT was gradually reduced in 2010 and pyrethroid insecticides has been used successfully since 2011 as alternative to replace DDT for malaria vector management at air- and seaports. MoH has retained a 5 metric tons stock of technical DDT as precautionary measure in case of malaria outbreak, with safe storage in two locked rooms at the Pamplemousses Powder Mill location.

To alleviate the impact of substitution of DDT and improve on malaria vector management thus reducing the risk of malaria outbreaks, a multi-stakeholder Integrated Vector Management (IVM) strategy was introduced and then expanded to 8 pilot villages in the districts of Pamplemousses, Riviere du Rempart and Flacq. Implementation of IVM strategy encountered delayed after the December 2012 Village Council election as some IVM volunteers were elected and stopped working for the project. The project experienced difficulties in the recruitment to re-establish the volunteer groups. Adaptive management was deployed to recruit an IVM Coordinator Assistant (IVMCA) to handle the identification and recruitment process and incentive scheme was introduced to facilitate the recruitment of IVM volunteers and generate interest and active participation of the communities. Through training workshops and multi-stakeholder workshops on IVM to establish IVM committees at the district / municipal level in the pilot villages, residents are more willing to take proactive actions to improve environment that affects their personal and community health. Through the IVM activities, general public are more aware of the necessity for a clean environment for human health.

Through strengthening of local capacity, vector surveillance was decentralized to district level that would increase the coverage and frequency of surveillance operation in the district, to facilitate better targeted and timelier vector management activities. A Longitudinal Impact Assessment Study (LIS) was commissioned to assess the effectiveness of the IVM strategy through an impact study covering health, ecological, behavioural and socio-economic parameters. It concluded that although communities appeared to have sufficient knowledge of practices to prevent mosquito proliferation, actual community mobilization to take practical steps towards reduction of mosquito breeding sites remained hesitant. There is need to attract more volunteers into the process of IVM and that IVM volunteers need to be formalized at the community and that non-financial incentives are required to sustain their efforts.

Recommendations

The main recommendations of the terminal evaluation for the two themes of the project are:

Theme 1 – Disposal of obsolete POPs chemicals and decontamination of POPs=infested areas

Recommendation 1: It is recommended that the MoH to **undertake periodic inspection** of the DDT stock,

in order to detect leakage and ensure its safe storage;

Recommendation 2: MoE to encourage and attract active participation of the private sector and industrial associations involved in the import, distribution, use and handling of pesticides and hazardous chemicals to put the “Responsible Care” Program into practice.

Theme 2 – Development and Demonstration of Alternative Strategies for Malaria Vector Management

Recommendation 1: MoH to incorporate the responsibilities of IVM coordination into the TOR of regional health officers; and the tasks of community vector surveillance into the TOR of district health inspectors;

Recommendation 2: District Councils to systematically undertake regular bulk clean-up in villages;

Recommendation 3: MoLG to enforce stricter application of the public health act regarding vacant land owners;

Recommendation 4: Design and establish the much needed Central Data Management System to capture and analyse vector data for effective monitoring of water borne diseases.

Recommendation 5: Involve and empower youth and women organizations, and encourage NGOs to actively participate in the implementation of the IVM strategy;

Recommendation 6: Encourage active participation of high school and university students in data collection and vector surveillance through incentive programmes such as free computer training which equip them with a valuable, functional skill set;

Recommendation 7: Increase awareness through intensive mass media promotion and publicity on IVM and personal health;

Recommendation 8: Initiate creative incentives to generate increased and active participation at community level;

Recommendation 9: Through private-public-partnership, dedicate a certain percentage of the Corporate Social Responsibility (CSR) fund to finance better vector management;

Recommendation 10: Institute recognition and award system to motivate active volunteer work in the implementation of the IVM strategy.

Lessons Learned

A summary of lessons learned is outlined below. Lessons learned are concluded based on the review of project documents, interviews with key stakeholders, and analysis of data/information collected in the course of the terminal evaluation.

- **Sound technical inputs and relevant experience is a contributing factor to successful project design and implementation.** In both Theme 1 (*Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas*) and Theme 2 (*Development and Demonstration of Alternatives Strategies for Malaria Vector Management*), international technical experts and national technical experts worked collaboratively to provide sound technical guidance and inputs, conducted technical workshops and training sessions.
- **Good planning is essential to ensure timely project inputs to achieve project outcomes.** The project experienced a 36-month delay in project operation completion. Better planning and anticipation of the difficulties would have minimized the length of the delay.
- **In addressing malaria vector management, adopt an integrated approach to address a holistic approach on water borne diseases.** Since MoH already has an “Operational Plan for the Prevention and Control of Chikungunya and Dengue” issued in November 2009, it might have been more effective to incorporate the IVM strategy into this operational plan as an overall water borne diseases issue, rather than as a stand-alone vector management issue.

1 INTRODUCTION

1.1 CONTEXT AND PURPOSE OF EVALUATION

United Nations Development Programme (UNDP) Evaluation Policy states that “Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and long-term outcomes. Projects can be evaluated during the time of implementation, at the end of implementation (terminal evaluation), or after a period of time after the project has ended (ex-post evaluation). Project evaluation can be invaluable for managing for results, and serves to reinforce the accountability of project managers, Country Offices, Principal Technical Advisors, etc. Additionally, project evaluation provides a basis for the evaluation of outcomes and programmes, as well as for strategic and programmatic evaluations and Assessment of Development Results (ADRs), and for distilling lessons from experience for learning and sharing knowledge. In UNDP, project evaluations are mandatory when required by a partnership protocol, such as with the Global Environment Facility (GEF).”

A revised Policy on Monitoring and Evaluation was approved by the Global Environment Facility Council in November 2010. GEF M&E Policy aims to “promote accountability for achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF activities.” It further states that “GEF results will be monitored and evaluated for their contribution to global environmental benefits.” The policy enunciates that the GEF partners, in addition to conducting various other evaluations, also evaluate projects “at the end of the intervention (terminal evaluation).”

The objective of the TE was to analyse the implementation of the project, to assess the effectiveness and efficiency of project achievements to deliver the stated objective and outcomes, as well as evaluation of the project’s contribution towards the implementation of Mauritius’s National Implementation Plan (NIP) to the Stockholm Convention (SC). It established the relevance, performance and success of the project, including sustainability of results. The evaluation also brought together and analysed best practices, specific lessons learned, and recommendations regarding strategies employed and the implementation arrangements, that may be relevant to or replicable by other projects in the country and/or countries in other parts of the world.

The TE provided a comprehensive and systematic account of the performance of the completed project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by the GEF including any agreed changes in the objectives during project implementation, and any other results. It drew lessons that can both improve the sustainability of benefits from this project, and aids in the overall enhancement of UNDP programming. The TE reviewed the project’s progress from its inception to operational closure, and concluded whether the project as a whole have achieved its objectives. The TE had four complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project implementation;
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities;
- To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues;
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

1.2 SCOPE AND METHODOLOGY

An overall approach and method for conducting terminal evaluation of UNDP-supported GEF-financed projects has been developed overtime, as reflected in a revised UNDP Handbook on Planning, Monitoring and Evaluation for Development Results. The Handbook provides practical guidance and tools to

strengthen results-oriented planning, monitoring and evaluation in UNDP. The terminal evaluation for this project involved using the following methods:

- documentation reviews
- field visits
- stakeholders interviews
- focus groups and other participatory techniques for information gathering

The terminal evaluation was to provide evidence-based information that is credible, reliable and useful. The evaluation followed a participatory and consultative approach ensuring close engagement with government counterparts, in particular the project teams, UNDP Country Office, the GEF operational focal point, UNDP GEF Technical Adviser based in the region and key stakeholders at national and local level. The TE included three stages:

A. Evaluation Preparation.

The evaluators:

- carried out an extensive review and analysis of all relevant sources of information, including GEF Project Identification Form (PIF), UNDP project document, narrative or financial project reports, technical reports, Annual Project Reports (APR), Project Implementation Reports (PIR), GEF focal area tracking tools, and other materials that could facilitate evidence-based assessment.
- conducted identification of sources of data and decided on data collection procedures.
- developed evaluation matrix, established an implementation plan, and prepared a detailed plan for the evaluation mission and site visits.
- prepared an Inception Report with detailed mission programme including the evaluation approach and methodology to be used.

B. Evaluation Mission.

- As per the TORs, an evaluation mission in Mauritius took place from 25 February to 6 March 2015. Inception Meetings were held separately with several key project stakeholders at the beginning of the mission to brief on the purpose and methodology of the TE, to obtain latest update on the project, and to finalize the mission schedules and arrangements. Participants of the key stakeholders included:
 - UNDP Mauritius Country Office (UNDP CO), International Implementing Agency (IA);
 - Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management (MoE), Executing Agency (EA); and
 - Ministry of Health and Quality of Life (MoH), Executing Agency (EA).
- Field visits were made to the 3 decontaminated sites and 3 representative IVM pilot villages.
- Additional information/data were collected during interviews and discussions.
- At the conclusion of the mission, the initial findings were presented by the evaluators at a wrap-up meeting to key stakeholders - MoE and MoH.
- The evaluation team met with the GEF Operational Focal Point to further explore additional inputs and views on the project, and on GEF activities in the country.

C. Report Preparation

- The initial findings were discussed with the Executing Agency, MoE, MoHQL and the Implementing Agency, UNDP.
- All updates and materials received during the mission and field visits were carefully reviewed and analysed.
- Missing information and clarifications were sought through telephone calls and email exchanges.
- All data was then consolidated and a draft report prepared by the evaluators and forwarded to UNDP Mauritius Country Office to check for inaccuracies, and subsequently circulated to all project partners and key project stakeholders to go through the review process.

- Consolidated comments on the draft report received from UNDP Mauritius Country Officer were reviewed by the evaluators, and a final terminal evaluation report was finalized. An “audit trail” was included in the final report to indicate how the comments received were (or were not) addressed in the final terminal evaluation report.

As defined in the TOR, a scoring was required for the following performance criteria and sub-categories:

- Monitoring and Evaluation:** M&E design at entry; M&E Plan Implementation; and Overall quality of M&E;
- IA & EA Execution:** Quality of UNDP Implementation; Quality of Execution-Executing Agency; and Overall quality of implementation/Execution;
- Assessment of Outcomes:** Relevance; Effectiveness; Efficiency; Overall Project Outcome Rating;
- Sustainability:** Financial resources; Socio-political; Institutional framework and governance; Environmental; Overall likelihood of sustainability.

Ratings are expressed as Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) Highly Unsatisfactory (HU) for *Outcomes, Effectiveness, Efficiency, M&E and I&E Execution*; Likely (L), Moderately Likely (ML), Moderately Unlikely (MU) Unlikely (U) for *Sustainability*; and Relevant (R), Not Relevant (NR) for *Relevance*. Rating by the evaluators is reflected in the Evaluation Rating Table below. A Rating Scales table is included as Annex VIII.

Evaluation Rating Table

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

Note: A full explanation of the rating scale is provided in Annex VIII of the Report

The evaluators would like to point out some of the limitations in conducting the terminal evaluation, due to the short mission duration in the country. It is noted that such limitations do not impact on the quality and reliability of the data/information:

- Only 3 representative pilot villages participate in the IVM strategy were selected for field visit, and discussions were held with a limited number of IVM volunteers available to participate as many of the volunteers had left the IVM programme after the period of their engagement.
- In reviewing financial aspects, only selective records at UNDP were reviewed to verify disbursements and to reconcile with expenditures reflected in the 2012 and 2013 audit reports. In-kind contributions by the Government were obtained from the Executing Agency (MoE and MoH). As the financial records for 2015 was not yet available at time of the terminal evaluation, the disbursements reflected in this report is as of 31 December 2014.

1.3 STRUCTURE AND PROCEDURE OF EVALUATION

The structure of the evaluation is designed to engage an evaluation team consists of an international consultant and team leader (Mr. William Kwan) and a national consultant (Ms. Laurence Reno). TE was

conducted from 16 February to 31 March 2015 and included an evaluation mission in Mauritius for the period of 25 February – 6 March 2015. The TE followed the Terms of Reference provided by UNDP Mauritius Country Office and approved by the Regional Technical Adviser (RTA) based in Istanbul. The evaluation team followed the UNDP *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects*, and the revised *GEF Monitoring and Evaluation Policy, 2010* in conducting evaluation. The TE involved three stages: Evaluation Preparation, Evaluation Mission, and Report Preparation, as indicated in Section 1.2 Scope and Methodology.

1.4 KEY ISSUES ADDRESSED

The Terminal Evaluation conducted an assessment of project performance, based against expectation set out in the Monitoring and Evaluation Indicators stipulated in the project document, which contains the Performance and Impact Indicators on project implementation along with corresponding Means of Verification. The TE analysed the following five main criteria:

- **Relevance.** The extent to which the activities are suited to local and national development priorities and policies and to global environmental benefits to which the GEF is dedicated; the analysis includes an assessment of changes over time.
- **Effectiveness.** The extent to which the results have been achieved or how likely they are to be achieved.
- **Efficiency.** The extent to which results have been delivered with the least costly resources possible; also called cost-effectiveness or efficacy.
- **Sustainability.** The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.
- **Impact:** Verifiable long-term effects produced by the intervention, intended or unintended, direct or indirect.

1.5 STRUCTURE OF THE EVALUATION REPORT

The structure of the evaluation report follows the Evaluation Report Outline in the Terms of Reference as provided by UNDP Mauritius Country Office. The evaluation report contains an “Opening” page and an “Introduction” section that provide general information about the project and the terminal evaluation; a “Project Description and Development Context” section that outlines detailed information on the project; the “Findings” section analyses and assesses the project’s design and implementation, including the project’s M&E activities, as well as the levels of achievement of project results, and evaluates on the sustainability of project outcomes; conclusions, best and worse practices, lessons learned as well as actions to follow up on the project are included in the “Conclusions, Recommendations and Lessons Learned” section at the end of the report. An Executive Summary at the beginning of the terminal evaluation report summarizes all pertinent information on the terminal evaluation activities, findings, conclusions, recommendations and lessons learned.

As required by its M&E Policy, GEF stipulates that rating should be used to assess project outcomes, relevance, effectiveness and efficiency, M&E, IA and EA execution, and sustainability, an Evaluation Ratings Table, containing the evaluators’ rating applying rating scales stipulated by the TE Evaluation Guidance, is included in the Terminal Evaluation Report.

2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 BASIC PROJECT DATES, START AND DURATION

In the Medium-Sized Project Proposal submitted to the GEF CEO for Request for Funding, the four-year project starting date was set at March 2008, with expected closing date of March 2012, and submission of Terminal Evaluation Report by September 2012. The GEF Grant approved was USD902,250 and

Government and other in-kind co-financing commitment of \$930,000. The UNDP project documents was fully signed by the Government and UNDP by 24 June 2008, and project implementation date started on June 2008. No Mid-Term Evaluation was required for this MSP, a no-cost project extension was first requested on 9 January 2013 with a revised project completion date of 31 December 2013 which was further revised with project operational closure date extended to 31 March 2015. Terminal Evaluation was conducted during the period of 16 February – 31 March 2015. Table 1 below gives an overview of the Project Milestone Dates:

Table 1: Project Milestone Dates

Milestone	Expected Date	Actual Date
CEO Endorsement/Approval	July 2007	10 April 2008
Agency Approval Date	March 2008	24 June 2008
Implementation Start	March 2008	24 June 2008
Mid-Term Evaluation	Not required	Not required
Project Completion	March 2012	March 2015
Terminal Evaluation/Project Completion Report	September 2012	May 2015
Operational Project Closure	March 2012	March 2015
Financial Project Closure	March 2013	

2.2 PROBLEMS THAT THE PROJECT SEEKS TO ADDRESS

The use of POPs chemicals in Mauritius had largely been restricted to PCBs in transformers and DDT as malaria vector control agent. Small amount of other POPs pesticides had been offered but were never applied in significant amounts. The application of PCBs in transformers had been stopped in the 80s but there were still some transformers in use that contain PCBs. As to DDT o vector control, this was still in use, albeit in moderate amounts – around 600 kg/year.

