TERMINAL EVALUATION

Strengthening Seychelles' Protected Area System through NGO Management Modalities

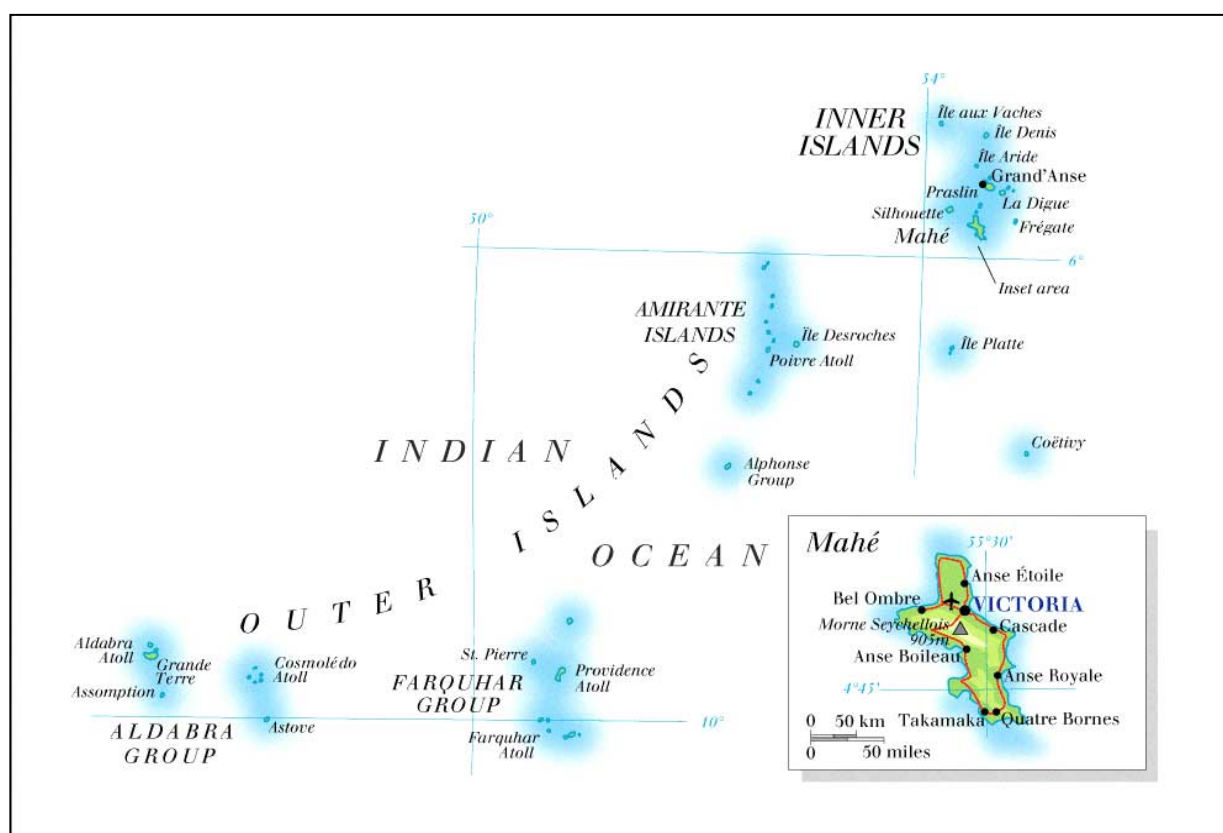PIMS NO: 4129   GEF ID 3925   PROJECT ID: 00076774
DURATION: March 2011- June 2015
TE TIME-FRAME: February to May 2015
COUNTRY: Seychelles

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DRAFT Report – Version 17 Mar 2015

GEF Operational Program/Strategic Program:SO 1: Catalyzing the Sustainability of Protected Areas

GEF Expected Outcomes: SP 2: "Increasing Representation of Effectively Managed Marine Protected Areas in Protected Area Systems" and SP 3:"Strengthening Terrestrial Protected Area Networks"

GEF Outcome Indicators: SP 2: (i) Number and extent (coverage) of national marine PAs compared to 2006 global baseline for GEF-eligible countries; and SP 3: (i) Terrestrial ecosystem coverage in national protected area systems and (ii) Protected area management effectiveness as measured by individual protected area scorecards

Implementing Partner: Government of Seychelles

Government Coordinating Agency: Ministry of Environment and Energy
Other Partners: United Nations Development Programme, CSO Green Island Foundation, CSO Marine Conservation Society of Seychelles, CSO Nature Seychelles, Public Trust Seychelles Island Foundation, national institution Seychelles National Parks Authority, private entity Denis Island Development Pty, LTD, and private entity North Island Company.

Management Arrangement: National Implementation

Program Period: 2007-2011; and 2012-2016

Evaluation Team Members: Veronica Muthui, International Project Evaluator; 29 Oatlands Road, Lake Chivero, Harare, Zimbabwe

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Executive Summary

Project Summary Table

Project Title:	**Strengthening Seychelles' protected area system through NGO management modalities**				
GEF Project ID:	3925		*At CEO endorsement in US$*	*At mid-term in millions of US$*	*At project end in millions of US$*
UNDP Project ID:	00076774	GEF financing $2.100 (FSP) + $0.055 (PPG):	2,154,545	$2.65	$2.65
Country:	Seychelles	UNDP's own (approx.):	35,000	$0.02	$0.02
Region:	Africa	Government:	1,500,000	$1.50	XXX
Focal Area:	Biodiversity	Other (NGOs and private sector):	1,762,783	$1.78	XXX
FA Objectives, (OP/SP):	SO1: SP2 and SP3	Total co-financing:	5,452,328	$5.95	$2.67
Executing Agency:	Ministry of Environment and Energy	Total Project Cost:	7,606,873	$8.60	$5.32
Other Partners	UNDP, GIF, MCSS,	Project Signature (date project began):			2nd March 2011

involved:	Nature Seychelles, SIF, SNPA, Denis Island Development Pty, Ltd., North Island Company.	(Operational) Closing Date:	Proposed: 31st March 2015	Proposed: Jun 2015	Actual: 30th June 2015

Brief Description of Project

1.   At the beginning of the project, Seychelles had a system of 21 formal protected areas covering a total area of 56,508 ha, terrestrial 20,921, and marine 35,586[1]. The marine and terrestrial protected areas (and other conservation areas) are under the administration of a number of different government institutions, parastatals and NGOs, including the Ministry of Land Use and Housing (MLUH), Seychelles National Park Authority (SNPA), Seychelles Fishing Authority (SFA), Seychelles Islands Foundation (SIF), Green Islands Foundation (GIF), Island Conservation Society (ICS) and Nature Seychelles (NS). All these partners recognized that that, with limited resources and geographical isolation from global centres of excellence, it is imperative that diverse government and non-government partners in Seychelles work more closely together in partnerships to augment their individual capacities, knowledge and skills in the planning and management of a more representative system of protected areas. However, Seychelles' policies and legal framework on the matter of protected areas (PAs) had been outdated form quite some time and there was no clarity on the legal provision for formal PA management by non-state players, including by private sector.

2.   **The project's development goal** is to 'Facilitate working partnerships between diverse government and non-government partners in the planning and management of the protected area system in Seychelles'. **The project's objective** is to 'Demonstrate effective models for protected area management by non-governmental organizations in the Seychelles, and enable their inclusion into a strengthened protected area system'.

3.   The project has two components– along with their associated outcomes, outputs and activities - which will contribute towards achieving the project objective. These are: Component 1- *Strengthened management framework for protected areas in Seychelles*; and Component 2- *Expanded and strengthened management of protected areas in Seychelles*.

4.   At the systemic level (i.e. creating the enabling conditions for improved and more diverse PA management) the project's outputs include:

> ➢ Define spatial targets and priorities for the expansion of the protected area system
> ➢ Improve the policy, legislative and governance framework for collaborative management between state and non-state partners in the management of this representative system of protected areas
> ➢ Support the establishment of an information management system to improve decision-making in the PA system.