The use of DDT has also led to soil contamination around the previous and current three storage sites. Improper handling when transferring DDT into spray equipment as well as deteriorated packaging kept adding to the contamination at the only remaining DDT storage site in Pamplémousses.

The project is the implementation of the first two of three priorities identified in the NIP of Mauritius. The project would be executed in two themes with the first addressing all obsolete POPs chemicals and decontamination of POPs-infested sites, including DDT, the second theme is a gradual introduction of a malaria vector control plan that will make the use of DDT in the mid-term redundant. The two components are connected through the current use of DDT for malaria vector which constitutes the largest source of obsolete POPs contamination. While one part disposes and decontaminates, the other part prevents reoccurrence in the future in the one and only ongoing POPs application and assure in this way the project’s sustainability through the laboratory tests, small-scale field trials and eventually application of suitable alternatives and introduction of Integrated Vector Management (IVM) strategy.

2.3 IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT

The objective of this project is the implementation of the first two priorities from the NIP. Mauritius decided to combine addressing the first two priorities in one project because of perceived synergies that will facilitate implementation and reduce related costs. Both priorities involve disposal and remediation, while the third priority will focus more on process modifications. In addition, sustainable disposal of and decontamination from POPs chemicals can only be obtained when the underlying cause is removed. Therefore the combination of both priorities secures sustainability as well.

Imports, exports and use of all POPs except DDT are already forbidden in Mauritius. Phasing out the use of DDT while ridding the country from existing obsolete stockpiles and related contamination combined with adequate enforcement, awareness and training will create a sustainable POPs-free system in the country.

The immediate objective of Theme 1 is to remove obsolete POPs stocks and remediation of related POPs contamination in Mauritius, while the immediate object of Theme is to enhance the national ability to prevent or manage vector-borne diseases with reduced reliance on DDT.

2.4 BASELINE INDICATORS ESTABLISHED

As the project addresses the first two of the three priorities identified in the NIP, the project contains two separate major themes addressing each of the priority. A Project Logical Framework was established for each of the two themes. The Logical Framework defined each theme's Outputs, Indicators of Achievement, Means of Verification and Assumptions/Risks listed which served as a very useful tool during project implementation and for the Terminal Evaluation. A Project Implementation Plan was also included detailing project activities to be undertaken to achieve each of the outputs, as well as Timeline of implementation of the activities during the 4-year implementation period. A detailed cost breakdown is also provided for each of the two themes.

2.5 MAIN STAKEHOLDERS

Main stakeholders of the project were identified at project formulation stage and their respective roles in project implementation were adequately defined in the Management Arrangements section of the project document. The project was executed by the MoE with support of UNDP Mauritius Country Office under Country Office Support to National Execution (NEX) modality. The project was monitored by a Steering Committee which reviewed implementation progress, endorsed work plans, provided guidance and assisted in the resolution of issues experienced during implementation. The Steering Committee was chaired by the National Project Director of the MoE, and included the following key stakeholders:

- Ministry of Health and Quality of Life
- Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management
- Ministry of Public Utilities
- Ministry of Industry, Small & Medium Enterprises, Commerce & Cooperatives
- Farmers Service Corporation
- MSIRI
- MACOSS
- Ministry of Agro Industry & Fisheries
- CEB
- Mauritius Revenue Authority (Customs & Excise Department)
- AREU
- University of Mauritius
- Ministry of Finance & Economic Development
- UNDP
- Ministry of Labour & I.R.
- Ministry of Local Government
- Ministry of Tourism
- NGOs (APEXHOM, MACOSS, MFW and PANeM)

2.6 EXPECTED RESULTS

As stated in the Project Document, upon completion, the project is expected to result in the following outcomes:

1. A suitable legal and enforcement structure to sustain the outcomes of the project in the future
2. A comprehensive awareness and responsible care program to make importers, distributors, users and the general public aware of the risks involved in the use of chemicals in general and POPs specifically
3. An effective non-DDT based vector control program that will limit the chance of importing malaria and can deal with possible outbreaks
4. Removal and disposal of all obsolete POPs chemicals
5. Removal and disposal of the few remaining transformers that have PCB containing oils that exceed international standards
6. Remediation of all POPs infested sites that exceed internationally acceptable standards

Related to these expected outcomes, following outputs are expected:

1. Disposal plans will be prepared for all identified POPs containing stockpiles
2. Rehabilitation plans will be prepared for each identified POP contaminated site
3. Pilot remediation will be conducted to allow stakeholders to gain valuable knowledge and experience
4. Remediation of other sites will be conducted using acquired local capacity and expertise through counterpart funding
5. Together with industry and agricultural associations a “Responsible Care” program will be implemented and maintained through recurrent training
6. The existing regulatory framework will be reviewed and, where applicable, adapted

3 FINDINGS

3.1 PROJECT DESIGN/FORMULATION

The Medium-Sized Project (MSP) Proposal and the project document (ProDoc) are used as main reference for the Terminal Evaluation. Both the MSP Proposal and the ProDoc are of good quality and was well-designed, with separate carefully thought-out strategy to specifically address the first two of three priorities identified in Mauritius’ NIP. The ProDoc clearly defined the project objectives, outcomes, outputs, activities and milestones, with key stakeholders responsible for the project activities properly identified, and financial inputs appropriately budgeted. The overall project design is considered relevant and contain sound strategies for Mauritius to address obsolete POPs chemicals and remains relevant to the national development policies as well as the priorities identified in its NIP. The design of two separate main themes has proven effective in achieving complete disposal of obsolete POPs pesticides with complementary implementation of Integrated Vector Management (IVM) as alternative to DDT usage for malaria control. The elimination of POPs pesticides, the application of alternatives to DDT for vector management, and the introduction of IVM were made achievable through active participation of the community, in response to the effective implementation of project activities by the executing agencies, MoE and MOH.

The project budget and co-financing commitments were appropriate for the level of intervention, the intended outputs were achievable for the planned four-year duration of implementation, capacities of the executing agencies (MoE and MoH) were appropriately effective for the level of project intervention.

3.1.1 Analysis of LFA/Results Framework (Project Logic/Strategy; Indicators)

Separate Project Logical Framework was established for each of the two themes, each with development objectives and immediate objectives, outputs, indicators of achievement, means of verifications and assumptions/risks clearly indicated, that served as useful tool in monitoring and evaluating project progress during implementation, and a useful guide for the evaluators to conduct the Terminal Evaluation.

An analysis of the intended project outcomes was performed to see whether they were “SMART” (Specific, Measureable, Achievable, Relevant, Time-bound), the results of the analysis are summarized below:

Specific (*outcomes must use change language, describing a specific future condition*): The Outcome of each theme is clearly identified. Each outcome contains a number of intended outputs and a series of indicative activities to achieve each output during project implementation or at project completion. Most of the outputs are very specific but not quantified, except for the quantity of obsolete POPs chemicals to be disposed of under Theme 1.

Measurable (*Results, whether quantitative or qualitative, must have measureable indicators, making it possible to assess whether they were achieved or not*): The project established a very specific quantitative value of the inventoried amount of obsolete POPs chemicals stocks for environmentally sound disposal and the areas where contaminated soil are to be cleaned up and disposed of. While no quantitative value was indicated in the Logical Framework for theme 2, the description of the project activities and the resultant intended outputs were clear enough for the evaluators to conduct analysis and assessment, to determine the extent to which the project results were achieved.

Achievable (*Results must be within the capacity of the partners to achieve*): During project formulation, all project activities were discussed and consulted among key stakeholders, financial and technical resources were assessed, and capacity of key project partners was evaluated. With activities to establish and strengthen infrastructure and capacity, as well as enabling policy environment, the project outputs and outcomes were achievable within the four-year period of implementation. The 36-month delay in project operational closure can be attributed to three major reasons: a) the delay in the recruitment of the project manager has caused a delayed project start-up, the Inception Workshop did not take place until April 2009. Moreover, the premature departure of the this project manager at the third year of project implementation necessitated taking an adaptive management measure; with the overall day-to-day project management responsibilities being assumed by MoE personnel since the resignation; b) the delay in obtaining transit permit for the shipment of obsolete POPs chemicals and the contaminated soil further prolonged these particular activities; and c) the difficulty in attracting IVM volunteers required taking adaptive management by introducing an incentive scheme to make up for the late implementation of the IVM strategy, coupled with the initial lack of active participation from the communities of the pilot villages.

Relevant (*Results must make a contribution to selected priorities of the national development framework*): The project design and formulation was to address the first two of the three priorities identified in the NIP of Mauritius and is relevant to the national development priority. All project components are relevant to achieving the outcomes of a) removal of obsolete POPs chemicals in an environmentally sound manner and the remediation of related POPs contamination in Mauritius, and b).national ability enhanced to prevent or manage vector borne diseases with reduced reliance on DDT. The objectives of the project continues to be relevant to the current national development priorities.

Time-bound (*Results are never open-ended. There should be an expected date of accomplishment*): All indicative project activities required to produce the intended outcomes and outputs have been assigned a practicable implementation time schedule and the appropriate budget that could have been achieved within the four-year project duration. The project closure encountered a 36-month delay as described in the above paragraph under "Achievable." With better anticipation and applying timely adaptive management during implementation, the delay in project operational closure could have been shortened.

3.1.2 Assumptions and Risks

Assumptions and risks for each theme were clearly identified and found to be logical and practical. Some of the assumptions identified, e.g. "assumption of an increased mandate for district health offices" and the assumption that "actors other than Health are willing to take responsibility for environmental health" had not been adequately addressed during project implementation thus affecting the effectiveness of project achievement and the lacking of active participation of the IVM volunteers and communities in the IVM strategy at pilot villages.

3.1.3 Lessons from other relevant projects Incorporated into Project Design

While there are many GEF projects that include POPs disposal and decontamination actions and they were used as reference in cost calculations, the remote location of Mauritius makes such comparison of only limited use. On the other hand, UNIDO's projects in Africa that included development of a toolkit for environmentally sound and economically feasible remediation technologies were of interest to Mauritius.

For alternatives to DDT and IVM strategy, since conditions for malaria disease in Mauritius are most similar to those on the African continent, and Mauritius is part of the WHO-AFRO Region. The project proposed to link with three countries to build capacity on IVM and opportunities for sharing in lessons learnt. The project's linkage to the African Network on Vector Resistance, under the auspices of the WHO, was to be through participation in workshops of this network. The linkages are expected to benefit the project.

During implementation of the project however, such linkage was not actively pursued. As this was the first POPs project, the project did not have the opportunity to draw upon experience and lessons of other projects.

3.1.4 Planned Stakeholder Participation

At project design and formulation, an extensive group of stakeholders were consulted throughout project development. This included the following entities:

- The Ministry of Environment and NDU
- The Ministry of Health and Quality of Life
- The Ministry of Public Utilities
- The Central Electricity Board
- The Ministry of Local Government
- The Ministry of Agro Industries and Fisheries
- The Ministry of Finance and Economic Development (Finance division)
- The Ministry of Labour, IR & E
- The Police Force
- The Fire Services
- The Mauritius Sugar Industry Research Institute
- NGOs representing industry and agriculture

During project implementation, a Project Steering Committee met regularly and was very active in undertaking its functions to review implementation progress, endorse work plans, provide guidance and assist in the resolution of issues experienced during implementation. The Steering Committee was chaired by the National Project Director of the MoE, and included the following key stakeholders:

- Ministry of Health and Quality of Life
- Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management
- Ministry of Public Utilities
- Ministry of Industry, Small & Medium Enterprises, Commerce & Cooperatives
- Farmers Service Corporation
- MSIRI
- MACOSS
- Ministry of Agro Industry & Fisheries
- CEB
- Mauritius Revenue Authority (Customs & Excise Department)
- AREU
- University of Mauritius
- Ministry of Finance & Economic Development
- UNDP

- Ministry of Labour & I.R.
- Ministry of Local Government
- Ministry of Tourism
- NGOs (APEXHOM, MACOSS, MFW and PANeM)

The active participation of the key stakeholders has facilitated effective coordination and collaboration amongst ministries, to achieve the project results. It is noted that the NGO APEXHOM was entrusted with the execution of the “Responsible Care” programme, however, the NGO left the project as it did not have the necessary resource to carry out the activity. A consultant was recruited instead in 2014 to complete implementation of this component.

3.1.5 Replication Approach

While Theme 1 of the project is the disposal of obsolete POPs chemicals, there is no expectation of replication actions. However, this theme includes a “Responsible Care” programme that provides guidance and training to government officials, private sector and industrial associations in the environmental sound handling of POPs and hazardous chemicals; therefore, replication of this programme will be essential to the sustainability of the project results under this theme.

For the introduction of the DDT-free IVM strategy in the pilot villages, the project result is expected to be extended to more locations and finally for national replication. However based on the project results achieved so far, the evaluators considered that much more efforts, through intensive media campaign and stricter enforcement of the Public Health Act concerning vacant land owners’ responsibilities, will be needed to bring about more active participation of the communities for the national replication of the IVM strategy to be successful. As successful demonstration of a decentralized strategy of vector management emphasizing environmental methods and community participation could provide an important example to other countries in terms of the potential effect on vector population and people’s awareness. The results in Mauritius could potentially be replicated in other small-island states and play an important exemplary role for larger countries in Sub-Saharan Africa, MENA and Asia that are currently in the process of developing IVM strategies.

3.1.6 UNDP Comparative Advantage

UNDP has a comparative advantage in the area of Persistent Organic Pollutants, specifically with respect to Capacity Building and provision of Technical Assistance. The project benefitted from UNDP’s experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation.

UNDP has a Country Office presence in Mauritius and works closely with Government of Mauritius on projects in the areas of GEF focal areas such as biodiversity, climate change, POPs, international waters as well as multi-focal areas. This presents a unique opportunity in terms of collaboration with the Government and other national partners, as well as opportunities to benefit from lessons-learned and experiences from other UNDP projects, in particular in terms of capacity building, technical assistance, procurement, awareness raising, etc.

The evaluators were of the opinion that UNDP Mauritius certainly has the comparative advantage to support the Government of Mauritius in implementing such kind of project under Country Office Support to NEX modality, in particular in the recruitment of project staff, consultants, other contractual arrangements such as procurement of complex services and goods of significant value, and overall project management and implementation support.

3.1.7 Linkages between Project and Other Interventions within the Sector

The project is the product of the PDF-A “Sustainable Management of POPs in Mauritius” in response to the National Implementation Plan of Mauritius. The IVM strategy relates to three regional malaria vector

control projects (Africa, Central America and MENA) although it is recognized that the situation in Mauritius is somewhat different as malaria is imported and recently rare because of a thorough system of malaria case management and through existing tight vector control at air- and seaports. Nonetheless, there is still basis for sharing experiences and lessons learnt between projects tackling similar issues.

The results of the “Responsible Care” programme, whose focus was to strengthen foundational capacities for sound chemicals management within the country, had allowed the country to develop a project for submission to the SAICM Quick Start Programme, to support initial enabling capacity building and implementation activities.

3.1.8 Management Arrangements

This project was executed by the Ministry of Environment, Sustainable Development, Disasters and Solid Waste management (MoE) with the support of UNDP Country Office under Country Office Support to NEX modality. The recruitment of consultants and other contractual arrangements such as procurement of goods and services of significant value were provided by UNDP.