5.   At the institutional and individual level (i.e. strengthening capacity) outputs are to improve NGO capacity in:

> ➢ Assessing the environmental, social and economic feasibility of designating privately owned islands, and adjacent marine habitats, as formal PAs
> ➢ Undertaking cost-benefit analyses of options for administering larger protected areas that may incorporate both marine and terrestrial habitats
> ➢ Consultation, cooperation and collaboration with other state and non-state partners (including Seychelles National Parks Authority (SNPA), other NGOs, private sector and natural resource user groups) in PA/conservation area establishment and management processes
> ➢ Evaluating the efficacy of different approaches to marine and terrestrial ecosystem restoration and
> ➢ Testing a range of co-management models for protected/conservation areas under different ownership, management and financing arrangements.

6.   The project also invested resources in improving the capacities of the relevant government institutions - Seychelles Fisheries Authority (SFA), Seychelles National Parks Authority (SNPA) and the Department of Environment (DOE)to:

> ➢ Constructively support the establishment processes for newly designated PAs
> ➢ Implement an oversight role for the entire protected area system

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[1]The PA coverage differs in the ToR – stating Seychelles has a system of 21 formal protected areas covering a total area of 54,813ha, of which 24,978ha (~45.5% of the total landmass) is terrestrial and 29,836ha (<0.001% of the Economic Exclusion Zone EEZ) is marine.

- ➢ Participate in negotiating and implementing co-management agreements with NGOs, resource users and the private sector
- ➢ Maintain consultative forums involving all state and non-state partners

7.   The four year project was implemented by UNDP and executed by the Government of Seychelles under the National Implementation Modality (NIM); actual implementation was done in partnership with four ENGOs, under MoUs with government. The total budget was US$ 5,362,783; out of which GEF contributed US$ 2.1m (39.1%); Government contributed US$ 1.5 m (28%); ENGOs collectively pledged US$ 1,222,370 (22.8%), and the Private Sector contributed the balance of 10.1%.

8.   The project is in the final year of implementation; the Terminal Evaluation is therefore conducted in accordance with the guidelines and regulations of UNDP and GEF, and, assessed the overall performance against the project objectives as set out in the Project Document and other related documents; project relevance to national priorities, as well as UNDP and GEF strategic objectives; the effectiveness and efficiency of the project; sustainability of the project interventions and consider project impacts; implementation and management arrangements of the project, including financial management. It also documents lessons and best practices concerning project design, implementation and management which may be of relevance to other projects in the country and elsewhere in the world.

Table 1: Evaluation Ratings for the Development Objective, Outcomes, Relevance, Efficiency, Effectiveness, Sustainability, Impact and Monitoring and Evaluation

Criterion	Evaluator's Summary Comments	Rating
Assessment of outcomes		
Overall rating of project objectives and results	Of 19 targets, the project has exceeded delivery on 10, fully delivered on 7 and delivered over 80% on 2. Notables include: ✓ An approved PA policy in 4 years considered exceptional; ✓ The Bill to operationalize the policy is ready for submission to cabinet ✓ 3 new Key Biodiversity areas under protection; ✓ PA estate was expanded by 5,607.71hectares (364.03 Terrestrial and 5,313 ha marine); ✓ Nomination files for 4 Temporal PAs, and 2 Private Islands (Denis Marine and North) ready; gazettement expected upon approval of new legislation; ✓ Mapping the reefs of Aldabra now provides scientific basis for PA expansion, and the basis of a monitoring program managed by SIF; ✓ 3 Options for MPA expansion have been prepared and is ready for submission to the Cabinet of Ministers for MPA expansion. The total current total protected area at Aldabra is 439.41 km2. This would be expanded to 2582 km^2 in option 1 (0.19% of EEZ), 6743.52 km^2 in option 2 (0.5% of EEZ), and 32815 km^2 (2.5% of EEZ) in option 3. ✓ Coral gardening proven to be an effective tool for rehabilitation of corals and over 40,000 nubbins transplanted and expected to survive	Satisfactory
A. 1. Effectiveness	Despite slow project start up and problematic disbursements in the first two years, the project has delivered on most of its original plans and build a partnership for PA management that includes Government Agencies, ENGOs, and the Private Sector in managing Pas; effectively tackling the two barriers it was established to remove.	Satisfactory
A. 2. Relevance	Relevant to: ✓ country's CBD and Aichi targets on PA coverage, sustainability and finance; ✓ Policy objectives 3.1 and 3.2 of the NBSAP (1998); ✓ The Debt for Adaptation/Nature swap program and emerging concept of the Blue Economy; ✓ Tourism dependent economy; ✓ GEF SP2 and SP 3	Relevant
A. 3. Efficiency	By rationalizing the PA categories and allowing NGO and private sector management of PAs, the policy paves the way for a cost effective way to achieve representativeness, governance, planning and operations of	Highly Satisfactory

Criterion	Evaluator's Summary Comments	Rating
	protected areas in Seychelles. Four strategies that increased the efficiency of the resources: ✓ Involvement of NGOs in a partnership aimed at expanding the PA estate and improve the management effectiveness, even without the legal provisions being in place yet ✓ The PCU as the coordinator of all the GEF projects in Seychelles – Although it wasn't always staffed, the TE finds that the PCU played a key role in identifying synergies and linking this project with, not only the rest of the GEF Portfolio in the country, but also to the wider development and conservation programs; ✓ Use of the TWG to harness technical capacity of various professionals, for which the project didn't have to pay; ✓ The three tier project management modality of UNDP (CO/RCU/Hq) provides quality technical and management support at reasonable cost to individual projects	
A.4. Impacts	The project used threat reduction tools recognized as viable internationally; The TE finds the project used direct protection, New PA Policy and implications on PA Management; Expansion of PA estate by over 5,600 ha: Improved management effectiveness and capacity (score card) and PA finance; rehabilitated 0.8 ha corals; knowledge on Aldabra policy making and/or advocacy, education and awareness building, and knowledge (in the form of Management plans for 5 additional PAs -- effectively and managed to reduce current threat to BD in Seychelles Aldabra Marie Monitoring programme now implemented to assess the status of key values of the PA. Aldabra Management Plan (near complete); VHF radio system on Aldabra deployed and now able to communicate atoll wide has improved regulation enforcement.	Significant
B. Sustainability of Project outcomes; (overall rating); Sub criteria (below)		**Likely**
B. 1. Financial	Improved PA finance scores: Private Sector and ENGO provides large baseline for PA management; Project outputs are being taken up in other projects (Mainstreaming BD, PA Finance, Outer Islands) and national development processes (Debt for Nature/Adaptation Swap); Aldabra house concept approved;	Likely
B. 2. Socio Political	Majority of Seychellois have high levels of awareness of the importance of the perception of "Seychelles being an environmentally friendly economy" to international tourism;	Likely
B3. Institutional framework & governance	New PA policy; Legislation likely to be approved before the end of the year; improved capacity scores (institutional, individual, systemic), although the SNPA did not benefit much from the project, its capacity for national level coordination being supported through the Pa finance project	Likely
B. 4. Environmental	Proposals for the expansion of PAs has used scientific data to inform decisions; The Marine Spatial Planning is under way, which will provide further scientific justification for the expansion of the MPA. The greatest environmental risk to PAs and BD is climate change: GoS is running adaptation programs, notably the Ecosystems Based Adaptation and the Debt for adaptation Swap. Improved capacity scores and METTs likely to maintain on-going risk monitoring and mitigation measures	Likely
C. Achievement of outputs and activities (see section on overall results and impacts)		Satisfactory
D. Monitoring and Evaluation (overall rating); Sub criteria (below)		**Satisfactory**
D. 1. M&E Design	Design based on clear logic (threats, barrier analysis); outcomes and indicators SMART; although ambitious targets were revised at MTE, it is noted that the original logframe was adequate to guide implementation and was not revised.	Satisfactory
D 2. M&E plan Implementation - use for	M&E plan was used effectively to monitor and mitigate risks – evidence of adaptive management indicated by revision of baselines and targets for Terrestrial PA, restoration/rehabilitation on Denis and North Islands, and	Satisfactory

Criterion	Evaluator's Summary Comments	Rating
adaptive management	to modify several indicators at MTE to more accurately reflect the targets that the project could deliver even if the policy and legislation approval was delayed;	
D 3. Budgeting & Funding for M&E activities	The TE found no issues with the budgeting for M&E activities; MTE Tools used were Inception workshop, APR/PIR, quarterly and annual workplans and reports, including financial reports	Satisfactory
E. Catalytic Role	The project produced public goods (PA policy, knowledge on Aldabra and methodology for coral rehabilitation); quasi-public goods (additional 5,607.71hectares (364.03 Terrestrial and 5,313 ha marine); project outputs being financed from other sources of funds (training staff with Biodiversity Mainstreaming, gazettement of D'Arros and St Joseph from Outer Islands project, planned use of coral rehabilitation methodology by the Ecosystems Based Adaptation project; planned use of Marine Spatial Planning report as input in the Debt for adaptation swap.	Significantly catalytic
F. Preparation and readiness	The project was planned over a period of one year with a budget to identify and negotiate partnerships for implementation; implementation was shared amongst four ENGOs and DOE via MoUs. Despite capacity assessment and explanations about the implementation modality, several ENGOs did not fully comprehend or appreciate the implications of the disbursement arrangements. Consequently, much time and energy was spent by all trying to overcome this hurdle, with little success.	Marginally Unsatisfactory
G. Country ownership	In addition to the points outlined under relevance, the project concept originated from government's stated objective of expanding PA management to the non-Gov and Private sector, to overcome the dual problem of land scarcity and a dearth of HR and financial resources for PA management typical of SIDS; PA and legislation formulation was led by DOE, with close collaboration of all relevant national institutions, including the Attorney General's office. Hi CSO involvement; 80% of the project was led by the ENGOs; all partners provided expected co-finance identified; High level of engagement of the PSC (financial) and Technical Working Group (TWG), on the technical issues, particularly the formulation of the policy	Satisfactory
H. Stakeholders involvement	Catered for during project design; evidenced by 80% project delivery through ENGOs. Nevertheless TE found there was perceptions of unequal power relations within the partnerships and un-even capacity for implementation across the partners, with subsequent impacts on timely disbursement of funds for all the partners	Satisfactory
I. Financial planning	GEF Finance and co-finance were adequate, however several challenges of financial planning reduces the rating to MU; i) despite four implementers, project had one AWARD in ATLAS. Inadequate appreciation of the implications of this arrangement caused many delays in disbursement in first 2 years: ii) complex institutional arrangement for disbursement (from UNDP to Central Bank of Seychelles; application by PCU to Min of Finance, via Min of Environment which approves and instructs Central Bank to transfer money to partner accounts): While this provides confidence in the management of finances, the many institutions provide ample opportunities for delays; iii) All project expenditures in forex (and all local currency payments above SR 50,000, currently $3600) have to go through this complex approval system. The TE finds that (once contracts have been signed by the Implementing Partner) PCU could be allowed to authorize all expenditures below US$ 25,000 against these contracts, which would improve the efficiency of the system significantly, given that over 90% of the expenditures fall within this range.	Marginally unsatisfactory
J.	Testing the multi-partner PA management even as the legal environment	Satisfactory

Criterion	Evaluator's Summary Comments	Rating
Implementation approach	to empower this mode of PA management created partnerships that yielded cost savings.	
K. UNDP/GEF Supervision and backstopping	The TE found no issues with the UNDP supervision and backstopping. TE finds that the CO and RCU provided adequate support to the PCU and other partners; the 3 tier arrangement of UNDP (CO-RCU-Hq) identified as a cost effective tool of providing projects quality support at minimal cost (due to sharing of RTAs by many countries).	Satisfactory

Summary of conclusions, recommendations and lessons

9.   The TE finds that despite a problematic start-up and implementation hiccups in the first two years, the project has exceeded delivery on 10 targets, fully delivered on 7 and delivered over 80% on the other 2. Using threat reduction as a measure of impacts, the project significantly reduced threats to biodiversity in Seychelles by;

i.   **Direct protection** – via increasing PA estate by 5,677.1 hectares: of which 294.1 is Terrestrial PA. This is significant for Seychelles which has a total land surface of only 459 sq km (or 45,900 ha), of which 45.5% was already gazetted by 2010. Any additional area to the terrestrial PAs matter a great deal.

ii.   Once the new legislation is in place, the PA is likely to increase by a further 3,000 hectares upon gazettement of North and Dennis Islands, as well as the four Temporal PAs (2 for whale sharks and 2 for turtles). There is also a proposal to designate 11 new sites in inner and outer islands under the Outer Island Project, once the legislation is in place. This will bring the total PA estate to 150,000 in the next few years.

iii. **Policy and legislation for PA expansion under multi-stakeholder (private sector) management:** The approval of the new PA policy has far reaching impacts on strengthening the PA management into the future. The new policy forms the framework for more effective planning and management of PAs, and guides the expansion of the current PA system with the introduction of new categories of protected area in accordance with international criteria and international obligations. The real impact of the PA Policy is that it reinforces the commitment of Seychelles to manage 50% of its land area and up to 30% of its marine area as protected areas (including sustainable use zones). The PA Policy, additionally addresses co-management of PAs, a concept which is novel in the Seychelles, and strengthens the potential for private partnerships in PA management. Allowing private sector investments in PA is cost effective for a SIDS, which suffers HR and financial difficulties;

10.   The TE finds that overall the results obtained by the project for US$ 2.1 million represent a very good return on capital, and that delivering a new PA policy in less than 4 years is exceptional. Four strategies adopted yielded efficiency gains, namely: i) involvement of NGOs in a partnership aimed at expanding the PA estate and improve the management effectiveness, even without the legal provisions being in place yet: ii) the use of, and composition of the Technical Working Group that led PA policy process: iii) the PCU as the coordinator of all the GEF projects in Seychelles; iv) the three tier project management modality adopted by UNDP is an efficient distribution of "labour" and increased efficient use of resources in this project.

11.   Moreover the TE finds that the impacts described above are likely to be sustained in future due to improved Management Effectiveness on all PAs and Islands, improved financial sustainability and improved systemic and individual and institutional capacities for PA management (targets 1 and 2 in table 3).

12.   The PCU played a significant role in connecting the project to other GEF projects and development processes in the country, with significant gains in relevance, mainstreaming, replication and catalytic role; these generated further gains in cost effectiveness (both efficiency and effectiveness). However, absence of the PCU coordinator at the crucial start-up period weakened the project support to other entities at a time when many critical decisions were required, which the Project Manager alone could not take. Staff changes in the financial department of the Ministry of Environment and Ministry of Finance often exacerbated the difficult financial flows of project funds (see section on project finance). In addition, changes in staff in the PCU and the PM in 3 of the 4 ENGOs during the course of the caused delays in the submission of quarterly reports, causing additional delay in disbursement of funds for all partners. However, staff turn-over problems are not unusual for Small Island Developing States (SIDS), and there is no evidence that the turn-over problems experienced during the implementation of this project were greater than would be expected of SIDS.

13.   Active management of knowledge sharing improves chances of replication and catalytic character of a project. Knowledge management was however not included as an activity with a budget in this project. Although the MTE Management response reported knowledge sharing as organic in the project, a more systematic knowledge management would have improve cross-learning amongst the project partners.

14.   **Financial Planning:** the TE finds that there were several problems with financial planning, primarily caused by delays in disbursements during the first two years. The delays seems to have been due to the following reasons: i) misunderstanding of the 80% rule: ii) the complex institutional arrangements around financial transfers: iii) frequency of requests for financial clearance. However, the project clearly overcame these difficulties in the later part of implementation to deliver very impressive achievements.

15.   There is very high country ownership of the project demonstrated primarily by the high level of NGO participation and commitment to the technical issues tackled by the project, with 80% of the budget delivered by ENGOs; but also by the fact that most partners pre-financed implementation when disbursement was slow. Although there was a high degree of annoyance for having to do so, this does not change the fact that keeping implementation going despite delayed disbursements contributed very much to the project delivering on most of its targets within the planned time.

16.   The project has significantly strengthened the partnerships for PA management in Seychelles: although the partnership still needs to be consolidated, interviews with the partners confirmed that some of them felt that by being part of the process, they, in turn, increased their capacity for PA management.