The project was monitored by a Steering Committee (SC) that met bi-annually to review implementation progress, endorse work plans, provide guidance and assist in the resolution of any issues experienced during implementation. The committee was chaired by the National Project Director of MoE and included representation from the following entities:

- Ministry of Health & QL
- Ministry of Environment & NDU
- Ministry of Public Utilities
- Ministry of Industry, Small & Medium Enterprises, Commerce & Cooperatives
- Farmers Service Corporation
- MSIRI
- MACOSS
- Ministry of Agro Industry & Fisheries
- CEB
- Mauritius Revenue Authority (Customs & Excise Department)
- AREU
- University of Mauritius
- Ministry of Finance & Economic Development
- UNDP
- Ministry of Labour & I.R.
- Ministry of Local Government
- Ministry of Tourism
- NGOs (APEXHOM, MACOSS, MFW AND PANeM)

MOE carried out overall executing responsibility of all aspects of the project implementation, and appointed a National Project Director (NPD), responsible for:

- reporting and monitoring,
- standard setting (waste disposal as well as clean-up levels),
- all aspects of execution not assigned to UNDP (major contracts),
- any other project-related activities, and
- Coordination with other ministries in their areas of responsibilities.

After a period of delay, UNDP was able to resolve the difficulties in recruiting a Project Manager, as a result, the project Inception Workshop did not take place until April 2009. Reporting to the NPD, the Project Manager undertook day-to-day project management functions, providing detailed periodic

progress reports before each Steering Committee, with suggestions of good idea for project activities. Unfortunately the delay in the recruitment and, more importantly, the subsequent premature departure of the Project Manager during the third year of implementation has seriously impacted on the timely completion of the project.

3.2 PROJECT IMPLEMENTATION

In the project document, the project outcomes, outputs and activities were detailed for each of the two themes and included the Project Logical Framework describing Indicators of Achievement, Means of Verification and Assumptions/Risks, these descriptions provide a useful mean for the evaluators to assess the effectiveness and efficiency of project implementation.

3.2.1 Adaptive Management

The project has deployed a number of adaptive management measures, most significant measures are:

- The difficulties in the recruitment of the project manager has caused delay in the start-up of project implementation. Subsequently, the premature departure of the project manager during the third year of project implementation necessitated MoE and UNDP to undertake adaptive management in designating a MoE personnel to assume the project manager's functions. This action not only avoided further implementation delay, but also offered MoE a new opportunity to more closely and directly manage and monitor the progress of project implementation, and to have much more influence on the outcomes of the project.
- To address the initial delay in the recruitment of the IVM volunteers and the lack of interest and participation of the community in the pilot villages, MoE and UNDP had to hire an IVM Coordinator Assistant and introduce, as a last measure, an incentive scheme to attract and recruit IVM volunteers to promote the IVM strategy in the pilot villages. Overall, such adaptive management has yielded positive results in the introduction of the IVM strategy. In some villages like St. Julien, the adaptive management has brought about faster positive results, whereas in other villages, the initiative has started off well or is starting well but will require more intensive support from VBCD for some time for capacity building, and experience-sharing from other pilot villages.

The adaptive management can be said to have positively contributed to the achievement of the IVM pilot programme under Theme 2, and to the project results.

3.2.2 Effective Partnership Arrangements

As previously mentioned, the project has conducted extensive consultation with key stakeholders during project development phase. During project implementation, the Project Steering Committee that consisted of a wide representation from Government ministries, private sectors, institutions and NGOs, took active actions and met bi-annually to review implementation progress, endorse work plans, provide guidance and assist in the resolution of any issues experienced during implementation. Such active and effective partnership arrangement contributed to the success of the project in achieving the expected project results.

3.2.3 Feedback from M&E Activities Used for Adaptive Management

The quarterly, annual report from the project team to the Project Steering Committee, as well as the PIRs were used as the main instruments to evaluate project progress, identify issues encountered during project implementation to determine adaptive management measures required. As a result of the feedback from the M&E activities, two adaptive measures were undertaken during project implementation, as described in 3.2.1 above.

3.2.4 Project Finance

The total project budget at CEO Endorsement/Approval was USD1,832,250 of which USD902,250 was GEF grant and USD930,000 co-financing from the Government and Private Sector.

The project was implemented by MoE with support of UNDP Country Office under Country Office Support to National Execution (NEX) modality.

Table 2 - Project Financial Framework

Project component	GEF financing (USD)		Co-financing (USD)			Total Disbursed (by 2014)
	Approved	Disbursed (by 2014)	Promised	Actual (Type / contributor)	Disbursed (by 2014)	
Theme 1 – Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas	400,000	529,927	230,000	792,367 (Cash/MoE) 82,260 (Cash/UNDP) 690,000 (In-kind/MoE) Total: 1,564,627	1,485,838	2,015,765
Theme 2 – Development and demonstration of Alternatives Strategies for Malaria Vector Management	502,250	313,265	700,000	900,000 (In-kind/MoH)	900,000	1,213,265
Total	902,250	843,192	930,000	2,464,627	2,385,838	3,229,030

Note: Amounts reflected in the co-financing disbursement as of 31 December 2014 include \$690,000 in-kind disbursement for Theme 1 and \$900,000 in-kind disbursement for Theme 2. In-kind disbursements were processed by MoE and MoH, the disbursements are not reflected in UNDP financial records (CDRs)

A review of UNDP's financial records, in particular the Combined Delivery Reports (CDRs) for the years 2008 to 31 December 2014, recorded total disbursement as of 31 December 2014 was USD1,639,030, for which expenditure against GEF grant amounted to USD843,192 and expenditure against co-financing was USD795,838. Of USD795,838 expenditure against co-financing, USD713,578 was from additional cash co-financing contributions by the Government of Mauritius (MoE) towards activities under Theme 1 to dispose of additional 6.7 tons of non-POPs hazardous chemicals and contaminated soil from two additional contaminated sites, the remaining expenditure of USD82,260 was cash co-financing contribution from UNDP. The expenditure against GEF grant represents a disbursement rate of 93.45% (\$843,192/\$902,250), while the total project expenditure represents a disbursement rate of 89.45% (\$1,639,030/\$1,832,250) against the original total project budget. Inclusive of the in-kind contributions and disbursements, the project achieved a delivery rate of 95.90% (\$3,229,030/\$3,366,877) against the total project budget inclusive of actual co-financing realized (\$902,250 + \$2,464,627 = \$3,366,877). All the above disbursement rates reflect very good rate of disbursement, an indication of a smooth progress in project implementation. A cross-reference of the financial and expenditure records against the 2012 and 2013 audit reports prepared by KPMG was undertaken by the evaluators, and verified that the expenditures for these two years match those expenditure figures reported in the audit reports. Audit for the fiscal year 2014 was not yet available at the time when terminal evaluation was conducted.

In addition to cash contributions, in-kind contributions were also provided by the Government of Mauritius totalling USD1,590,000, total cash and in-kind contributions from the Government of Mauritius and UNDP therefore amounted to USD2,464,627 against the original committed co-financing amount of USD930,000. As the first quarter 2015 UNDP account was not yet available, and there were pending disbursements against commitments made up to the project operational completion date of 31 March 2015, it was not possible for the evaluations to present observations of the project financial situation beyond 31 December 2014.

The project has been successful in completing all planned project activities and achieving the expected project results within the allocated budget, with one exception that the Central Data Management System is yet to be designed and established, while its budget has been redeployed as incentive scheme payment to the recruitment of IVM volunteers. Nonetheless, the evaluators consider that the financial resources were used prudently and followed strictly the financial rules and regulations of both the IA (UNDP) and the EA (MoE).

The project was considered cost-effective taking into account that obsolete POPs chemicals identified in the NIP inventory were totally disposed of in an environmentally sound manner, and that additional contaminated soil and other hazardous chemicals were disposed of with additional costs covered by the Government, University of Mauritius and private sector.

Table 3 UNDP/GEF Fund Approval and Annual Disbursement by Themes

Project Component	GEF financing (USD)								
	Approved (ProDoc)	Disbursed (2008)	Disbursed (2009)	Disbursed (2010)	Disbursed (2011)	Disbursed (2012)	Disbursed (2013)	Disbursed (2014)	Total
Theme 1 – Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas	400,000	-	26,974	22,960	37,949	371,917	3,799	66,328	529,927
Theme 2 – Development and demonstration of Alternatives Strategies for Malaria Vector Management	502,250	1,465	57,984	83,710	67,904	60,722	41,997	(517)	313,265
Total	902,250	1,465	84,958	106,670	105,853	432,639	45,796	65,811	843,192
% of total approved project budget		0%	9.45%	12%	12%	48%	5%	7%	93.45%

Table 3a) Overall Co-Financing Contributions and Disbursement: (Government includes MoE, MoH, Ministry of Labour, MoLG)

Co-financing (Type/Sources)	IA own Financing (million US\$)		Government (million US\$)		Other Sources* (million US\$)		Total Financing (million US\$)		Total Disbursement** (million US\$)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant	0	0.082	0	0.792			0	0.874	0	0.874
Credits										
Equity										
In-kind			0.900	1.590	0.030	0	0.930	1.590	0.930	1.590
Non-grant Instruments										
Other Types										
Total	0	0.082	0.900	2.382	0.030	0	0.930	2.464	0.930	2.464

*Other Sources include contributions from IVM pilot districts, APEXHOM, PANeM and Caritas). Please see breakdown in tables below.

**Total disbursement is as of 31 December 2014

Table 3b) Co-financing from Other Sources: Others

Co-financing (Type/Sources)	IA own Financing (million US\$)		Government (million US\$)		Other Sources * (million US\$)		Total Financing (million US\$)		Total Disbursement (million US\$)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant					0.030	0	0.030	0	0.030	0
Credits										
Equity										
In-kind										
Non-grant Instruments										
Other Types										
Total					0.03	0	0.030	0	0.030	0

*Other Sources include contributions from (CEB, APEXHOM, IVM pilot districts, PANeM and Caritas).

3.2.5 Monitoring and Evaluation Design at entry and implementation (*) - **(Satisfactory)**

The project document contained a Monitoring and Evaluation Plan and Budget that would be conducted in accordance with established UNDP and GEF policies and procedures, in compliance with GEF-4 indicators. M&E activities, lead responsible parties, budget and timeframe were clearly identified in the Monitoring and Evaluation section of the project document. The logframe for each of the two themes of the project contains detailed indicators of achievement, means of verification, and assumptions and risks that provide milestones for measuring project implementation progress and performance.

During project implementation, both UNDP as the IA and MoE as the EA undertook effective and timely monitoring and evaluation activities through quarterly and annual reports by the project team provided to the Project Steering Committee.

Based on the above evaluation, the evaluators rate the Monitoring and Evaluation Design at entry and implementation as **Satisfactory (S)**.

3.2.6 UNDP and Implementing Partner Implementation/Execution (*) Coordination and Operational Issues - **(Satisfactory)**

UNDP as IA and MoE as EA exercised prudent and quality management actions to ensure achievement of project outcomes and objectives in a timely manner. UNDP as the International Implementing Agency, as stipulated in the Management Arrangements, provided strong support to and worked cooperatively with MoE and MoH during project implementation, suggested and undertook adaptive management to ensure achievement of project results. MoE as the Executing Agency, and MoH as the main responsible party for activities under Theme 2, worked collaboratively with UNDP and other key stakeholders, exercised prudent guidance and support. Working together with UNDP, MoE and MoH quickly undertook adaptive management measures to designate a female official from MoE to assume the responsibilities of the premature departed project manager. Collectively, they also initiated an incentive scheme to make it possible to have the IVM volunteers recruited.

Despite delay in the operational completion of the project, for all their individual and collective efforts and strong support exercised throughout project implementation to successfully achieve the project results and ensure sustainability, the evaluators rate the IA and EA coordination and cooperation as **Satisfactory (S)**.

3.3 PROJECT RESULTS

3.3.1 Overall Results (Achievement of Objectives) (*): Outputs and Outcomes - **(Satisfactory)**

Outcome of Theme 1 – *Removal in an environmentally sustainable way obsolete POPs pesticides and PCB stocks and the remediation of related soil contamination*. The outcome and the related outputs of this theme (removal and destruction of POPs chemicals from Mauritius, including 5 medium-size electrical transformer carcasses; removal of DDT contamination from contaminated soil; and development of procedures and policy for sustainable management of any future POPs of hazardous chemicals found in Mauritius) have all been successfully achieved. Not only have all the obsolete POPs chemicals identified in the inventory but additional hazardous chemicals been packed in UN approved containers and transported in sea containers to a licensed facility in France for environmentally sound disposal, thus rid Mauritius of all POPs and hazardous chemicals in the country. Table 4 below shows the quantities of POPs pesticides identified in the original inventory and the actual quantities that were finally disposed:

Table 4 – Quantities of obsolete POPs chemicals inventory and quantities finally disposed

Store / Sites	POPs Chemicals	Quantity	
		Inventory	Disposal
Ministry of Health facilities at Pamplemousses Powder Mill	DDT	116 Tons	138 Tons
MSIRI	Dieldrin	8 Litres	13 Litres
Roger Fayd” Herbe	Mirex	64 Kg	63 Kg
Deep River Beau Champ sugar plant	Aldrin	13 Litres	13 Litres
CEB	PCB containing oil	5,000 Kg	5,000 Kg

MoE, the University of Mauritius and private sectors also took advantage of the opportunity to go beyond the scope of the project to dispose of an additional 46 tons of DDT and 6.7 additional tons of hazardous chemicals for disposal.

While the project aims at clean-up of one site financed by GEF, two additional sites were also decontaminated by the Government with additional Government co-financing. The project completed actions to decontaminate the soil and premises of the Pamplemousses Powder Mill, the Mahebourg Hospitals and the Fort George sites. About 300 cubic meters of DDT contaminated soil from the three sites were packed in 290 Flexible Intermediate Bulk Containers (FIBCs) and shipped to the the Afvalstoffen Terminal Moerdijk B.V (ATM) in the Netherlands for sound disposal, with the three sites restituted and refilled with clean uncontaminated top soil. In the process, government officials and private sector also gained knowledge on sound handling of hazardous chemicals through training activities. The transport and disposal of the obsolete POPs pesticides and hazardous chemicals, as well as the contaminated soil were supported by official certifications of disposal issued by the handling agency and the final disposal facilities.

The project also strengthened the ability and capacity of Mauritius to soundly manage hazardous and dangerous wastes and related issues in the following manner:

- Capacity and capability of government and private sector in addressing wastes issues strengthened;
- Over 50 participants were trained on the requirements of Stockholm, Basel and other international conventions/agreements on POPs and other hazardous chemical wastes;
- Recommendations provided regarding the development of inventories of future POPs (if discovered), hazardous and dangerous chemicals, and guidelines provided for appropriate health and safety training and implementation on future chemicals disposal.

Outcome of Theme 2: - An enhanced capacity to develop and implement alternative strategies for malaria vector management. The use of DDT was successfully substituted with pyrethroids for vector control spraying at air- and seaports. IVM strategy was introduced in 8 pilot villages in the districts of Pamplemousses, Riviere du Rampart and Flacq with local surveillance of mosquito breeding places and monitoring the pyrethroid alternative to ensure safe use. The objectives were to sensitize the community to help in the fight against the proliferation of mosquitoes by preventing accumulation of stagnant water, reduce the use of insecticides, help decentralize surveillance of vectors, establish a decentralized IVM and implement IVM strategies in 8 pilot villages to eventually extend nationally to all villages. The IVM strategy was introduced during a short period of 4-5 months only and has generated mixed but encouraging results. Workshops and training sessions have been carried out, IVM Committees have been set up, meetings organized, and an IVM Instruction Manual has been developed. Several activities have been carried out to strengthen community participation at district/municipal level, including setting up a “Rubber Tyre

Project” competition in secondary schools from pilot villages of the North for the judicious re-use of dumped rubber tyres. As a result of the activities, the community and the general public is now more aware of the linkage between the environment and their personal health. This good momentum must be seized and built upon in order to bring about a more active community participation for a national replication to be successful.