17.   The TE finds no financial, socio-economics, institutional, governance or environmental risks to the sustainability of impacts from the project

Lessons learnt

Lesson 1: Projects targeting policy change should either be implemented over longer periods (e.g. six years) or limit the indicators to the actual contribution that use of project resources can be held accountable for (see addition to this lesson after the section on "use of M&E and adaptive management")

Lessons 2: Replication is necessary for sustaining project impacts: however, for it to happen, projects need to actively link with other on-going processes, something that is often difficult when project teams are isolated and are too focused on tight deadlines. The presence of the PCU made a big difference in this project. They were able to link the project to other important GEF and national programs;

Lesson 3: Active management of knowledge sharing improves chances of replication. Although knowledge sharing was, to some extent organic[2], providing knowledge sharing systems would have improved knowledge sharing and learning: however, when this is not factored in as an activity with a budget (as was the case for this project), it is likely to be downplayed. In the absence of such effort, the four sub-components were implemented as a disparate set of activities with limited cross-fertilization.

Lesson 4: Seychelles is a Small Island Developing State – and will always have Human Resources issues manifested in high staff turnover in many organizations. The planning stage should be used to formulate mitigation strategies to handle the inevitable human resources issues during implementation.

Lesson 5: Mainstreaming lessons from other projects is a cost effective measure because it avoids duplication and waste. The choice of Implementing Partner with the necessary linkages to other conservation programs, and the unique position of the PCU for UNDP-GEF projects in Seychelles played a key role in the excellent level of mainstreaming lessons demonstrated by this project.

Lesson 6: The TE echoes the lesson highlighted by the MTE regarding operational matters in partnerships: setting up multi-stakeholder PA management regimes requires attention to trust, respect and equality for implementing partners. While putting in place neutral platforms for participatory decision making is important, the adage "perception is the only reality" matters where capacities vary amongst the members of the partnership; there is need to find a more effective means of overcoming perceptions of un-equal power relations;

Lesson 7: As a SIDS, all project partners need to develop more effective incentives for recruiting and retaining staff. Solving this issue is beyond this project, but it is definitely necessary for the country.

Response to MTE

Lesson 8: For projects being implemented through more than one institution, the possibility of several AWARDS in ATLAS should be considered, supported by a cost benefit analysis of the additional work occasioned by several AWARD numbers.

Lesson 9: similar to the replication issue, the diligence of the partners and the PCU in ensuring that the project is informed by, and informed other relevant process played a key role in ensuring that the project catalyzes other processes. A more systematic knowledge management process, that would have ensured that the various sub-components are implemented as parts of a whole (rather than a disparate set of activities) would have increased the catalytic character of this project significantly.

Recommendation

Recommendation 1: Formulate an exit strategy that explains how the legislation approval will be followed up and coordinated with the outputs of this project, to ensure sustainability of the impacts;

Recommendation 2: For future projects involving multiple partners (as the PA finance is likely to do), all efforts must be expended to avoid the single award, multiple implementers. HACT (harmonization for cash transfer) should be used so that funds transfer becomes simpler and more straightforward;

Recommendation 3: The funds approval systems can be simplified by allowing the PCU to authorize all expenditures below US$ 25,000 against the normal contracts signed between the main implementer (government in this case) and the implementing partners). The important thing is to have robust contracts that would not allow abuse of resources. The current approval system puts too much burden on an already limited staffing situation. The significance of such a system is that 90% of the project expenditures fall within this range, suggesting significant efficiency gains.

Recommendation 4: By being at the centre of all the GEF projects in the country, the PCU played a critical role in linking the project to other GEF projects and to relevant development programs and processes in the country. This enabled two important things: i) it ensured that implementation of any specific project is closely coordinated with all relevant projects, for the benefit of both; ii) ensured that all project outputs and processes are known to, and taken into consideration by all relevant development processes. This has increased the cost effectiveness, relevance, replicability and catalytic role of this project considerably (compared to the situation without the PCU). Although it might be difficult to establish coordination units for GEF projects in all countries, there are significant benefits to be gained by having, at a minimum, a GEF coordinator in all UNDP Country Offices, paid for by small contributions from each of the projects. Such a mechanism would yield significant benefits especially in countries where the CO capacity is either weak or environment is not on the top agenda, or both … e.g. South Africa?

Recommendation 5: Factor in knowledge management and sharing as an activity with a budget for similar projects. This will yield significant replicability and catalytic gains.

Table of Contents

ACRONYMS USED

APR	Annual Project Report
CAC	Community Advisory Council
CCF	Country Cooperation Framework
CDR	Combined Delivery Report
CTA	Chief Technical Adviser
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
ENGO	Environment Non -governmental Organization
GIF	Green Islands Foundation
GEF	Global Environment Facility
ICZM	Integrated Coastal Zone Management
IMPAM	Integrated Marine Protected Area Management
IP	Implementing Partner
IUCN	The World Conservation Union
M&E	Monitoring and Evaluation
MCSS	Marine Conservation Society Seychelles
METT	Management Effectiveness Tracking Tool
MPA	Marine Protected Area
MSP	Medium Sized Project
MTE	Mid-Term Evaluation
NS	Nature Seychelles
NBSAP	National Biodiversity Strategy and Action Plan
NEX	Nationally Executed
NGO	Non-Governmental Organization
OP	Operational Program
PDF	Project Development Fund
PIR	Project Implementation Review
PCS	Plant Conservation Society
PM	Project Manager
PMU	Project Management Unit
PRODOC	Project Document (UNDP)
PSC	Project Steering Committee
PTO	Project Technical Officer
SEMPA	South East Marine Protected Area
SIF	Seychelles Islands Foundation
ICS	Islands Conservation Society
SGP	Small Grants Program
TAG	Technical Advisory Group
UNDP	United Nations Development Program

1   Introduction

1.1   *Purpose of the evaluation*

18.   The evaluation was initiated by the Government of Seychelles/UNDP/GEF Program Coordination Unit (PCU), through its executing agency, the Environment Department (ED), Ministry of Environment and Energy. This is in compliance with the guidance, rules and procedures established by UNDP and GEF that require projects to under a Terminal   Evaluation   at   the   end   of   implementation   (2011): *http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf*.

19.   The overall objective of the TE is to verify the extent to which the project objectives have been achieved after four years of implementation, to identify factors that helped or hindered the project, and to capture lessons on the implementation experience for similar projects in the future.

20.   The overall purpose of the evaluation is to:

> ➢ Assess overall performance against the project objectives as set out in the Project Document and other related documents;
> ➢ Assess project relevance to national priorities, as well as UNDP and GEF strategic objectives;
> ➢ Assess the effectiveness and efficiency of the project;
> ➢ Critically analyze the implementation and management arrangements of the project, including financial management;
> ➢ Assess the sustainability of the project interventions and consider project impacts;
> ➢ Document lessons and best practices concerning project design, implementation and management which may be of relevance to other projects in the country and elsewhere in the world.

1.2   *Scope and Methodology*

21.   The evaluation was conducted by an international independent consultant with support from the UNDP/GEF and the Project Coordination Unit (PCU) in three stages:

22.   **Preparation - 10ᵗʰ to 15ᵗʰ February:** In preparation for the review, the consultant reviewed documents (desk study) to update her knowledge on development and conservation issues in Seychelles in general, as well as to familiarize with the UNDP program of Seychelles and the specific project. Annex 1 (ToR) contains a list of the documents that were made available by the PCU and UNDP.

23.   **Field mission –16ᵗʰ Feb to 3ʳᵈ March:** The consultant met and interviewed the key staff of all project partners and other relevant informants, including the Minister for Environment, PCU and UNDP (Country Office and Regional Coordination Unit).

24.   A series of questions (Annex 3) was used to augment the findings from the document review, to establish the various aspects of the review. The TE considered and reported on the following evaluation issues and criteria:

> ➢ Effectiveness in realizing project immediate objectives, planned outcomes and outputs; the effects of the project on target groups and institutions; the extent to which these have contributed towards strengthening the institutional, organizational and technical capability of the government in achieving its long-term sustainable development objectives (including environmental management goals).
> ➢ Project relevance and consistency with country priorities and the GEF Focal Area.
> ➢ Ownership of the project at the national and local levels; stakeholder participation across local levels and partnerships developed through the project.
> ➢ Sustainability of project achievements and impacts, including financial and institutional sustainability, and an assessment of planned replication and exit strategies.
> ➢ Management arrangements, including supervision, guidance, back-stopping, human resources, and the Implementing Partner's (UNDP) supervision and backstopping; the quality and timeliness of inputs, activities, responsiveness of project management to changes in the project environment and other M&E feedback.
> ➢ Financial planning and sustainability, including the timely delivery and use of committed co-financing.
> ➢ Efficiency or cost-effectiveness in the ways in which project outputs and outcomes were achieved.

- ➢ Adaptive management, including effective use of log-frame, UNDP risk management system, annual Project Implementation Reviews, and other parts of the M&E system, tools and mechanisms as appropriate; including an assessment of whether project design allowed for flexibility in responding to changes in the project environment.
- ➢ Risk management, including the UNDP risk management system within ATLAS, which is also incorporated in the annual PIR. The evaluation looked at how effectively the risk management system was used as an adaptive management tool. Risks may be of a financial, socio-political, institutional, operational, environmental (or other) type.
- ➢ Cross-cutting issues:
- ➢ Governance: How has the project facilitated the participation of the local communities in natural resource management and decision making processes
- ➢ Promotion of gender equity: Has the project considered gender sensitivity or equal participation of man and women and boys and girls in decision making processes
- ➢ Capacity development of participants and target beneficiaries, communications and use of technology.
- ➢ Lessons and Recommendations: The evaluator assessed lessons with special attention given to analysing lessons and proposing recommendations on aspects related to factors that contributed to or hindered attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, the role and effectiveness of M & E and adaptive management in project implementation.

25. The field mission culminated in a workshop to present preliminary findings – held in Mahe on 27th February and a filed visit to North Island (site of habitat rehabilitation for birds) on 2nd March. Annex 4 is a list of workshop attendants.

26. **Report writing,** verification and finalization: 28th Feb to 31st March: A first draft report was submitted on 17th march 2015 and a final draft presented on 30th March, after taking into account feedback from the project partners.

1.3   Structure of the report

27. The report is presented on the Template provided in the UNDP-GEF TE Guidelines and has eight sections: 1. Introduction; 2. The Project Description and Development Context; 3. MTE Findings, including sections 3.1, Formulation and 3.2., Implementation; 4. Results; 5. Sustainability, 6. Conclusions (relevance, efficiency and effectiveness); 7. Recommendation; and 8. Lessons Learned and related annexes.

2   The Project and its Development Context

2.1   Project start and its duration

28. The project was approved by the GEF on 20th January 2011 for a period of 4 years. The Project Document (contract between GoS and UNDP Mauritius/Seychelles) was signed on 3rd March 2011. It commenced implementation in June 2011 after the Inception Workshop, and the signing of Memoranda of Understanding between the Department of Environment and each of the implementing partners: Seychelles Islands Foundation (SIF), Nature Seychelles (NS), Green Islands Foundation (GIF) and the Marine Conservation Society, Seychelles (MCSS). The project was scheduled to close on 25th March 2015 but the MTE recommended a no cost extension to 31st December 2015; however, it is now scheduled to close on 30thJune 2015.

2.2   Problems that the project seeks to address

29. The project was set up to remove 2 critical barriers that were preventing the government of Seychelles and its partners (ENGOs and the private sector) from addressing threats to the country's important biodiversity; barrier one related to policies and barrier two related to capacity for partnerships (both explained in a section below). The document states that biodiversity conservation was being pursued via a **system of 21 formal protected areas** covering a total area of 54,813 ha, of which 24,978 ha (~45.5% of the total landmass) is terrestrial and 29,836 ha (<0.001% of the Economic Exclusion Zone EEZ) is marine. This PA system was managed under a number of different government institutions, parastatals and NGOs, including the Ministry of Land Use and Housing (MLUH), Seychelles National Park Authority (SNPA), Seychelles Fishing Authority (SFA), Seychelles Islands Foundation

(SIF), Island Conservation Society (ICS) and Nature Seychelles (NS). The project argued that with limited resources and geographical isolation from global centres of excellence, it is imperative that these diverse government and non-government partners in Seychelles work more closely together in partnerships to augment their individual capacities, knowledge and skills for PA systems strengthening and co-management, to remove the following threats to biodiversity:

> ➢ habitat loss (conversion from natural habitats to plantation of either coconuts or cinnamon) as a threat to birdlife – particularly on North Island, which has led to near extinction of the Seychelles white eye;

> ➢ Pressure from tourism developments along environmentally sensitive coastline and on the smaller islands (construction, sewage discharge, along with the nutrient pollution, especially for marine ecosystems found in bays and shallow coastal waters protected by reefs, physical damage to coral reefs from tourism operations emanating from boat anchors and trampling by tourists at low tide;

> ➢ invasive alien species,

> ➢ poaching including in the 6 Marine National Parks around the granitic islands affecting species such as turtles and sea cucumbers, and an increasing threat to coco de mer on Praslin;

> ➢ over-fishing affecting sharks, large groupers, as well as demersal and reef resources targeted by line and trap fisheries especially around the granitic islands.

> ➢ Inadequate protection of spawning sites for species which concentrate in large aggregation sites when spawning (sharks, rabbitfish); All known grouper spawning aggregations sites on the inner islands have collapsed; Rabbitfish spawning aggregations remain unprotected and under increasing pressure. Shark populations around the granitic island have been decimated over the last century;

> ➢ risk of oil spills for Aldabra, which is close to a major shipping channel for oil tankers (and can only exclude ships from coming within 1 km);

> ➢ Climate change induced coral bleaching and deaths particularly for the inner granitic islands – such as occurred in 1998 (with mortality rate of 85-90%); subsequent smaller bleaching events occurred in 2002, 2003 and 2010 by other smaller scale bleaching events. Current trends suggest that raised sea water temperature events will reoccur increasingly frequently in the future and coral bleaching will undoubtedly be repeated.

30. The effectiveness of working together was however hampered by two groups of barriers, which the project has consistently tackled over the last four years:

> ➢ **Group1: Policy and institutional** – consisting of (i) a lack of a common national vision for protected areas, and their administration under different ownership and management regimes; (ii) an out of date national policy, legislative and regulatory framework that failed to a) enable cooperation and collaboration between the government and other partners in the establishment, planning and management of Pas, as well as in meeting international commitments on e.g. CBD and AICHI targets; b) to provide appropriate responses to new threats to biodiversity in Seychelles, such as the need to introduce temporary protection of critical biodiversity areas (such as spawning or feeding aggregations); also slow to respond to biodiversity conservation opportunities, such as the prospects for encouraging and providing incentives for the incorporation of privately owned land into the protected area system under different types of conservation stewardship arrangements.

> ➢ **Group 2: Capacity and methods**, consisting of (i) inadequate capacity in public PA institutions, NGOs and other prospective partners to develop and maintain collaborative partnership agreements; (ii) weak institutional mechanisms that failed to enable coordination and knowledge and resource sharing across and between partners; this led to a lack of collaboratively developed and agreed integrated management and business plans for PAs under NGO (or other partner) management; (iii) inadequate delegation of management authority to NGOs (or other partners) for implementation of PA management and business plans; (iv) inadequate financial and human resources, skills and knowledge in NGOs (or other partners) to implement PA management and business plans; and (v) management of PA estate that failed to capitalize on capacity of NGOs and public PA institutions to collaboratively monitor implementation, review efficacy of approach, and update PA management and business plans. This is further compounded by the absence of a single overarching institution responsible for the overall coordination and performance monitoring of PA institutions. With five government, parastatal and NGO organizations (SNPA, MLUH, ICS, SIF and NS) formally responsible for PA management, there are considerable inconsistencies,

duplication and ambiguities in their approaches to PA planning and management[3]. There is also a historical lack of trust and poor working relationships.

2.3 *Immediate and development objectives of the project*

31. The project aims to create an enabling environment for optimizing the synergies between current government conservation efforts and those of non-government partners (private sector, NGOs and resource users). The project's **development goal** is to "*facilitate working partnerships between diverse government and non-government partners in the planning and management of the protected area system in Seychelles.*" The stated **objective** is to "*demonstrate effective models for protected area management by non-governmental organizations in the Seychelles and enable their inclusion into a strengthened protected area system.*" The project has **two expected outcomes**, ten expected outputs and nineteen indicators

32. Outcome 1-Strengthened management framework for protected areas in Seychelles has five expected outputs:

 ➢ National priorities for the expansion of marine and terrestrial protected areas are defined;
 ➢ National policy directions are updated and modernized to direct a partnership approach to the expansion, planning and management of the PA system;
 ➢ New protected area legislation is drafted and adopted to effect the national policy directions;
 ➢ The capacity of PA institutions to establish and administer partnerships is strengthened;
 ➢ An electronic information management system is developed for protected areas.