For the above reasons as project activities had been effectively carried out to generate the successful achievement of the project objectives and outcomes, in particular, the specific development and immediate objectives of each of the two themes, the rating given by the evaluators for Overall Project Outcomes is **Satisfactory (S)** despite the 3-year delay in project operational completion. To support this rating, the evaluators would like to highlight the fact that the project not only successfully achieved its stated project objectives and outcomes, it has in fact substantially exceeded the project’s expected targets as supported by the following evidences:

- Under Theme 1, all 4 outputs (*Evaluation and safeguarding of POPs inventories; Disposal of obsolete POPs stocks; Clean-up of infested areas; and Institution of a “Responsible Care” program that includes POPs*) has all been fully realized. 46 additional tons of DDT and additional hazardous chemicals were disposed of in addition to the inventory quantity original identified;
- Theme 1 aims at clean-up of one contaminated site financed by GEF. The project however ended with the clean-up of two additional contaminated sites and the contaminated soil disposed of with additional co-financing from the Government;
- Under Theme 2, the switch from DDT to pyrethroids as alternative for vector management and control has achieved sustainable success, generating long-lasting national and global environmental benefits;
- There had been higher number of pilot villages participated in the IVM strategy under Theme 2. The five more villages that joined the programme had yielded better results on decentralized vector surveillance and data collection that would potentially increase the rippling effects and success of the programme, and influence positively on the national replication of the IVM strategy;
- All the training models and awareness campaign materials produced by the project are being used as knowledge products in schools and by MoE and MoH as effective tools to institutionalize sound management of hazardous chemicals and vector management;
- An almost 3-fold increase in the cash and in-kind co-financing provided by the Government and the private sectors. Increased co-financing was utilized to cover the disposal of additional hazardous chemicals and contaminated soil, thus assisted Mauritius to getting rid of most of its hazardous chemicals and contributing to national and global environmental benefits;
- Indirect cost savings realized by the non-replacement of the premature departure of the project manager were redeployed to support some planned activities that otherwise would have been sacrificed to free up funds for more priority activities. The fact that day-to-day project management functions were assumed by assigned personnel in MoE, together with direct involvement of project implementation by assigned project teams in MoE and MoH, has enhanced implementation capacities. The established institutional structure and enhanced capacity will be sustained to benefit existing and future project implementation;
- The main reasons for the late completion of both themes were due to external factors that were beyond the control of project implementation, though better anticipation during project implementation might have reduced the length of delay in project completion.

For Theme 1, the delay was caused by the unexpected length process for the project to secure the transshipment licenses from Singapore for the transportation of the obsolete POPs pesticides and hazardous chemicals to its final disposal location in France as well as the processing of necessary permits for the disposal of contaminated soil in Netherlands. Together, these delays amounted to about one and half years delay on the project. As there was the interest of private

sector and the Government to dispose of additional hazardous chemical wastes. The time taken to finalize negotiation with public and private sectors for additional co-financing was also a factor of delay.

For Theme 2, the delay was caused by lack of interest to undertake the role of IVM volunteer. The initial group of volunteers recruited and trained in IVM left the project after the 2012 village council elections, the exercise of identifying volunteers had to be restarted. The project was able to creatively deploy adaptive management measures by introducing incentive scheme to attract the recruitment of IVM volunteers.

3.3.2 Relevance and Global Environmental Benefits (*) – **(Relevant)**

Relevance: "Extent to which the activity is suited to local and national environmental priorities and policies and to global environmental benefits to which the GEF is dedicated."

The project is not only of relevance to the priorities identified in the NIP of Mauritius and the national development strategy of Mauritius, it especially addressed the first two of three priorities of the NIP. By getting rid of all obsolete POPs chemicals identified in the original inventory and additional hazardous chemicals in Mauritius, and substituting DDT with alternatives for malaria vector management, such actions not only benefit Mauritius, but also in line with GEF Operational Program 14 - *Strengthening Capacity for NIP Implementation; Policy and regulatory framework strengthened to facilitate environmentally sound management of POPs and other chemicals; and Stockpiles of POPs and wastes that contain POPs are managed, contained and disposed of in an environmentally responsible manner* – to contribute to Global Environmental Benefits. Rating for relevance is **Relevant (R)**.

3.3.3 Effectiveness and Efficiency (*)

Effectiveness – **(Satisfactory)**

Effectiveness: "Extent to which an objective has been achieved or how likely it is to be achieved."

Effectiveness of the project is rated **Satisfactory (S)**. Despite the delay in project completion, all outputs and outcomes under both themes and the project objectives have been successfully achieved. The disposal of obsolete POPs pesticides, clean-up of contaminated sites and disposal of contaminated soil had actually exceeded what was planned with additional co-financing provided by the Government. Substitution of DDT with alternatives for malaria vector control and management was implemented with DDT no longer used for spraying at airport and seaports. IVM strategy was introduced with decentralized surveillance and data collection for better vector management. The only exception being that the design and establishment of the data system was yet to be completed.

Efficiency – **(Satisfactory)**

Efficiency: "Extent to which results have been delivered with the least costly resources possible."

The rating for project efficiency is **Satisfactory (S)**. The project has been able to implement all project activities with the GEF resource allocated, while additional activities not originally included in the project (disposal of additional hazardous chemicals and contaminated soil) were supported by additional co-financing from the Government and private sectors in Mauritius. The project was able to redeploy savings realized through non-replacement of the premature departure of the project manager to support some other planned project activities. Had this not been done, some planned activities may have to be sacrificed to free up funds for more priority activities. Efficiency can also be demonstrated by the day-to-day project management functions directly assumed by the assigned personnel in MoE after the premature departure of the project manager, and the close involvement in project implementation by the assigned project teams in MoE and MoH. These two actions have enhanced implementation capacity and facilitated the successful achievements of project objectives and all the project outcomes and outputs. The wide

representation and close involvement of government, private sector, institutions and NGOs in project development, their strong support and active participation as members of the Project Steering Committee during implementation added to the efficient implementation of the project activities. Effective coordination and collaboration among the key stakeholders contributed to an efficient and reasonably smooth project implementation.

In view of the above stated actions that led to the successful achievement of the project objectives and outcomes, it is the opinion of the evaluators that a Satisfactory rating for Efficiency is warranted despite the fact that project operational completion was delayed 36 months. The evaluators also considered that the main reasons for delay in project completion, i.e. - the lengthy period required to obtain permission and acceptance at destination for final disposal of the obsolete POPs pesticides and contaminated soil; the time required to secure transit permit for their transportation under Theme 1, as well as the difficulties in the recruitment of IVM volunteers under Theme 2 until such time an incentive scheme was introduced -, are due to external factors that are not easily controllable by actions of the project teams, even though a better anticipation would probably have reduced the length of delay in project completion.

3.3.4 Country Ownership

The project design and objectives were relevant to the national development priorities and the priorities identified in the NIP of Mauritius to completely dispose of all obsolete POPs pesticides, clean-up of contaminated sites, substitute DDT with alternatives for malaria vector control and management, and complement with the introduction of IVM strategy. The Government of Mauritius is fully committed to meeting its obligation under the Stockholm Convention.

3.3.5 Mainstreaming

Gender and Development

The disposal of obsolete POPs chemicals, the clean-up of contaminated sites, and the introduction of IVM strategy all contribute to improving the environment and human health. The introduction of IVM strategy in the pilot villages, and eventually through the national replication programme, will benefit the women, children, indigenous people and the marginalized group the most. With the opportunity of placing a female MoE personnel as acting Project Manager upon the premature departure of the project manager during the third year of project implementation, the project also promotes decision-making by female, in addition to have a female director from the MoE as NPD.

Poverty Eradication

Through IVM strategy, environment and human health will be improved at the local communities, thus contributing to the well-being of the general public, in particular those disadvantaged group, and would eventually contribute towards poverty eradication.

3.3.6 Sustainability (*)

Sustainability: "Likely ability of an intervention to continue to deliver benefits for an extended period of time after completion; projects need to be environmentally as well as financially and socially sustainable."

The overall likelihood of sustainability is rated **Moderately Likely (ML)**, consistent with ratings given in the sub-categories below.

Rating for financial risks is **Moderately Likely (ML)**. With the completion of the project, continued financing of the activities initiated under Theme 2 of the project is not ensured. While the disposal of obsolete POPs chemicals and the clean-up of contaminated sites had been effectively achieved, the sustainability of the IVM strategy will require more intensive efforts, particular in terms of financial requirement. The evaluators recommend that continuous government budget been allocated, e.g.

through dedicating a percentage of the CSR for environment improvement as it relates to public/personal health.

Rating for socio-political risks is **Moderately Likely (ML)**. Again, for the sustainability of the IVM strategy, a stronger effort will be required to sustain and increase public interest and awareness. The IVM strategy has barely taken off for a short period of 4 months in the 8 pilot villages, with mixed but encouraging results.

Rating for Institutional framework and governance is **Likely (L)**. Through the introduction of the IVM strategy in the pilot villages, training and public awareness materials as well as training models have been developed. A model infrastructure of the IVM Committee has also been introduced. Such institutional framework can be fully utilized in replicating the IVM strategy at other locations, to achieve national replication.

Rating for Environmental risks is **Moderately Likely (ML)**. The disposal of obsolete POPs chemicals and the clean-up of contaminated sites has contributed to a better/safer environment for the country. While the IVM strategy is to generate action and public awareness for a cleaner environment, that will contribute to human health measures to increase greater community participation will need to be addressed, and requires behavioural changes in such a way that the environment and public health will become a personal health issue.

3.3.7 Impact Assessment, Catalytic Role and Replications

Impact: "Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?"

In order to assess the project in terms of its "impact," the TE was expected to review whether the project has demonstrated:

- a) Verifiable improvements in ecological status;
- b) Verifiable reductions in stress on ecological systems; and/or
- c) Demonstrated progress towards these impact achievements.

The project has implemented all project activities that contributed to the achievement of the objective of each of the 2 themes, and successfully achieved the project outcome and outputs stipulated. Through implementation of the project activities under Theme 1, not only ALL obsolete POPs pesticides identified in the original inventory and additional hazardous chemicals in Mauritius have been disposed of in an environmentally sound manner, eliminating POPs and hazardous chemicals from the country, but also contaminated sites were cleaned up and contaminated soil was transported to the Netherlands for environmentally sound disposal. Additional measures were undertaken with the conducting of the Responsible Care Programme, to provide knowledge and experience to all relevant entities and personnel involved in handling hazardous chemicals to ensure sustainable environmentally sound chemical management. Under Theme 2, the spraying of DDT airport and seaports had ceased since 2011 and was substituted with pyrethroid as alternatives for vector control and management. To ensure sustainability, the substitution action was complemented with the introduction of the IVM strategy to decentralize the responsibilities of malaria surveillance and data collection to the local communities, as a mean to promote and mobilize local community participation and involvement for better vector control and management. The excellent results achieved through implementation of the project activities under the two themes have thus generated very significant positive and sustainable impacts on the environment and human health for the population in Mauritius, with the experience gained and lessons learned that can be shared, promoted and up scaled within Mauritius and the potential to be replicated by other countries with similar situation. The project impacts will also contribute to Global Environmental Benefits as a result of the

disposal of POPs pesticides, hazardous chemicals and contaminated soil, with total elimination of DDT usage for vector management.

4 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

4.1 CONCLUSIONS

The project's most significant achievements can be summarized as:

- Compete disposal of the obsolete POPs chemicals identified in the original inventory
- Clean-up at three contaminated sites and the environmentally sound disposal of contaminated soil
- Substitute DDT with alternatives as vector control at air- and seaports
- Introduction of IVM strategy in 8 pilot villages, which will be expanded to more locations and eventually nationally replicated.

4.2 CORRECTIVE ACTIONS FOR THE DESIGN, IMPLEMENTATION, MONITORING AND EVALUATION OF THE PROJECT

The project design was relevant to the priorities identified in the NIP of Mauritius and the national development priorities, and continues to be of relevance to the current national development strategy. Adaptive management measures were taken during project implementation to:

- a) Avoid further delays or disruptions in project implementation after the premature departure of the project manager. With MoE personnel taking over the responsibilities for day-to-day project management, this provided benefits for a more direct and effective monitoring and management of the project activities, and capacity building within MoE in effective project management;
- b) Introduction of an incentive scheme to attract the recruitment of IVM volunteers that avoided a non-implementation of the IVM strategy.

4.3 ACTIONS TO FOLLOW UP OR REINFORCE INITIAL BENEFITS FROM THE PROJECT

The lack of interest in attracting IVM volunteers and active participation of the community in the IVM strategy will require stronger efforts of the MoH in finding innovative incentives and measures to promote and generate public awareness and participation in the IVM strategy. The emphasis of linking personal health and the environment will be an important message to generate behavioural changes.

4.4 PROPOSALS FOR FUTURE DIRECTIONS UNDERLINING MAIN OBJECTIVES

Continuous financial support from the government, e.g. through dedicating a percentage of the CSR, and efforts to promote behavioural change to improve on participation in the IVM strategy is required.

4.5 BEST AND WORST PRACTICES IN ADDRESSING ISSUES RELATING TO RELEVANCE, PERFORMANCE AND SUCCESS

The project demonstrated a number of best practices which resulted in the successful implementation of the project that may be adopted for the formulation of other projects. Some of the best practices are:

- A wide representation from government entities, private sector, institutions and NGOs in project development and implementation is a contributing factor to successful achievement of the project objectives.
- Timely adaptive management measures undertaken during project implementation has avoided further implementation delay.

On the other hand, a better planning during project implementation will also alleviate the lengthen delay encountered during implementation of the project.

4.6 RECOMMENDATIONS

The main recommendations of the terminal evaluation can be summarized in the following categories based on the two themes of the project:

Theme 1 – Disposal of obsolete POPs chemicals and decontamination of POPs=infested areas

Recommendation 1: It is recommended that the MoH to **undertake periodic inspection** on the stored DDT stock, in order to detect leakage and ensure its safe storage;

Recommendation 2: MoE to encourage and attract active participation of the private sector and industrial associations involved in the import, distribution, use and handling of pesticides and hazardous chemicals to put the Responsible Care Program into practice to achieve sound chemicals management.

Theme 2 – Development and Demonstration of Alternative Strategies for Malaria Vector Management

Recommendation 1: MoH to incorporate the responsibilities of IVM coordination into the TOR of regional health officers; and the tasks of community vector surveillance into the TOR of district health inspectors so that assignment and responsibilities are clearly defined and understood;

Recommendation 2: District Councils to systematically undertake regular bulk clean-up in communities;

Recommendation 3: MoLG to enforce stricter application of the Public Health Act regarding responsibilities of vacant land owners;

Recommendation 4: Design and establish the much needed Central Data Management System (CDMS) to capture and analyse vector data for effective monitoring of water borne diseases;

Recommendation 5: Involve and empower youth and women organizations, and encourage NGOs to actively participate in the implementation of the IVM strategy;

Recommendation 6: Encourage active participation of high school and university students in data collection and vector surveillance through innovative incentives such as free computer training programmes which would broaden their skills set for future employment possibilities;

Recommendation 7; Increase public awareness through intensive mass media promotion and publicity;

Recommendation 8: Initiate creative incentives to generate increased and sustained participation at community level;

Recommendation 9: Through private-public-partnership, dedicate a certain percentage of the Corporate Social Responsibility (CSR) fund to finance better environment/personal health management through effective vector control and management;

Recommendation 10: Institute recognition and award system to motivate active volunteer work in the implementation of the IVM strategy.

4.7 LESSONS LEARNED

A summary of lessons learned is outlined below. Lessons learned are concluded based on the review of project documents, interviews with key stakeholders, and analysis of data/information collected in the course of the terminal evaluation.

- **Sound technical inputs and relevant experience is a contributing factor to successful project design and implementation.** In both Theme 1 (*Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas*) and Theme 2 (*Development and Demonstration of Alternatives Strategies for Malaria Vector Management*), international technical experts and national technical experts worked collaboratively to provide sound technical guidance and inputs, conducted technical workshops and training sessions.