33. Outcome 2-Expanded and strengthened management of protected areas in Seychelles has five expected outputs:

 ➢ The efficacy of active coral reef restoration techniques is tested in Cousin Island Special Reserve;
 ➢ An approach to the formal protection of critical habitats of whale sharks and turtles is tested;
 ➢ The offshore boundary of the Aldabra Special Reserve is expanded and its management strengthened;
 ➢ The privately owned islands of North and Denis are established and managed as formal protected areas under different governance regimes;
 ➢ The design and functioning of Cousin Island Special Reserve is improved to meet both conservation and fisheries management objectives.

34. The indicators for the goal and objective levels were as follows:

 ➢ Change in capacity development score for protected area system (Systemic increase from 33% to 42%; Institutional increase from 35% to 40%, individual increase from 35% to 42%);
 ➢ Change in METT scores: for Cousin Island Special Reserve increase from 78% to 80%; for Aldabra Special Reserve to increase from 62% to 66%; for North Island to increase from 51% to 60%; and for Denis Island to increase from 74% to 78%.
 ➢ Change in the Coverage (ha) of formal protected area system: for Marine to increase from 29,836 to 37,500 hectares; for Terrestrial to increase from 24,978 to 26,000 hectares (target for Terrestrial adjusted to 23,000 at MTE and upon discovery that the baseline was inaccurate)
 ➢ Improved Basic PA Knowledge management System; the situation to change from the current No formal PA knowledge system to where there is a functional knowledge portal and first products and services;
 ➢ Change in financial sustainability scorecard for national system of protected areas (16% to 21%)

35. Outcome 1 had the following indicators:

 ➢ Number of terrestrial Areas of High Biodiversity outside existing PAs that are identified as priority areas for PA expansion in the PA expansion plan rise from 0 to more 50%.
 ➢ Contribution to the number of IBAs designated as PAs/ number of IBAs identified as priority area for PA expansion in the PA expansion plan – change from 11 to 13 out of a total of 20 marine and terrestrial IBAs;
 ➢ Year of formal adoption of the latest PA change from 1971 to 2012;
 ➢ Partnership approach to protected area establishment and management adequately provided for in legislation

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[3] The Conservation section of the Environment Department has since been accorded the mandate for this; but further oversight capacity is still required

- Increase in funding support to the protected area system: from US$ 20,000 to 50,000 US$/annum by State grant allocation; and from an annual US$ 100,000 to 200,000 from the donor community;
- Number of public and NGO PA staff completing specialized training and/ or skills development change from 0 to 15 for Cooperative management; and from 0 to 20 for Data management;
- The level of involvement of affected NGOs, resource users, CBOs and private landowners in decision-making in planning and management of the protected area system increase from about 10% to 80%;

36. Outcome 2 had the following indicators:

- At least 35,000 nursery-reared coral nubbin stock produced for transplantation ;
- At least one hectare of coral reef ecosystem actively restored;
- Two Nomination files ready for submission to establish one temporal PAs for Whale Sharks and one for Turtles;
- Contribution to the number of TPC's being regularly monitored in Aldabra Special Reserve from 0 to more than 5 (contribution in scientific assessment of the outer reef, formulation of a management plan for the extension of the PA);
- Annual 'Financing gap' for Aldabra Special Reserve reduce from US$ 300,000 to US$ 200,000;
- Nominations files for 2 Privately owned Islands as PAs ready for submission, increasing number of privately owned and managed PAs from 3 to 5;
- Extent of restored and maintained native habitats on increase from 50 to 64 on Denis Island and from 37 to 50 on North;
- Increase in the proportion of the habitats of key functional fish groups around Cousin Island under a conservation management regime: home ranges for sharks increase from 1% to 20%; and spawning sites for rabbitfish increase from 5% to 50%;

2.4 Main stakeholders

37. The following organizations are actively involved in management of PA in Seychelles**.**

38. The Environment Department (ED) of the Ministry of Environment and Energy (MEE) through its Wildlife, Enforcement and Permits (WEP) Division is the Government agency with portfolio responsibility for Protected Area policy and legislation. MEE's scope in active management has been greatly reduced over the years. This process started in 1997 with the separation of the Marine National Parks from the then Conservation and National Parks section to form the Marine Parks Authority, a parastatal agency. However since the national financial crisis of 2008 the Department of Environment's field capacity has been dramatically downscaled for both financial and strategic reasons, through the formation of the Seychelles National Park Authority (see below). Consequently ED has very limited PA field capacity with in fact no full time PA personnel remaining on the payroll. Despite this, various PAs still fall under the direct purview of the Department through the Conservation Section of the WEP Division. Recif Island Special Reserve for example is managed on an ad-hoc basis, to protect the seabird colony from seasonal poaching activities.

39. The Seychelles National Parks Authority (SNPA) was formed in 2009 combining the former MPA-SCMRT with the former Forestry Section and its terrestrial national parks. It acquired the Conservation sections of La Digue Special Reserve and associated staff. The legislation forming the SNPA gives its purview over all National Parks. The inclusion of the La Digue Special Reserve implies that by stating National Parks the legislation actually means all Government-managed PAs are under the National Parks and Nature Conservancy Act (NPNCA). The MTE questioned why the Grand Anse, Mahe Area is not absorbed and what the long term fate of the Recif Island Special Reserve declared in 2010 and currently overseen by ED. This is important particularly for Morne Seychellois National Park (MSNP), which is the most importance for the endemic biodiversity of Seychelles, yet lacking an iconic species, it does not generate enough revenue to manage it. Current capacity of SNPA restricts management to only the most fundamental activities such as trail maintenance on the largest NP in Seychelles. However, SNPA will benefit from the PA Finance Project under formulation.

40. The Silhouette National Park (SNP) poses the same problems though heightened by the islands distance from the main SNPA base. The management of SNP is delegated to the Island Conservation Society (ICS). Praslin national park is adequately staffed and managed and has a significant forestry component to its operation. Curieuse National Park is also adequately staffed for general terrestrial and marine operations and is the best performing of SNPAs; it generates significant revenue and has the potential to be highly profitable. The other marine parks are managed primarily for the collection of visitor's fees and lack secondary management objectives. The lack of current

management plans throughout SNPA's PA portfolio is highly limiting to the effective management of the PAs as areas for the conservation and sustainable use of biodiversity.

41. The Seychelles Fishing Authority (SFA) formally has 4 Protected Areas under its purview none of which are actively managed and SFA currently does not have the capacity in terms of human resources, equipment or funds to manage PAs. Shell reserves are however not mentioned in the new Fisheries Act and are now considered "not relevant". It is ambiguous as to whether they still legally exist or not. This capacity shortfall may become of key importance in the short-term future with processes under way to identify and declare some 30% of Seychelles EEZ as protected with up to 15% of the EEZ intended as no-take zones. This would create a very large capacity deficit which whilst it should be kept in mind is beyond the scope of this assessment to cater for as the processes underway will likely take several years to reach fruition.

42. The Seychelles Islands Foundation (SIF) manages two Protected Areas: the Aldabra Special Reserve and the Vallee-de-Mai Nature Reserve, both World Biodiversity Heritage Sites. SIF is a body corporate created by government specifically for the management of Aldabra Atoll as a world heritage site and later assuming the management of the Vallee-de-Mai[4] when it too became a WH site. Vallee-de-Mai is considered a model of PA management with high levels of achievement in conservation and the promotion and undertaking of management-oriented research.

43. Aldabra is by far the largest and most isolated of Seychelles PAs, posing the greatest management challenges. Because of the distance from other Islands, the PA does not generate adequate resources to finance the management of its conservation program. The financing gap became particularly acute by the impact of piracy in the western Indian Ocean on reducing tourism revenue. Yet despite these complications, Aldabra continues to be cross-financed by Vallee-de-Mai. IAS management has been a primary focus with: the successful eradication of Goats, preliminary assessments of the feasibility for rat eradication; ongoing eradication of Sisal and pre-emptive campaigns against invasive bird species on the neighbouring island of Assumption. These achievements and new initiatives in such a highly complicated logistical and safety scenario demonstrate the organisational, fund-raising and technical capacity of SIF.