- **Good planning is essential to ensure timely project inputs to achieve project outcomes.** The project experienced a 36-month delay in project operational completion. due to three main reasons: a) delay in the recruitment and subsequently the premature departure of the project manager; b) the time required to secure the transit permit for the transportation of the obsolete POPs pesticides and contaminated soil to the final destination for environmentally sound disposal; and 3) the eventual need to deploy an incentive scheme to attract the active participation of the IVM volunteers. Better planning and anticipation of the difficulties would have minimized the length of the delay.
- **In addressing malaria vector management, adopt an integrated approach to address a holistic approach on water borne diseases.** Since MoH already has an “Operational Plan for the Prevention and Control of Chikungunya and Dengue” issued in November 2009, it might have been more effective to incorporate the IVM strategy into this operational plan as an overall water borne diseases issue, rather than as a stand-alone vector management issue.

5 RESPONSES TO AND ACTIONS TAKEN ON THE COMMENTS RECEIVED ON THE DRAFT TERMINAL REPORT

Comments received from UNDP headquarters on the draft terminal report were accepted and revisions made in the final terminal evaluation report to reflect: limitations in conducting the terminal evaluation; stronger justification in the evaluators’ ratings on Relevance, Effectiveness and Efficiency; a more detailed description on project impact; and justifications on the evaluators’ Satisfactory rating on Efficiency and on the overall project rating.

6 ANNEXES

Annex I	Terms of Reference
Annex II	Itineraries of Evaluation Field Visits
Annex III	List of Persons and entities Interviewed
Annex IV	Summary of Field Visits
Annex V	List of Documents Reviewed
Annex VI	Evaluation Question Matrix
Annex VII	Evaluation Consultant Agreement Form
Annex VIII	Rating Scales
Annex IX	Audit Trail on Comments on the Draft Terminal Evaluation Report
Annex X	Pictures of the project

Annex I – Terms of Reference

Terminal Evaluation Terms of Reference

INTRODUCTION

In accordance with UNDP and Global Environment Facility (GEF) M&E policies and procedures, all full and medium-sized UNDP-supported, GEF-financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) set out the expectations for a Terminal Evaluation (TE) of the UNDP-GEF Project “Sustainable Management of Persistent Organic Pollutants (POPs) in Mauritius” (PIMS #3779)

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

PROJECT SUMMARY TABLE

Project Title:	Sustainable Management of Persistent Organic Pollutants in Mauritius			
GEF Project ID:	3205		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP Project ID:	61756	GEF financing:	902,250	
Country:	Mauritius	IA/EA own:		
Region:	Africa	Government:	900,000	
Focal Area:	Persistent Organic Pollutants/Chemical Waste	Other:	30,000	
FA Objectives, (OP/SP):	Provide assistance to Mauritius in the management of obsolete POPs chemicals and sites that are significantly contaminated by POPs	Total co-financing:		
Executing Agency:	Ministry of Environment Ministry of Health	Total Project Cost:	1,832,250	
Other Partners involved:	Ministry of Public Utilities, Central Electricity Board, Ministry of Environment	ProDoc Signature (date project began):		30/06/2008
		(Operational) Closing Date:	Proposed: 31/03/2015	Actual:

OBJECTIVE AND SCOPE

Mauritius signed the Stockholm Convention on May 23, 2001 and ratified same on July 13, 2004. Article 7 of the Stockholm Convention requires the State Parties develop a National Implementation Plan (NIP). A NIP on Persistent Organic Pollutants (POPs) has been developed with the assistance of the Global Environment Facility and UNDP by the Ministry of Environment in 2005.

To assist Mauritius in the implementation of the NIP, the Global Environment Facility (GEF) has funded a Medium-Size Project entitled ‘Sustainable Management of POPs in Mauritius’ to the tune of US\$ 0.9 M, that was aimed to address the first two priorities identified namely:

- a) Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas
- b) Development and Demonstration of Alternative Strategies for Malaria Vector Management

The project was executed by the Ministry of Environment and the Ministry of Health & Quality of Life (MoH), over a period of 4 years. The project document was signed by Government of Mauritius and United Nations Development

Programme (UNDP) in June 2008. The implementation of the project started in mid- Jan 2009 with the recruitment of the Project Manager

The project provided assistance to Mauritius in the management of obsolete POPs chemicals and sites that are significantly contaminated by POPs.

The specific outcomes of the project were

- i) A suitable legal and enforcement structure to sustain the outcomes of the project in the future
- ii) A comprehensive awareness and responsible care program to make importers, distributors, users and the general public aware of the risks involved in the use of chemicals in general and POPs specifically
- iii) An effective non-DDT based vector control program that will limit the chance of importing malaria and outbreaks of malaria
- iv) Removal and disposal of all obsolete POPs chemicals
- v) Removal and disposal of the few remaining transformers that have PCB containing oils that exceed international standards
- vi) Remediation of all POPs contaminated sites that exceed internationally acceptable standards
- vii) To enhance the ability to develop and implement alternative strategies for malaria vector management with the ultimate aim to eliminate future use of DDT

This project was executed by the Ministry of Environment with the support of UNDP Country Office under Country Office Support to NEX modality. .

Project Results

Theme 1

To date, UNDP has helped the Government to repackage and ship abroad 139 metric tonnes of DDT and 5 metric tonnes of PCBs and PCB-contaminated transformers for responsible disposal. Therefore virtually all POP waste in Mauritius has been eliminated. Only 5 metric tonnes of DDT – the only remaining POP on the island – are safely stored in Pamplemousses as a precautionary measure in case of malaria outbreak. Soil remediation of three sites (at Mahebourg hospital Fort George and Pamplemousses) has also been carried out by transporting contaminated soil to The Netherlands for disposal at an approved facility. In this respect, the initial objectives of the project were largely exceeded as Government provided additional co-financing. The first two priorities of our NIP have thus been adequately addressed.”

Developing Alternatives for POPs

The POPs project has facilitated identification, testing and selection of effective and safe alternatives to DDT, such as pyrethroids, which are derived from chrysanthemum flowers. All DDT spraying in sea and airport areas was discontinued as of end of 2011. Before the project started, 600 kilograms of DDT were used annually.

In order to reduce dependence on DDT for controlling the spread of malaria, the project is working with the Ministry of Health and Quality of Life to develop an Integrated Vector Management (IVM) strategy. The IVM is being piloted at the village level with local surveillance of mosquito breeding places and monitoring of the pyrethroids alternative to ensure safe use.

The work on piloting the new IVM strategy is being fully documented with evidence and recommendations for future decentralized approaches to IVM and will be submitted to the government. This is being helped by the vector Biology Control Division of the MOHQL which is documenting findings from pilot activities including local surveillance of mosquito breeding places, safe use of pyrethroids instead of DDT (which is more suitable for indoor spraying) and protection with bed nets.

Efforts to develop the capacity of stakeholders to safeguard obsolete stockpiles has been prioritized. The Project Steering Committee involving several line ministries and private and non-governmental stakeholders has provided a continuous platform for discussion, information exchange and project management. In September 2014, four pamphlets were launched under the “Responsible Care” programme and a series of workshops were organized for 354 participants from 40 different public and private institutions/companies as well as NGOs, who are accustomed to handling chemicals.

The project has prepared reports and guidance on the safeguarding of POPs wastes for the Ministry of Environment to assist in the storage, handling and transport of obsolete stockpiles. These supplement existing environmental legislation developed for hazardous and dangerous chemical wastes.

Documents setting out best practice for the safe management of POP stockpiles have also been prepared. These include 'Safeguarding of POP Waste', 'Identification of POP Chemicals and Certified Containers', 'Legal Review of Regulations and Laws Governing the Storage, Handling and Disposal of POPs', and 'Potential Remediation of Highly Contaminated POP Sites on Mauritius'.

The project was monitored by a Steering Committee (SC) which met on a quarterly basis to review implementation progress, endorse work plans, provide guidance and assist in the resolution of any issues experienced during implementation

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#).

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

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP-supported, GEF-financed projects have developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Mauritius. Interviews will be held with the following organizations and individuals at a minimum:

- UNDP
- Ministry of Environment, Sustainable Development, Disaster and Beach Management
- Ministry of Health & Quality of Life
- Ministry of Energy and Public Utilities
- Ministry of Labour & I.R.
- University of Mauritius
- Ministry of Industry, Small & Medium Enterprises, Commerce & Cooperatives
- Ministry of Agro Industry & Fisheries
- Central Electricity Board
- Mauritius Revenue Authority (Customs & Excise Department)
- Ministry of Finance & Economic Development
- Ministry of Local Government and Outer Islands

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

- Ministry of Tourism
- NGOs (APEXHOM, MACOSS, MFW AND PANeM)

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIRs, project budget revisions, mid-term review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents – and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference. Subject to availability of funds and agreement of the MOESD and MOHQL, a Terminal Evaluation workshop may also be organized during the evaluation mission.

II. Functions and key results expected:

The International Consultant will be the team leader and will be responsible for the quality of the report and timely submission. The National Consultant will provide supportive roles in terms of professional inputs, knowledge of local policies, local navigation, translation / language support, etc.

A. The review team is expected to prepare an Evaluation Report based on the outline listed in Annex II while specifically including the following aspects:

1. Adequacy of the overall project concept, design, implementation methodology, institutional structure, timelines, budgetary allocation or any other aspect of the project design that the evaluation team may want to comment upon.
2. Extent of progress achieved against the overall Project Objective disaggregated by each of the individual Outcomes, Outputs and Activities (including sub-activities); as against the Impact Indicators identified and listed in the project document. Extent of the incremental value added with project implementation.
3. Performance in terms of in-time achievement of individual project activities as well as overall project in terms of adherence to planned timelines.
4. Relevance and adequacy of mid-course changes in implementation strategy with PSC approval, if any and the consequent variations in achievements, if any.
5. Evaluate the impact of the project activities on the various government institutions.
6. Extent of effectiveness of awareness generation activities by way of quality of promotional packages / awareness material, number of Awareness Programmes, Trainings undertaken and level of awareness created. Quality of documentation, if any, produced under the project like, brochure, etc. should also be considered.
7. Pattern, in which funds have been leveraged, budgeted, spent and accounted for in the project.

B. The team should also focus its assessments on project impacts as listed:

- a) Perceptions on the “Situation at the end of the Project” as it seems to the review team at the terminal review stage
- b) Nature and scale of the policy impact made by the project, if any, on relevant line departments of the Government or other policy making bodies
- c) Extent of effectiveness of capacity building initiatives undertaken under the aegis of the project
- d) Appropriateness and effectiveness of the institutional arrangement deployed in the project with alternative scenarios, if any
- e) Details of co-funding, if any, leveraged by the project and its impact on the project achievements (a “Financial Planning Co-financing” format is enclosed in Annex II for reporting);
- f) The effectiveness of monitoring and overseeing systems such as Project Steering Committee and suggestion on improvements if any

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework ([Annex A](#)), which provides performance and impact indicators for project

implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

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

PROJECT FINANCE / CO-FINANCE

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

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
<ul style="list-style-type: none"> • In-kind support 								
<ul style="list-style-type: none"> • Other 								
Totals								

MAINSTREAMING

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

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project

has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Mauritius. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government, etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 1 month according to the following plan:

Activity	Timing (person day involvement per consultant)	Completion Date
Preparation and desk work	3 days	15 February 2015
Evaluation Mission	5 days	16-20 February 2015
Draft Evaluation Report & draft GEF Tracking Tool	5 days	25 February 2015
Final Report & final GEF Tracking Tool	2 days	5 March 2015

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

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

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

The International consultant will be allocated 15 person days and the National Consultant 15 person days input.

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

TEAM COMPOSITION

The International consultant should have:

- Advanced University Degree (Masters or equivalent) in an environmental-related field such as environmental science or public health or related field
- At least 5 years of relevant professional experience in public health or waste management
- Demonstrated ability to assess complex situations, succinctly distils critical issues, and draw forward-looking conclusions and recommendations;
- Highly knowledgeable of GEF and UNDP-GEF monitoring and evaluation policies procedures an advantage;
- Familiarity with Mauritius or any Small Island Development States (SIDS);
- Excellent in human relations, coordination, planning and team work.
- Be fully IT-literate

Competencies

- Excellent communication (spoken and written) skills in English and French
- Excellent writing, analytical and research skills
- Showing strong attention to details
- Excellent interpersonal skills
- Ability to work in a multicultural and international environment
- Ability to work under pressure and to meet tight deadlines

The National consultant should have

- Advanced University Degree (Masters or equivalent) in an environmental-related field such as environmental science or public health
- At least 5 years of relevant professional experience in public health or waste management in Mauritius
- Demonstrated ability to assess complex situations, succinctly distils critical issues, and draw forward-looking conclusions and recommendations;
- Knowledgeable of GEF and UNDP monitoring and evaluation policies procedures an advantage;
- Excellent in human relations, coordination, planning and team work.
- Be fully IT-literate

Competencies

- Excellent communication (spoken and written) skills in English and French
- Excellent writing, analytical and research skills
- Showing strong attention to details
- Excellent interpersonal skills
- Ability to work in a multicultural and international environment
- Ability to work under pressure and to meet tight deadlines

EVALUATOR ETHICS

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

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
20%	Submission of Inception report
30%	Following submission and approval of the 1ST draft terminal evaluation report & draft GEF Tracking Tool
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report & GEF Tracking Tool

APPLICATION PROCESS

Applicants are requested to apply on <http://jobs.undp.org>. Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs). The international consultant and the national consultant should apply separately and the final team will be decided by the UNDP CO.

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

ANNEX A: PROJECT LOGICAL FRAMEWORK

Project Logical Framework Theme-1

NARRATIVE SUMMARY	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
Development objective To reduce emission of POPs into the global environment			
Immediate objective Removal of obsolete POPs stocks and remediation of related POPs contamination in Mauritius	<ul style="list-style-type: none"> - Analysis and safeguarding of existing obsolete POPs stockpiles and contaminated areas - Disposal of obsolete POPs stockpiles - Decontamination of POPs contaminated areas 	Progress reports	Assumes good project management with regular reporting
Output 1 Evaluation and Safeguarding -	<ul style="list-style-type: none"> - All POPs contamination of soil and sludge properly identified - All POPs stockpiles properly safeguarded - Relevant disposal methods evaluated - Disposal sites and related transportation identified 	<ul style="list-style-type: none"> - Project progress reports - Expert mission reports - Test analysis reports - Field visits 	<ul style="list-style-type: none"> - Assumes good cooperation between local experts, international experts and project management. - A risk will be overlapping responsibilities
Output 2 Disposal of obsolete POPs Inventories	<ul style="list-style-type: none"> - Preparation of disposal specifications - Contracting of a disposal site following UNDP bidding guidelines - Certification of disposal 	<ul style="list-style-type: none"> - Written specifications - Bidding documents - Bid analysis report - Contracts - Shipping papers - Certification(s) of disposal 	<ul style="list-style-type: none"> - Risks violation of procedures and international treaties - Risks that surplus DDT will not be accepted in other countries - Risks expiration of efficacy of DDT
Output 3 Clean-up of contaminated Areas	<ul style="list-style-type: none"> - Preparation of clean-up specifications - Selection of a contractor following pertinent UNDP bidding guidelines - Certification of decontamination 	<ul style="list-style-type: none"> - Written specifications - Bidding documents - Bid analysis report - Contracts - Shipping papers - Certification(s) of disposal 	<ul style="list-style-type: none"> - Assumes the identification of sufficient qualified potential contractors
Output 4 Institution of a "Responsible Care" program	<ul style="list-style-type: none"> - Preparation of a training syllabus - Issuance of training certificates - Written training syllabus 	<ul style="list-style-type: none"> - Expert reports - Attendance records - Training certificates 	<ul style="list-style-type: none"> - Assumes cooperation with local associations - Assumes interest of participants - Risks resistance to verification ("tests")

Project Logical Framework Theme-2

NARRATIVE SUMMARY	INDICATORS OF ACHIEVEMENT	MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
<p>Development objective</p> <p>To reduce emission of POPs into the global environment</p>			
<p>Immediate objective</p> <p>To enhance the national ability to prevent or manage vector-borne diseases with reduced reliance on DDT</p>	<p>a. Reduced seasonal densities of malaria vector mosquitoes</p> <p>b. Reduced annual use of DDT</p> <p>c. Absence of malaria outbreaks</p>	<p>Reports made by partner organizations</p> <p>Impact study (before and after) in selected locations</p>	<p>a. Assumes continued central government support for inter-sectoral collaboration and decentralization of health services</p> <p>b. Assumes that prophylactic measures and medication efforts for malaria control remain at the current high level</p>
<p>Output 1</p> <p>Continued need for DDT evaluated</p>	<p>a. Risk assessment of imported disease conducted</p> <p>b. Laboratory studies and small-scale field trials on efficacy of DDT and alternative chemicals completed</p> <p>c. Study results to serve as basis for possible replacement of DDT with other insecticides</p>	<p>a. Field visits by project staff and reports on research findings from partner organization</p> <p>b. Official data on insecticide use for indoor residual spraying</p>	<p>Assumes that the evaluation results will form a conclusive basis for decision-making</p>
<p>Output 2</p> <p>Decentralized capacity for surveillance strengthened</p>	<p>a. Health inspectors and vector control teams in the project districts trained and supervised on aspects of vector surveillance</p> <p>b. Doubling of coverage or frequency of surveillance in project districts.</p>	<p>a. Project monitoring and evaluation visits.</p> <p>b. Central-level supervisory visits</p> <p>c. Surveillance records and database.</p>	<p>Assumes an increased mandate for district health offices. This is considered inherent to the decentralization effort and is expected to enhance local ownership</p>
<p>Output 3</p> <p>Decentralized IVM strategy established</p>	<p>a. Mechanisms established and methods developed for analysis and decision-making for IVM at district and municipal levels</p> <p>b. Curricula developed for hands-on education of local stakeholders on the biology and epidemiology of disease</p> <p>c. District staff trained on facilitation skills</p> <p>d. Multi-stakeholder IVM committees and implementation of IVM established in project districts</p>	<p>a. Project monitoring and evaluation visits</p> <p>b. Reports of specific meetings by health staff</p> <p>c. Detailed case study reports</p>	<p>Assumes that actors other than Health are willing to take responsibility for environmental health. Mitigation: the provided education will link vector-borne disease to domestic, construction and agricultural activities (incl. sugar sector)</p>
<p>Output 4</p> <p>IVM demonstrated in project districts</p>	<p>a. Increase in environmental management by communities</p> <p>b. Low seasonal peaks of vector mosquitoes</p> <p>c. Absence of malaria outbreaks</p>	<p>a. Mosquito surveillance data</p> <p>b. Health office reporting system</p> <p>c. Impact assessment study covering health, ecological, behavioral and socio-economic parameters</p>	<p>Assumes coverage of project districts</p> <p>Risk: Occasional seasonal typhoons may lead to increased vector breeding habitat</p>

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

Document	Description
Project document	UNDP project document and revisions Project identification form (PIF) endorsement document
Project reports	Inception report reports /Audit reports/Progress reports/Annual Review Reports/consultant reports
Work plans	Quarterly work plans
Minutes	Steering group meetings with experts, team staff etc.
Other relevant materials	As identified during the document review, including relevant legislation and policy documents on the project subject matter since start of project implementation
Information materials produced by the project activities	Information strategy Training manuals Best practices methods and publications Documents on the project website

The following documents will also be available:

- The project M&E framework
- Knowledge products from service providers
- Project operational guidelines, manuals and systems;
- Maps
- The GEF Implementation Completion Report guidelines; and,
- The UNDP Monitoring and Evaluation Frameworks. M & E Operational Guidelines, all monitoring reports prepared by the project;
- Financial and Administration guidelines;
- Consultant reports produced by the project

ANNEX C: EVALUATION QUESTIONS

Evaluative Criteria	Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local and national levels?				
<ul style="list-style-type: none"> Is the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD)? 	<ul style="list-style-type: none"> How does the project support the environment and sustainable development objectives of the Republic of Mauritius? 	<ul style="list-style-type: none"> In line with the national priorities mentioned in the UNDP Country Programme Document 	<ul style="list-style-type: none"> UNDP Country Programme Document Project document 	<ul style="list-style-type: none"> Documents analyses Interviews with UNDP and project team
<ul style="list-style-type: none"> Is the project relevant to other international conventions objectives? 	<ul style="list-style-type: none"> Does the project support other international conventions, such as the Stockholm Convention? 	<ul style="list-style-type: none"> Priorities and areas of work of other conventions incorporated in project design 	<ul style="list-style-type: none"> Project documents National policies and strategies Other international conventions, or related to environment more generally and other international convention web sites 	<ul style="list-style-type: none"> Documents analyses Interviews with project team UNDP and other partners
<ul style="list-style-type: none"> Is the project relevant to the GEF Persistent Organic Pollutants/Chemical Waste focal area? 	<ul style="list-style-type: none"> How does the project support the GEF Persistent Organic Pollutants/Chemical Waste focal area? 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and GEF Persistent Organic Pollutants/Chemical Waste focal area? 	<ul style="list-style-type: none"> Project documents GEF focal areas strategies and documents 	<ul style="list-style-type: none"> Documents analyses GEF website Interviews with UNDP and project team
<ul style="list-style-type: none"> Is the project relevant to the Republic of Mauritius's environment and sustainable development objectives? 	<ul style="list-style-type: none"> Is the project country-driven? What was the level of stakeholder participation in project design? What was the level of stakeholder ownership in implementation? Does the project adequately take into account the national realities, both in 	<ul style="list-style-type: none"> Degree to which the project supports national environmental objectives Degree of coherence between the project and national priorities, policies and strategies Appreciation from national stakeholders with respect to adequacy of project design and implementation to 	<ul style="list-style-type: none"> Project documents National policies and strategies Key project partners 	<ul style="list-style-type: none"> Documents analyses GEF website Interviews with UNDP and project team

	<p>terms of institutional and policy framework in its design and its implementation?</p>	<p>national realities and existing capacities</p> <ul style="list-style-type: none"> ▪ Level of involvement of government officials and other partners in the project design process ▪ Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 		
<ul style="list-style-type: none"> ▪ Is the project addressing the needs of target beneficiaries at the local level? 	<ul style="list-style-type: none"> ▪ How does the project support the needs of relevant stakeholders? ▪ Has the implementation of the project been inclusive of all relevant stakeholders? ▪ Were local beneficiaries and stakeholders adequately involved in project design and implementation? 	<ul style="list-style-type: none"> ▪ Strength of the link between expected results from the project and the needs of relevant stakeholders ▪ Degree of involvement and inclusiveness of stakeholders in project design and implementation 	<ul style="list-style-type: none"> ▪ Project partners and stakeholders ▪ Project documents 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews with relevant stakeholders
<ul style="list-style-type: none"> ▪ Is the project internally coherent in its design? 	<ul style="list-style-type: none"> ▪ Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)? ▪ Is the length of the project sufficient to achieve Project outcomes? ▪ Whether gender issues had been taken into account in project design and 	<ul style="list-style-type: none"> ▪ Level of coherence between project expected results and project design internal logic ▪ Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> ▪ Program and project documents ▪ Key project stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Key interviews

	implementation and in what way has the project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of pollution impacts, stakeholder outreach to women’s groups, etc.). If so, indicate how			
<ul style="list-style-type: none"> How is the project relevant with respect to other donor-supported activities? 	<ul style="list-style-type: none"> Does the GEF funding support activities and objectives not addressed by other donors? How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors? Is there coordination and complementarity between donors? 	<ul style="list-style-type: none"> Degree to which program was coherent and complementary to other donor programming nationally and regionally 	<ul style="list-style-type: none"> Documents from other donor supported activities Other donor representatives Project documents 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> Does the project provide relevant lessons and experiences for other similar projects in the future? 	<ul style="list-style-type: none"> Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?				

<ul style="list-style-type: none"> Has the project been effective in achieving the expected outcomes and objectives? 	<ul style="list-style-type: none"> Has the project been effective in achieving its expected outcomes? 	<ul style="list-style-type: none"> See indicators in project document results framework and log frame 	<ul style="list-style-type: none"> Project documents Project team and relevant stakeholders Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Documents analysis Interviews with project team Interviews with relevant stakeholders
<ul style="list-style-type: none"> How is risk and risk mitigation being managed? 	<ul style="list-style-type: none"> How well are risks, assumptions and impact drivers being managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<ul style="list-style-type: none"> Completeness of risk identification and assumptions during project planning and design Quality of existing information systems in place to identify emerging risks and other issues Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> Project documents UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
<ul style="list-style-type: none"> What lessons can be drawn regarding effectiveness for other similar projects in the future? 	<ul style="list-style-type: none"> What lessons have been learned from the project regarding achievement of outcomes? What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results? 		<ul style="list-style-type: none"> Data collected Throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?				
<ul style="list-style-type: none"> Was project support provided in an efficient way? 	<ul style="list-style-type: none"> Was adaptive management used or needed to ensure efficient resource use? Did the project logical framework and work plans and any changes made to 	<ul style="list-style-type: none"> Availability and quality of financial and progress reports Timeliness and adequacy of reporting provided 	<ul style="list-style-type: none"> Project documents And evaluations UNDP Project team 	<ul style="list-style-type: none"> Document analysis Key interviews

	<p>them use as management tools during implementation?</p> <ul style="list-style-type: none"> ▪ Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? ▪ Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? ▪ Was project implementation as cost effective as originally proposed (planned vs. actual) ▪ Did the leveraging of funds (co financing) happen as planned? ▪ Were financial resources utilized efficiently? Could financial resources have been used more efficiently? ▪ Was procurement carried out in a manner making efficient use of project resources? ▪ How was results-based management used during project implementation? 	<ul style="list-style-type: none"> ▪ Level of discrepancy between planned and utilized financial expenditures ▪ Planned vs. actual funds leveraged ▪ Cost in view of results achieved compared to costs of similar projects from other organizations ▪ Adequacy of project choices in view of existing context, infrastructure and cost ▪ Quality of results-based management reporting (progress reporting, monitoring and evaluation) ▪ Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency ▪ Cost associated with delivery mechanism and management structure compare to alternatives 		
<ul style="list-style-type: none"> ▪ How efficient are partnership 	<ul style="list-style-type: none"> ▪ To what extent partnerships/ linkages between institutions/ 	<ul style="list-style-type: none"> ▪ Specific activities conducted to support the development 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ Project partners and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews

arrangements for the project?	<p>organizations were encouraged and supported?</p> <ul style="list-style-type: none"> ▪ Which partnerships/linkages were facilitated? Which ones can be considered sustainable? ▪ What was the level of efficiency of cooperation and collaboration arrangements? ▪ Which methods were successful or not and why? 	<p>of cooperative arrangements between partners,</p> <ul style="list-style-type: none"> ▪ Examples of supported partnerships ▪ Evidence that particular partnerships/linkages will be sustained ▪ Types/quality of partnership cooperation methods utilized 		
Evaluative Criteria	Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> ▪ Did the project efficiently utilize local capacity in implementation? 	<ul style="list-style-type: none"> ▪ Was an appropriate balance struck between utilization of international expertise as well as local capacity? ▪ Did the project take into account local capacity in design and implementation of the project? ▪ Was there an effective collaboration between institutions responsible for implementing the project? 	<ul style="list-style-type: none"> ▪ Proportion of expertise utilized from international experts compared to national experts ▪ Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<ul style="list-style-type: none"> ▪ What lessons can be drawn regarding efficiency for other similar projects in the future? 	<ul style="list-style-type: none"> ▪ What lessons can be learnt from the project regarding efficiency? ▪ How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)? ▪ What changes could have been made (if any) to the 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis

	project in order to improve its efficiency?			
<ul style="list-style-type: none"> Has the project been effective in achieving the expected outcomes and objectives? 	<ul style="list-style-type: none"> Has the project been effective in achieving its expected outcomes? 	<ul style="list-style-type: none"> See indicators in project document results framework and log frame 	<ul style="list-style-type: none"> Project documents Project team and relevant stakeholders Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Documents analysis Interviews with project team Interviews with relevant stakeholders
<ul style="list-style-type: none"> How is risk and risk mitigation being managed? 	<ul style="list-style-type: none"> How well are risks, assumptions and impact drivers being managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Are there clear strategies for risk mitigation related with long-term sustainability of the project 	<ul style="list-style-type: none"> Completeness of risk identification and assumptions during project planning and design Quality of existing information systems in place to identify emerging risks and other issues Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> Project documents UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
<ul style="list-style-type: none"> What lessons can be drawn regarding effectiveness for other similar projects in the future? 	<ul style="list-style-type: none"> What lessons have been learned from the project regarding achievement of outcomes? What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				

<ul style="list-style-type: none"> ▪ Is the Project financially sustainable? 	<ul style="list-style-type: none"> ▪ Are there financial risks that may jeopardize the sustainability of project outcomes? ▪ What is the likelihood of financial and economic resources not being available once GEF grant assistance ends? 	<ul style="list-style-type: none"> ▪ The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. 	<ul style="list-style-type: none"> ▪ UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<ul style="list-style-type: none"> ▪ Is the Project environmentally and socially sustainable? 	<ul style="list-style-type: none"> ▪ Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes? 		<ul style="list-style-type: none"> ▪ UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<ul style="list-style-type: none"> ▪ To what extent the stakeholders will sustain the project? 	<ul style="list-style-type: none"> ▪ Are there social or political risks that may threaten the sustainability of project outcomes? ▪ What is the risk for instance that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? ▪ Do the various key stakeholders see that it is in their interest that project benefits continue to flow? ▪ Is there sufficient public/stakeholder awareness in support of the 		<ul style="list-style-type: none"> ▪ UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews

	project's long-term objectives?			
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?				
<ul style="list-style-type: none"> ▪ Assess the likely permanence (long lasting nature) of the impacts 	<ul style="list-style-type: none"> ▪ Clarify based on extent: a) verifiable improvement in energy intensity; and/or ▪ b) through specified indicators that progress is being made towards achievement of project objectives ▪ c) regulatory and policy changes at regional, national and/or local levels 	<ul style="list-style-type: none"> ▪ The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention 	<ul style="list-style-type: none"> ▪ Project documents ▪ UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews

ANNEX D: RATING SCALES

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p>Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)</p>		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form³

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

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at *place* on *date*

Signature: _____

³www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE⁴

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual⁵)
1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁶)
- 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)

⁴The Report length should not exceed 40 pages in total (not including annexes).