44. The Island Conservation Society (ICS) manages the Aride Island Special Reserve. The 68 Ha Island is host to the most important seabird colony, with 10 breeding species and the main roost for both Frigate bird species, in the central archipelago. The island boasts its own endemic species in the Wright's gardenia and also hosts several endemic species of bird, including the Seychelles fody, Magpie-robin and the largest population of the Seychelles warbler, all (re) introduced post vegetation rehabilitation programmes. Aride Island is widely considered a model reserve and a great conservation success story though it does continue to struggle with seasonal poaching of the seabird colonies by local fishermen. As the conservation partner of IDC (a state-owned company responsible for the management of twelve Outer Islands - Platte, Desroches, Marie-Louise, Remire, Desnoeuf, Alphonse, Providence, Farquhar, Cosmoledo, Astove and Assumption- and two Inner Islands - Silhouette and Coetivy) ICS has established several Foundations in recent years as a means to expand its conservation activities, primarily in the outer islands. The Foundations have already led to the establishment of activities on the islands of Silhouette, Alphonse/St Francois/Bijoutier and Desroches with full time staff and a volunteer programme on Marie-Louise and Desnoeufs. Staff on Desnoeufs are IDC, and in charge of the birds' eggs collection. ICS however is a key partner in the implementation of the forthcoming Outer Islands project which will play significant attention to its outer island activities and serve to greatly enhance the agencies capacity in the management of these currently unlegislated areas.

45. Nature Seychelles manages the Cousin Island Special Reserve, which is nationally and internationally recognised as a model reserve and a great conservation success story in various respects. Cousin hosts an important (7 species) seabird colony and populations of rare endemic birds – including the Seychelles Magpie-robin, Seychelles Fody and the founder population of the Seychelles warbler. It also supports the largest Hawksbill turtle rookery in Seychelles. The Reserve is adjacent to Praslin and is a very popular tourist destination for day visits. It is self-funding and profitable from this activity. Cousin/Nature Seychelles is also renowned for its support and facilitation of research initiatives including world class monitoring of the Seychelles warbler population and the longest turtle rookery dataset in the country. Nature Seychelles also manages the Roche Caiman Bird Sanctuary[5] as wetland bird habitat and educational and community amenity area.

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[4] The Vallee-de-Mai has dual designation as both a Nature Reserve under the WABPA and as a component part of the Praslin National Park under the NPNCA. This will presumably be clarified and possibly upgraded to distinct Special Reserve status (or equivalent) under the new PA policy.

[5] Not currently a Protected Area but recognised as a Sensitive Area under the Environment Protection Act's 1996 EIA Regulations.

2.5 Expected Results

46. At the systemic level (i.e. creating the enabling conditions for PA management) these results are expected:

> ➢ Define spatial targets and priorities for the expansion of the protected area system;
> ➢ Improve the policy, legislative and governance framework for collaborative management between state and non-state partners in the management of this representative system of protected areas;
> ➢ Support the establishment of an information management system to improve decision-making in the PA system.

47. At the institutional and individual levels (i.e. strengthening capacity), project outputs are to improve NGO capacity in these areas:

> ➢ Assessing the environmental, social and economic feasibility of designating privately owned islands and adjacent marine habitats as formal PAs;
> ➢ Undertaking cost-benefit analyses of options for administering larger protected areas that may incorporate both marine and terrestrial habitats;
> ➢ Consulting, cooperating and collaborating with other state and non-state partners (including SNPA, other NGOs, private sector and natural resource user groups) in PA/conservation area establishment and management processes;
> ➢ Evaluating the efficacy of different approaches to marine and terrestrial ecosystem restoration;
> ➢ Testing a range of co-management models for protected/conservation areas under different ownership, management and financing arrangements.

48. The project document states that the interventions will include investing resources in improving the capacities of the relevant government institutions, SFA, SNPA and the ED, to do the following:

> ➢ Constructively support the establishment processes for newly designated PAs;
> ➢ Implement an oversight role for the entire protected area system;
> ➢ Participate in negotiating and implementing co-management agreements with NGOs, resource users and the private sector;
> ➢ Maintain consultative forums involving all state and non-state partners.

3 Findings

3.1 Project Design / Formulation

3.1.1 Analysis of LFA (Project logic /strategy; Indicators) – Satisfactory

49. The logical framework of the project and its results is presented in annex 2 of this document.

50. As explained above, the project was set to remove barriers to effective partnering between various government agencies, private sector and ENGOs in expanding the PA system to become more representative, and to manage the expanded PA system more effectively, with a more secure financing sustainability, as well as to increase tools for curbing some direct threats (rehabilitating corals, spawning, aggregating and home ranges).

51. The structure defined by the project document is reliable, since it corresponded logically to the barriers identified through the threats-root causes-barrier analysis undertaken during the project formulation. The project provided a policy enabling environment (component 1) and a technical component providing the knowledge for an expansion of the PA estate with some rehabilitation of habitats (component 2).

52. The TE finds that the project objectives, components and indicators were SMART and based on a clear and easy to follow logic. However the targets for indicators number 7 and 8 were overly ambitious; it was unrealistic to expect the new policy to be formulated and approved within two years of project start-up and even more unrealistic to expect the legislation to be in place by the third year of project implementation. Although the rest of the targets were reasonable, the delivery of many was dependent on the approval of a new PA policy and the legislative framework and rules and regulations to operationalize the policy. The MTE recommended that several indicators be changed to reflect the achievements that would be in the realm of the project influence. An analysis of the proposed changes and the management response to the proposed changes is provided in section 3.2.1 (M&E and Adaptive Management). Lesson: Projects targeting policy change should either be implemented over longer periods (e.g. six years) or limit the

indicators to the actual contribution that use of project resources can be held accountable for (see addition to this lesson after the section on "use of M&E and adaptive management").

3.1.2 Assumptions and risks – Satisfactory

53. The project document provided a reasonable analysis of risks which the project might face; including the following:

> ➢ That Government, private sector and NGOs commit to constructive engagement in the development of protected area partnerships;
> ➢ That there is an adequate data baseline to determine priority areas for PA expansion;
> ➢ That policy, legislative and regulatory reforms are supported and adopted by Government and adequately provide for the establishment of protected areas under private ownership and cooperative management;
> ➢ That the government allocates adequate resources (staff and budget) to fulfil its oversight function for the protected area system;
> ➢ That those prospective data suppliers make critical data available for incorporation into the PAIMS.

54. In addition, two risks were identified as critical (see risk matrix, ProDoc 2011) for the achievement of the development objective: i) the risk of ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users; and, ii) protracted legislative reform, regulatory amendments and PA proclamation processes delaying the achievement of the crucial targets. The project had outlined and indeed implemented a comprehensive risk mitigation strategy, notably boosting the capacity of DOE to lead the legal reform (a Technical Officer was hired to support the work), putting in place a Technical Working Group (membership included the Attorney General's Office) and awareness raising and advocacy. However, although a new policy was approved, it proved impossible to get it operationalized through a new Legislation in the course of four years. The consequences of this shortfall is analysed in the Adaptive Management section.

55. The TE finds that there was one unstated assumption that materially affected implementation: that the partners would all operate at full capacity. As explained in the section on implementation, this was not the case as there was intermittent staff shortages in the PCU and the ENGOs[6], and that the varying capacities and prioritization of project implementation by the partners affected disbursement and overall pace of implementation. In particular, the Seychelles National Parks Authority (SNPA), which was supposed to be a key player in managing the partnerships, started experiencing financial problems when the design of the project was in the final stage. It was too late to change the focus of the project, and the capacity of, and participation by SNPA on this project remained less than desirable. However, the institution (SNPA) is the main beneficiary of a follow up "PA Finance" project, currently under formulation and financed by GEF 5.