⁵ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁶ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3** Project Results
- Overall results (attainment of objectives) (*)
 - Relevance(*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
- 4.** Conclusions, Recommendations & Lessons
- Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
 - Best and worst practices in addressing issues relating to relevance, performance and success
- 5.** Annexes
- ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

Annex II – Itineraries of Evaluation Field Visits

Terminal Evaluation Mission on Project “Sustainable Management of Persistent Organic Pollutants in Mauritius”
25 February 2015 – 6 March 2015

Time	Place of Visit	Purpose	Organizations	Relevance to the Project	Participants
Wednesday 25 February 2015	Pailles Convention Centre	Inception Meetings: <ul style="list-style-type: none"> - Confirmation of purpose and requirements of Terminal Evaluation - Finalization of Terminal Evaluation mission schedule - Update on project progress 	United Nations Development Programme, Mauritius Country Office (UNDP CO)	International Implementation Agency	Mr. Satyajeet Ramchurn, Environment Programme Officer, UNDP
	Port Louis	<ul style="list-style-type: none"> - Verification of IVM strategy, achievements and sustainability - Confirmation of purpose and requirements of Terminal Evaluation - Issues and challenges faced during implementation, project achievements, and project sustainability 	Consultant Ministry of Environment, Sustainable Development, Disaster and Beach Management (MOE)	IVM Strategy and Implementation National Implementing Partner	Mr. Raheem Gopaul National Technical Expert, Theme 2 Mrs. Sin Lan NG Yun Wing, National Project Director (NPD), Ms. Annouchka Ramcharrun, Project Manager a.i., Mr. Rohit Beedassy, Division Chief, M&E
	Curepipe	<ul style="list-style-type: none"> - Issues and challenges faced during implementation of Theme 2 and IVM Strategy, project achievements, and project sustainability 	Vector Biology Control Division (VBCD), Ministry of Health (MoHQL)	National Implementing Partner IVM Strategy, pilot villages implementation	Mr. Ambicadutt Bheecarry, Head, VBCD Dr. K.B. Elahee, VBCD
	Bagatelle	Linkage of Theme 1 with SAICAM			

Time	Place of Visit	Purpose	Organizations	Relevance to the Project	Participants
		Verification of IVM Strategy, surveillance activities and results	Ex-SAICAM project expert Consultant	Linkage of Theme 1 with SAICAM Implementation of IVM in Pilot villages	Mr. Shakil Beedassy, ex-Project Expert of SAICAM Dr. Madoo Desha IVM Coordinator Assistant
Thursday 26 February 2015	Port Louis	- Issues and challenges faced during implementation, project achievements, and project sustainability	Ex-Project Manager	Overall project implementation	Mr. L.G. Sewtohol, ex-Project Manager
	Fort George, Port Louis	Verification of decontaminated site	Mauritius Ports Authority (MPA)	DDT Decontaminated site & spraying at port facilities	Mr. B. Rughooputh, Environmental Affairs Officer, MPA Dr. Bakarellee, Principal Health Officer, Port Health Office Mr. Putto, Sr. Health Officer, Port Health Office
	Port Louis	Verification of IVM Strategy	Mauritius Council of Social Service (MACOSS)	IVM Strategy, pilot villages implementation	Mr. Geerish Bucktowonsing, Chairman, Mr. Paramasiva Chengan, Mr. Yamuna Bissessur
	Ebene City	Disposal of PCB-contaminated oil	Central Electricity Board (CEB)	PCB stockpile	Mr. Sanjay Sookhraz, Environmental Affairs Officer, CEB
	Bagatelle	Verification of IVM Strategy	IVM National Technical Expert, University of Mauritius	IVM Strategy and implementation Longitudinal Impact Study (LIS)	Dr. Satish Ramchurn, Lead Consultant
Friday 27 February 2015	Pamplemousses Powder Mill	Verification of decontaminated sites and DDT storage as precautionary measure in case of malaria outbreak	Vector Biology and Control Division, MoHQL	POPs pesticides decontaminated sites Verification of DDT stock for emergency action and its safe storage	Mr. Ambicadutt Bheecarry, Head, VBCC Mr. Nassib Imrit, Senior Health & Food Safety Inspector (Pamplemousses Powder Mill) Mr. Ambanaden Mootien, Acting Principal Public Health & Food Safety
	Mahebourg Hospital				

Time	Place of Visit	Purpose	Organizations	Relevance to the Project	Participants
					Inspector (Mahebourg Hospital)
Saturday 28 February 2015	Morcellement St. Andre Grand Gaube St. Julien	Selected representative samples for verification of IVM Strategy, achievements and sustainability	Vector Biology and Control Division, MoHQL IVM Committee members, Village Councillors and volunteers	Theme 2 – IVM Pilot Villages	Mr. Ambicadutt Bheecarry, Head, VBCD IVM Committee members IVM Volunteers Village Council members
Sunday 1 March 2015		Report writing			
Monday 2 March 2015	Bagatelle Port Louis	Implementation of Responsible Care Programme Verification of IVM Strategy, achievements, challenges and sustainability of project objectives and outcomes Disposal of POPs and other hazardous wastes GEF OFP and project sustainability	Pesticide Action Network (Mauritius) - PANEM Ministry of Health and Quality of Life Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management Ministry of Finance and Economic Development	Theme 1 and implementation of DDT-alternatives Overall implementation of Theme 2 Disposal of POPs pesticides, hazardous wastes and sustainability Project sustainability	Mr. Hemsing Hurrinag, Chairman of PANEM and ex-Director of MACOSS Dr. T. R. Nundlall, Director of Public Health Mr. D. Rawoojee, Assistant Permanent Secretary Dr. Kowlessar, Director, Solid Waste Management Division Ms. K/ Guriah, Project officer, SWMD Dr. Dharamraj Paligadu, Assistant Director, Budget Strategy, MoF Ms. S. Ramprosand, Acting Permanent Secretary
Tuesday 3 March 2015		Preparation of draft report and presentation on preliminary findings			
Wednesday 4 March 2015	Port Louis	Verification of IVM Strategy Verification of POPs pesticide disposal and Responsible Care Programme Debriefing	MoHQL University of Mauritius	IVM Strategy implementation POPs disposal and Responsible Care Programme	Dr. S. Appadoo, IVM Coordinator Dr. Nee Sun Choong Kwet Yive, National Technical Expert, Theme 1 Mr. Simon Springett, UN Resident

Time	Place of Visit	Purpose	Organizations	Relevance to the Project	Participants
		Wrap-up and debriefing meeting, presentation of preliminary findings and recommendations	UNDP Mauritius Country Office MoE, MoHQL/VBCD	Overall project implementation results and sustainability Overall project implementation results and sustainability	Coordinator and UNDP Resident Representative Mrs. Sin Lan NG Yun Wing, National Project Director (NPD), Ms. Annouchka Ramcharrun, Project Manager a.i., Mr. Ambicadutt Bheecarry, Head, VBCD
Thursday 5 March 2015		Desk review, fact check and preparation of draft report			
Friday 6 March 2015	Port Louis	IVM Strategy implementation and sustainability Debriefing	UNDP GEF Small Grant Programme UNDP Mauritius Country Office	Explore possible NGO/CBO participation and collaboration International Implementation Agency	Ms. Pamela Bapoo-Dundoo, SGP National Coordinator Mr. Satyajeet Ramchurn, Environment Programme Officer, UNDP

Annex III - List of Individuals and Entities Interviewed

During the course of the Terminal Evaluation Mission and Site Visits
25 February 2015 – 3 March 2015

Ministry of Environment, Sustainable Development, Disaster and Solid Waste Management

Mrs. Sin Lan NG Yun Wing, Director, Department of Environment, and National Project Director (NPD)
Ms. Annouchka Ramcharrun, Project Manager a.i., Environment Officer, EIA/PER Monitoring Division
Mr. Rohit Beedassy, Division Chief, EIA/PER Monitoring Division
Dr. Kowlessar, Director, Solid Waste Management Division
Ms. K. Guriah, Project Officer, Solid Waste Management Division

Ministry of Health and Quality of Life

Dr. T. R. Nundlall, Director of Public Health
Mr. D. Rawoojee, Assistant Permanent Secretary
Dr. S. Appadoo, IVM Coordinator
Mr. Ambicadutt Bheecarry, Head, Vector Biology & Control Division (VBCD)
Dr. K.B. Elahee, VBCD
Mr. Nassib Imrit, Senior Health & Food Safety Inspector (Pamplemousses Powder Mill)
Dr. Keenoo, Medical Superintendent, Mahebourg Hospital
Mr. Ambanaden Mootien, Acting Principal Public Health & Food Safety Inspector (Mahebourg Hospital)

Ministry of Finance and Economic Development

Dr. Dharamraj Paligadu, Assistant Director, Budget Strategy
Ms. S. Ramprosand, Assistant Permanent Secretary

Ministry of Local Government and the State Law Office

Mauritius Ports Authority

Mr. B. Rughooputh, Environmental Affairs Officer, MPA
Dr. Bakarellee, Principal Health Officer, Port Health Office
Mr. Putto, Sr. Health Officer, Port Health Office

Central Electricity Board (CEB)

Mr. Sanjay Sookhraz, Environmental Affairs Officer (oversaw disposal of PCB contaminated transformers)

United Nations Development Programme, Mauritius Country Office, Port Louis

Mr. Simon Springett, UN Resident Coordinator and UNDP Resident Representative
Mr. Satyajeet Ramchurn, Environment Programme Officer
Mr. L.G. Sewtohul, ex-Project Manager, Sustainable Management of POPs project
Ms. Pamela Bapoo-Dundoo, National Coordinator, GEF Small Grant Programme

United Nations Development Programme, Bureau for Policy and Programme Support, Sustainable Development Cluster, Montreal Protocol Unit/Chemicals

Mr. Maksim Surkov, Regional Programme Coordinator (Via Skype on 3 March 2015)

Technical Experts

Dr. Hans Ewoldsen, International Technical Expert, Theme 1 (via telephone on 3 March 2015)

Dr. Henk van den Berg, International Technical Expert, Theme 2 (via Skype on 18 February 2015)

Mr. Abdur Raheem Gopaul, National Technical Expert, Theme 2

Dr. Madoo Desha, IVM Coordinator Assistant (IVMCA)

Dr. Satish Ramchurn, Coordinator, Lead Consultant of the Longitudinal Impact Study (LIS), University of Mauritius

Dr. Nee Sun Robert Choong Kwet Yive, National Technical Expert, Theme 1, University of Mauritius

NGOs:

Mr. Geerish Bucktowonsing, Chairman, Mauritius Council of Social Service (MACOSS)

Mr. Paramasiva Chengan, MACOSS

Mr. Yamuna Bissessur, MACOSS

Mr. Hemsing Hurrinag, Chairman, Pesticide Action Network (Mauritius) and ex-Director, MACOSS

IVM Pilot Villages

Morcellement St Andre

Mrs. Rampoortab, ex-Village Councillor, Community Center staff and IVM Volunteer

Mr. Beeharry, retired Health Officer and IVM Volunteer

Grand Gaube

Mr. James Jacques Fanfan, District Councilor and Vice-President of Public District Health Committee, IVM Volunteer

St Julien

Mr. Raj Jagoo, District Councilor & IVM President

Ms. Christiane Sawmy, Vice President Village Council & IVM Volunteer

Ms. Devianni Surputhee, Village Councilor & IVM Volunteer

Ms. Kvita Devi Poorun, Village councilor & IVM Volunteer

Mr. Jaynool Aberdeen Boodoo, Village Councilor & IVM Volunteer

Mr. Sirputty Satyanand, Village Councilor & IVM Volunteer

Annex IV - Summary of Field Visits

The international and national evaluators met and worked daily for the entire duration of the field mission period, from 25 February – 6 March 2015. In addition to conducting evaluation meetings/interviews with the IA, EA and key project partners and participants in their respective offices in Port Louis, Curepipe, Reduit, Bagatelle, Ebene City, and Mer Rouge, the evaluators also carried out field trips to the three decontaminated sites at Fort George, Pamplemousses Powder Mill, and Mahebourg Hospital on 26 and 27 February 2015, and to three of the eight IVM pilot villages (Morcellement St. Andre, Grand Gaube and St. Julien were selected as representative samples) on 28 February 2015.

The mission was accompanied by Mr. Bheecarry, Head of Vector Biology and Control Division (VBCD) of the Ministry of Health and Quality of Life (MoHQL) for the field trips on 27 and 28 February. A summary of the field visits is provided below.

Theme 1 – Decontaminated Sites

26 February 2015 – Fort George

Port personnel of the Mauritius Ports Authority (MPA) accompanied the evaluators to inspect the location and provided clarifications.

This is a restricted site within the Mauritius Ports Authority area. The site is protected under the Mauritius Heritage Conservation Act and is entrusted to a Heritage Foundation under a long term lease. The mission was shown the four rooms where the DDT and other hazardous chemicals were previously kept. The storage locations have been thoroughly cleaned during the decontamination process. Access to the location is now controlled by the MPA, the location is now locked up and access is strictly limited.

27 February 2015

Pamplemousses Powder Mill

Mr. Nassib Imrit, Senior Public Health and Food Safety Inspector from the Communicable Diseases Control Unit was on hand to provide clarifications.

This is the site where the POPs pesticides were previously stored and spread out in 12 adjoining rooms in a small stand-alone building. The mission visually saw the residual DDTs (5 tons), kept as a precautionary measure in case of an outbreak, which are now kept in 2 rooms only, 7 bags in Warehouse Room #3, and 2 bags in Warehouse Room #2. All the bags are special UN-approved bags for storing hazardous materials and are properly closed and secured; the bags are all placed on a low wooden platform away from the floor with proper floor linings. The two rooms are kept reasonably well. There is a third room in a separate building where Malathion is being kept. The building is not being used, as evidenced by vegetation growths all around. About 10 meters in front of the building, the two holes where the soil was excavated for testing, each about 1.5 meters wide and deep, are not covered and can still be clearly seen. Contaminated soil around the building was excavated, properly packaged by Environmental Protection Engineering (EPE) S.A./Polyeco S.A., the Greece based contractor selected for the disposal of POPs and POPs wastes were exported to Tredi Ltd. a hazardous waste treatment and destruction firm in France for environmentally sound disposal. Contaminated soil excavated from the three contaminated sites were exported to the Afvalstoffen Terminal Moerdijk B.V (ATM) in the Netherlands for sound environmentally disposal. Certifications of shipment and final disposal were reviewed and verified by the evaluators.

Mahebourg Hospital

Dr. Keenoo, Medical Superintendent in charge of the hospital, Mr. D. Kevin, and A. Mootien from the Mahebourg Health Office, accompanied the mission to the decontaminate site.

Dr. Keenoo seemed to be the only one at the hospital having some knowledge of the decontaminated site, due to staff changes. Over the decontaminate site, a small annex at the back of a consulting/examination building has been constructed with cement foundation. The annex is used as a kitchen and 3 small storage rooms. The location has been completely remade as a normal area, as a result of the decontaminated and reconstruction works.

Theme 2: IVM Pilot Villages - 28 February 2015

Morcellement St. Andre:

Mr. Bheecarry, Mrs. Rampoortab, an ex-Village Councillor and presently a staff of the Community Center, and a retired health officer, met with the mission.

This village has about 600 households; the IVM pilot covers about 200 households. Initially, there were 6 volunteers but now only 3 remaining. Mosquito surveillance is being conducted every fortnight, from household to household. Activities would include visiting each household, sometimes providing information to new household members on IVM programme and how it relates to personal health; inspecting the yards and/or going up to the roofs to check for any water-holding containers and/or areas, and showing them any larvae that may be breeding which, in about 11 days will become mosquitos; showing them how to differentiate the different types of mosquitos; and sometimes cleaning up open areas and bare lands, etc. Villagers will clean their yards for Monday morning garbage collection, but they do not have the habit of cleaning up water-holding containers. While touring the neighbourhood, several household members have voiced their unhappiness and great concerns to the mission over the uncontrolled dumping in vacant and bare lands which is a major problem; they would like to see a stricter enforcement of existing law.

The mission was informed that people are willing to participate in IVM pilot scheme and volunteering; the two volunteers will continue after the project. They informed that the Village Councillors are now given a stipend from the Ministry of Local Government, so the IVM responsibilities should be incorporated into their Terms of Reference. In Municipal Council, there is a Health Department; similar approach could also be taken.

Grand Gaube

The mission met with Mr. James Jacques Fanfan, a District Councillor and IVM Volunteer; he is also the Vice-President of the Riviere du Rempart (RR) Public District Health Committee. Mr. Fanfan explained that the RR District covers 19 villages and has 9 Village Councillors and he is one of them. Grand Gaube area has about 12,000 households, but the IVM pilot only covers about 200 households. The pilot started with 6 IVM volunteers but now has only 3, each covering about 40-50 households. With the help of the District Council, some dumping areas have been cleared up. The IVM activity has not really taken off in a systematic way; more efforts are needed to sensitize the households and mobilize volunteers to care for their own environment which affects their person health.

St. Julien:

The following IVM volunteers met with the mission:

- Mr. Raj Jaggo, IVM President and a District Councillor
- Mr. Jaynool Abedeen Boodoo, Village Councillor
- Ms. Devianni Surputhee, Village Councillor
- Ms. Kavita Devi Poorun, Village Councillor
- Ms. Christiane Sawmy, Vice President Village Council
- Mr. Sirputty Satyanand, staff of Village Council

The team informed that just the night before, the village conducted mosquito catching activity, and that at the last Village Council meeting, it was decided to continue the IVM work and do surveillance and data collection; they will also start helping other neighbouring villages.

This Village has been implementing this IVM programme for the last 5 years. Initially, start-up was difficult. After numerous seminars and training, conducted at their own cost with materials produced by MoH and the project. The training workshops were deemed most successful and effective, brought the communities to work together towards an improved environment and personal/family health. The volunteers believe that good communication, education and awareness campaign have helped this village in their success with IVM, and that the District Councillors have played a key role in the St. Julien success. It was brought out that before zoning became a national law, St. Julien was already implementing the zoning concept to better manage its areas and locales.

The team did not think that money is an important motivator. They mentioned that villagers saw the IVM volunteers do clean-up work in the village, they started doing the same. They quoted the recent example of river banks clean-up after the recent heavy rainfalls and it was a big success. The team did the work voluntarily, and their success led

the same team to be re-elected to the Village Council recently. About 80% of households are practicing IVM programme, and the remaining 20% are knowledgeable about IVM.

The team cited bare land as a major problem, since laws are not enforced, even though there are Environment Police; in addition, there is not enough cleaners to clear river banks and do bulky waste collection which is the responsibility of the District/Village Council. They also suggested that the Environment Day celebration plan should incorporate IVM, as well as a major Clean-up Campaign at both District and Village levels.

Annex V - List of Documents Reviewed

- Project document signed between UNDP, Ministry of Finance and Economic Development, and MOH/NDU
- GEF Project Identification Form (PIF)
- Project reports (Inception Report, Audit reports, Progress reports, Annual Review Reports, various consultants' reports and complementary final reports)
- Project Implementation Reports (PIRs)
- Annual Work plans and quarterly request for advances
- Minutes (Steering Committee meetings, meetings with experts, and project team etc.)
- Financial Data including UNDP Combined Delivery Reports (CDRs)
- List and contact details for project staff, key project stakeholders, including Project Boards, and other partners to be consulted
- Information materials produced by the project activities (press releases, publications, brochures, information strategy, training materials, best practices methods, documents on project website)
- Project M&E framework
- Knowledge products from the "Responsible Care" Programme
- National Implementation Plan for POPs in Mauritius
- Operational Plan for the Prevention and Control of Chikungunya and Dengue In the Republic of Mauritius, prepared by Ministry of Health and Quality of Life, November 2009
- Other UNDP documents available for reference:
 - Country Programme Document (CPD)
 - M&E Handbook

Annex VI - Evaluation Question Matrix

EVALUATION QUESTIONS MATRIX

Evaluative Criteria	Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local and national levels?				
Is the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD)?	<ul style="list-style-type: none"> ▪ How does the project support the environment and sustainable development objectives of the Republic of Mauritius? 	<ul style="list-style-type: none"> ▪ In line with the national priorities mentioned in the UNDP Country Programme Document 	<ul style="list-style-type: none"> ▪ UNDP Country Programme Document ▪ Project document 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ Interviews with UNDP and project team
Is the project relevant to other international conventions objectives?	<ul style="list-style-type: none"> ▪ Does the project support other international conventions, such as the Stockholm Convention? 	<ul style="list-style-type: none"> ▪ Priorities and areas of work of other conventions incorporated in project design 	<ul style="list-style-type: none"> ▪ Project documents ▪ National policies and strategies ▪ Other international conventions, or related to environment more generally and other international convention web sites 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ Interviews with project team, UNDP and other partners
Is the project relevant to the GEF Persistent Organic Pollutants/Chemical Waste focal area?	<ul style="list-style-type: none"> ▪ How does the project support the GEF Persistent Organic Pollutants/Chemical Waste focal area? 	<ul style="list-style-type: none"> ▪ Existence of a clear relationship between the project objectives and GEF Persistent Organic Pollutants/Chemical Waste focal area? 	<ul style="list-style-type: none"> ▪ Project documents ▪ GEF focal areas strategies and documents 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ GEF website ▪ Interviews with UNDP and project team
Is the project relevant to the Republic of Mauritius' environment and sustainable development objectives?	<ul style="list-style-type: none"> ▪ Is the project country-driven? ▪ What was the level of stakeholder participation in project design? ▪ What was the level of stakeholder ownership in implementation? ▪ Does the project adequately take into account the national realities, both in terms of institutional and policy framework in its design and its implementation? 	<ul style="list-style-type: none"> ▪ Degree to which the project supports national environmental objectives ▪ Degree of coherence between the project and national priorities, policies and strategies ▪ Appreciation from national stakeholders with respect to 	<ul style="list-style-type: none"> ▪ Project documents ▪ National policies and strategies ▪ Key project partners 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ GEF website ▪ Interviews with UNDP and project team

		<p>adequacy of project design and implementation to national realities and existing capacities</p> <ul style="list-style-type: none"> ▪ Level of involvement of government officials and other partners in the project design process ▪ Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 		
Is the project addressing the needs of target beneficiaries at the local level?	<ul style="list-style-type: none"> ▪ How does the project support the needs of relevant stakeholders? ▪ Has the implementation of the project been inclusive of all relevant stakeholders? ▪ Were local beneficiaries and stakeholders adequately involved in project design and implementation? 	<ul style="list-style-type: none"> ▪ Strength of the link between expected results from the project and the needs of relevant stakeholders ▪ Degree of involvement and inclusiveness of stakeholders in project design and implementation 	<ul style="list-style-type: none"> ▪ Project partners and stakeholders ▪ Project documents 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews with relevant stakeholders
Is the project internally coherent in its design?	<ul style="list-style-type: none"> ▪ Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)? ▪ Is the length of the project sufficient to achieve Project outcomes? ▪ Whether gender issues had been taken into account in project design and implementation and in what way has the project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of pollution impacts, stakeholder outreach to women's groups, etc.). If so, indicate how 	<ul style="list-style-type: none"> ▪ Level of coherence between project expected results and project design internal logic ▪ Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> ▪ Program and project documents ▪ Key project stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Key interviews

How is the project relevant with respect to other donor-supported activities?	<ul style="list-style-type: none"> ▪ Does the GEF funding support activities and objectives not addressed by other donors? ▪ How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors? ▪ Is there coordination and complementarity between donors? 	<ul style="list-style-type: none"> ▪ Degree to which program was coherent and complementary to other donor programming nationally and regionally 	<ul style="list-style-type: none"> ▪ Documents from other donor supported activities ▪ Other donor representatives ▪ Project documents 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ Interviews with project partners and relevant stakeholders
Does the project provide relevant lessons and experiences for other similar projects in the future?	<ul style="list-style-type: none"> ▪ Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?				
Has the project been effective in achieving the expected outcomes and objectives?	<ul style="list-style-type: none"> ▪ Has the project been effective in achieving its expected outcomes? <ul style="list-style-type: none"> ○ Theme-1: Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas ○ Theme 2: Development and Demonstration of Alternative Strategies for Malaria Vector Management 	<ul style="list-style-type: none"> ▪ See indicators in project document results framework and log frame 	<ul style="list-style-type: none"> ▪ Project documents ▪ Project team and relevant stakeholders ▪ Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> ▪ Documents analysis ▪ Interviews with project team ▪ Interviews with relevant stakeholders
How is risk and risk mitigation being managed?	<ul style="list-style-type: none"> ▪ How well are risks, assumptions and impact drivers being managed? ▪ What was the quality of risk mitigation strategies developed? Were these sufficient? ▪ Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<ul style="list-style-type: none"> ▪ Completeness of risk identification and assumptions during project planning and design ▪ Quality of existing information systems in place to identify emerging risks and other issues ▪ Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> ▪ Project documents ▪ UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
What lessons can be drawn regarding effectiveness for	<ul style="list-style-type: none"> ▪ What lessons have been learned from the project regarding achievement of outcomes? 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Data collected Throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis

other similar projects in the future?	<ul style="list-style-type: none"> What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results? 			
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?				
Was project support provided in an efficient way?	<ul style="list-style-type: none"> Was adaptive management used or needed to ensure efficient resource use? Did the project logical framework and work plans and any changes made to them use as management tools during implementation? Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? Was project implementation as cost effective as originally proposed (planned vs. actual) Did the leveraging of funds (co financing) happen as planned? Were financial resources utilized efficiently? Could financial resources have been used more efficiently? Was procurement carried out in a manner making efficient use of project resources? How was results-based management used during project implementation? 	<ul style="list-style-type: none"> Availability and quality of financial and progress reports Timeliness and adequacy of reporting provided Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged Cost in view of results achieved compared to costs of similar projects from other organizations Adequacy of project choices in view of existing context, infrastructure and cost Quality of results-based management reporting (progress reporting, monitoring and evaluation) Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency Cost associated with delivery mechanism and 	<ul style="list-style-type: none"> Project documents And evaluations UNDP Project team 	<ul style="list-style-type: none"> Document analysis Key interviews

		management structure compare to alternatives		
How efficient are partnership arrangements for the project?	<ul style="list-style-type: none"> ▪ To what extent partnerships/ linkages between institutions/ organizations were encouraged and supported? ▪ Which partnerships/linkages were facilitated? Which ones can be considered sustainable? ▪ What was the level of efficiency of cooperation and collaboration arrangements? ▪ Which methods were successful or not and why? 	<ul style="list-style-type: none"> ▪ Specific activities conducted to support the development of cooperative arrangements between partners, ▪ Examples of supported partnerships ▪ Evidence that particular partnerships/linkages will be sustained ▪ Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ Project partners and relevant stakeholders 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
Did the project efficiently utilize local capacity in implementation?	<ul style="list-style-type: none"> ▪ Was an appropriate balance struck between utilization of international expertise as well as local capacity? ▪ Did the project take into account local capacity in design and implementation of the project? ▪ Was there an effective collaboration between institutions responsible for implementing the project? 	<ul style="list-style-type: none"> ▪ Proportion of expertise utilized from international experts compared to national experts ▪ Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
What lessons can be drawn regarding efficiency for other similar projects in the future?	<ul style="list-style-type: none"> ▪ What lessons can be learnt from the project regarding efficiency? ▪ How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc.)? ▪ What changes could have been made (if any) to the project in order to improve its efficiency? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				

Is the Project financially sustainable?	<ul style="list-style-type: none"> Are there financial risks that may jeopardize the sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF grant assistance ends? 	<ul style="list-style-type: none"> The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. 	<ul style="list-style-type: none"> UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
Is the Project environmentally and socially sustainable?	<ul style="list-style-type: none"> Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes? 		<ul style="list-style-type: none"> UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
To what extent the stakeholders will sustain the project?	<ul style="list-style-type: none"> Are there social or political risks that may threaten the sustainability of project outcomes? What is the risk for instance that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? 		<ul style="list-style-type: none"> UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews
Evaluative Criteria	Questions	Indicators	Sources	Methodology
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?				
Assess the likely permanence (long lasting nature) of the impacts	<ul style="list-style-type: none"> Clarify based on extent: a) verifiable improvement in energy intensity; and/or b) through specified indicators that progress is being made towards achievement of project objectives c) regulatory and policy changes at regional, national and/or local levels 	<ul style="list-style-type: none"> The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention 	<ul style="list-style-type: none"> Project documents UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Interviews

Annex VII - Evaluation Consultant Agreement Form

UNDP GEF SUSTAINABLE MANAGEMENT OF POPS IN MAURITIUS PROJECT

EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form

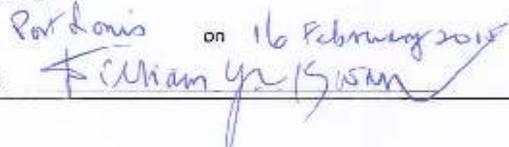
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _ William Y. Kwan

Name of Consultancy Organization (where relevant): The Norris Group

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

Signed at Port Louis on 16 February 2015

Signature: 

Annex VIII – Rating Scales

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings</p> <p>5: Satisfactory (S): minor shortcomings</p> <p>4: Moderately Satisfactory (MS)</p> <p>3: Moderately Unsatisfactory (MU): significant shortcomings</p> <p>2: Unsatisfactory (U): major problems</p> <p>1: Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability</p> <p>3. Moderately Likely (ML): moderate risks</p> <p>2. Moderately Unlikely (MU): significant risks</p> <p>1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R)</p> <p>1. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S)</p> <p>2. Minimal (M)</p> <p>1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i></p> <p>Not Applicable (N/A)</p> <p>Unable to Assess (U/A)</p>		

Comments of UNDP IEO:

1. The TE should address any limitations of the evaluation in the methodology and scope section of the report;

Action Taken: Revision made in the final terminal evaluation report.

2. The report states that "No Mid-Term Evaluation was required for this MSP" (p. 14), but also that "a terminal evaluation (TE) is required upon completion of implementation for this full-sized UNDP support GEF-financed project." (p. 2). The report should clarify if this is a FSP or a MSP. If it is a FSP, the report should clarify why the project didn't undertake a Midterm Review;

Action Taken: Inconsistent statement corrected in final terminal evaluation report.

3. The Financing/Co-financing table (p. 22, p. 24) should be completed in the final draft;

Action Taken: Project finance section revised and the accompanying tables completed in the final terminal evaluation report.

4. I think some ratings require more justification. For example, ratings for Relevance, Effectiveness, Efficiency, do not currently provide enough justification to support the Satisfactory ratings given;

Action Taken: Revisions made in the final terminal evaluation report to provide more details and justifications to support the evaluators' ratings.

5. As stated in the TE Guidance and GEF M&E Policy, efficiency should be interpreted as cost-effectiveness, not as representation of stakeholders in the project, as the consultants have written on p. 27. Additionally, I don't believe a 36-month delay warrants a "Satisfactory" efficiency rating. The consultants state themselves that, "better planning during implementation would have resulted in better efficiency";

Action Taken: Revision made in the final terminal evaluation report to support the Satisfactory rating with relevant narratives and justifications.

6. The discussion on Impact (p. 27) should go beyond evaluating the project's results, and should attempt to explain the project's contribution towards long-term impact.

Action Taken: Revision made in the final terminal evaluation report.

Comments from UNDP-GEF RTA, Istanbul, Turkey

Suggestions were received from the UNDP-GEF Regional Technical Advisor based in Istanbul. Revisions in some sections have been made, to provide more details and clarity in some sections, without any major implication to the findings, recommendations, and lessons learned of the Terminal Evaluation Report.

Annex X – Pictures of the Project

Theme 1 – Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas



[Photo by (Ms) Hilda van der Veen and (Mr.) Kai Madsen]



[Photo from Polyeco Progress Report]

Packing and loading of obsolete pesticides, hazardous chemicals and contaminated soil for disposal



Receipt of FIBCs with Contaminated Soil in ATM Moerdijk



Rehabilitation works



Decontaminated site at Pampalmousses Powder Mill



Decontaminated site at Mahebourg Hospital



5 tons DDT stock under safe storage for emergency measure



Launch of "Responsible Care" pamphlets



"Responsible Care" workshop

Theme 2 –Development and demonstration of alternative strategies for malaria vector management



M St Andre - Nov 2014



M St Andre - Nov 2014



Grand Gaube - Dec 2014



Grand Gaube - Dec 2014



Esperance Trebuchet- Dec 2014

Clean-up Activities



Regional Training workshop – Oct 2014



Training Session Bon Accueil – Nov 2014



Training Session Morc St Andre – Nov 2014

IVM Training Sessions



Bois d'Oiseau - October 2014



St Julien Village - November 2014



Morc St Andre - October 2014



Poste de Flacq - December 2014



Bon Accueil Govt School – Jan 2015



M Ghurburrun Govt School St Julien - Jan 2015

Advocacy Talks



St Julien Village



Triolet



Bon Accueil



L'Esperance Trebuchet



Morc St Andre



Poste de Flacq



Bois d'Oiseau



Grand Gaube

Surveillance Field Activities



Inception Workshop - 25 September 2014



Terminal Workshop – 21 January 2015



Terminal Workshop – 21 January 2015

IVM Workshops

Pictures above on IVM activities from
“Integrated Vector Management Final Report” prepared by Mr. Madoo Desha, IVMCA