3.1.3 Stakeholder participation planning (Satisfactory)

56. An important consideration under project design is whether the capacities of the executing institution(s) and its counterparts were properly considered when the project was designed. The TE finds that the design and formulation process was informed by stakeholders' consultation, capacity assessment and financial and Management Effectiveness (METT) assessments. The project was designed over a period of one year, with resources (PPG) that enabled identification of partnership arrangements, and negotiation of roles and responsibilities for implementation. The TE finds evidence that the design benefitted from lessons generated via similar projects from Small Island Developing States and PA management in general. However, as detailed in the project implementation section, staff turnover (and the consequent loss of institutional memory) paused temporary challenges to the administrative capacity of all partners, albeit at different times, and with varying impacts. Although these challenges were not of a technical nature and were resolved in time to avoid negative effects on delivery of results, there is an important lesson for future project design.

57. Lesson: Seychelles is a Small Island Developing State – and will always have Human Resources issues manifested in high staff turnover in many organizations. The planning stage should be used to formulate mitigation strategies to handle the inevitable human resources issues during implementation.

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[6] With the exception of the SIF, all the others had a change in the Project Manager at some stage of implementation.

3.1.4 Replication approach (adequate evidence of replicability)

58. The project document stipulated that replication would be achieved in the project through the direct replication of selected project elements and practices and methods, as well as the scaling up of knowledge and experiences.

59. The TE finds mixed success with replication.

60. On the positive side, the new policy has modernized PA management in Seychelles, with a strong focus on partnership approach. This approval is the culmination of several years of work, various workshops, many different studies, a complex drafting process and complex negotiations with many stakeholders. During the process, many and disparate voices were heard, fears toned down, trade-off negotiated and the benefits presented[7].

61. The TE finds at least one instance of replication during the project life – the gazettment of D'Arros PA, adding 5,607.71 hectares to the PA system (5,313 Marine on D'Arros and 294.71 Terrestrial on D'Arros and St. Joseph). Although the gazetement was temporarily withdrawn, it is likely that it will be finalized before the end of June, after the correct procedures are followed.

62. Two other outputs are already contributing to replication. The IBA (Important Bird Areas) report, which includes for the first time 'Marine IBAs' being the feeding and foraging areas of seabirds as well as the islands on which they nest, is being used as a conservation data layer within the Marine Spatial Planning process (MSP). Following the signing of data sharing agreements (formerly output 1.5 but merged with output 1.1) additional data required for analysis of priorities for PA expansion has been collected and stored in the Ministry of Environment database. All stakeholders have engaged in the planning process, including civil society and private interests (e.g. fishing associations diving companies) and have contributed knowledge and/or data. Through this process, a diverse group of data originators (and owners) seem to have overcome the protective tendency/attitudes that is a common hurdle to coordinated planning. The PA expansion exercise has also informed the MSP process; the consultant leading this output on behalf of the project under review has had a major influence on the structure of the MSP planning process, which, in turn, feeds into the wider debate on zoning of the EEZ and the Blue Economy.

63. The project stipulated that the institutional and individual capacity acquired through participating in the project activities would be key in replicating some of the work; in particular the rehabilitation of habitats for endangered species and monitoring of species. The TE finds that although the partnerships amongst government, private sector and ENGOs is still "work in progress", it has resulted in stronger institutional capacity, and more effective partnership arrangements, likely to facilitate the replication and scaling up of lessons learnt from the implementation of pilot and demonstration activities. The capacity scores and METTs increased (target 1 and 2 in table 3).

64. On the less positive side, the project had stipulated that it would support the development of a standardised approach to the establishment and management of protected areas under private ownership (Output 1.2), update the legislation to enable the implementation of these approaches (Output 1.3) and strengthen the capacity of the public PA institutions to develop and maintain partnerships with these privately owned and managed protected areas (Output 1.4). The project expected to then pilot the establishment of protected areas on two privately owned islands – Denis and North – under this new policy, legislative and institutional regime (Output 2.4). The TE finds that the delay in finalization and approval of the additional regulations required to permit this to happen prevented the gazettment of the two privately owned Islands into PAs, that not much capacity was developed within the public institution (presumably Seychelles National Park Authority) for maintaining such partnerships and that this limited the lessons that could be learnt or disseminated regarding the development and operationalization of PPPs governing private protected areas (and their marine buffer zones).

65. The project also stipulated that it would establish an effective sharing of knowledge and lessons, digitally through the collation of all the project experiences and information. This knowledge database would then be made accessible to different PA stakeholder groups in order to support better decision-making processes. Information contained in the knowledge management system would also be integrated into the protected area module of the centralised DOE environmental database. The lessons generated from the trialling of the coral gardening and the establishment of the Temporal PAs was in particular to be shared through the knowledge system with local reef practitioners, national conservation institutions and relevant government agencies. The TE finds that there are plans to publish all project findings, lessons, and guidelines (where applicable), and that a final workshop will be held before the end of the project to disseminate findings. However, exchange of information amongst the project partners could have been improved during the project implementation process.

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[7]Direct quote from the PM, reported in the 2014 PIR

66. Lessons: i) Replication is necessary for sustaining project impacts: however, for it to happen, projects need to actively link with other on-going processes, something that is often difficult when project teams are isolated and are too focused on tight deadlines. The presence of the PCU made a big difference in this project. They were able to link the project to other important GEF and national programs; ii) active management of knowledge sharing improves chances of replication. Although knowledge sharing was, to some extent organic[8], providing knowledge sharing systems would have improved knowledge sharing and learning: however, when this is not factored in as an activity with a budget (as was the case for this project), it is likely to be downplayed. In the absence of such effort, the four sub-components were implemented as a disparate set of activities with limited cross-fertilization.

3.1.5   UNDP Comparative Advantage (Satisfactory)

67. UNDP was selected as the GEF IA by the Government of Seychelles: the TE finds that UNDP demonstrated its comparative advantage in the implementation of this project in the following ways: i) During the PPG and the project implementation, UNDP made available its Regional Technical Advisor, who brought the organization's extensive experience formulating and implementation PA and BD conservation projects globally and regionally; Furthermore, UNDP has a large global portfolio and extensive experience in developing the enabling environment (policy, governance, institutional capacity and management know-how) at the systems level to improve PA management effectiveness, which beneffitted the project. ii) UNDP Country Office for Mauritius and Seychelles have managed a large portfolio of GEF projects on BD conservation and SLM, which they made available to the partnership. The application of the comparative advantage is demonstrated in the lessons that informed the formulation of this project, section 3.1.7, below. Additional points are in section xx - UNDP as GEF Agency.

3.1.6   Links between the project and other interventions in the region

68. The linkages of the project to other conservation projects is so closely interlinked with lessons incorporated from other projects that the reporting has been combined, and is reported in the section below.

3.1.7   Lessons learnt from other projects (Evident)

69. There are many conservation and biodiversity/ecosystems management projects being implemented by various stakeholders in Seychelles. The project design period was used to identify relevant projects and lessons for the PA project, which allowed the project team to work effectively with these partners in the implementation phase. Notably:

  ➢ **Past World Bank GEF Medium Size Projects** – namely Seychelles Marine Ecosystem Project SEYMEMP (August 2000 and March 2004), and Improving Management of NGO and Privately Owned Nature Reserves and High Biodiversity Islands in Seychelles (2008-2011); These projects demonstrated that NGOs have comparative advantages to build from and much to offer when it comes to PA management. This has been key to project success.

  ➢ Mainstreaming Biodiversity Conservation objectives in production activities in the Seychelles terrestrial and coastal environments. This project is focused primarily on the tourism and fisheries sectors outside of PAs. The TE finds evidence that the Mainstreaming Biodiversity project provided an important lesson that engaging with fishermen and tourism operators is best achieved if project managers point out the benefits alongside the responsibilities of such groups in in PA and Biodiversity management. This informed the discussions with the privately owned Islands and the work on the protection of home range and spawning sites for whale sharks and rabbitfish respectively. In addition, i) the Key Biodiversity Areas component of Mainstreaming Biodiversity project was used as a data layer (terrestrial) in the SCP and can be used as proxies for the other and/or outer islands vegetation; ii) the lead consultant[9] who developed the Land Use Plans under the Mainstreaming Biodiversity project sat on the TWG and made significant contribution to the new categories for the PA Policy so as to align the efforts with the Seychelles Land Use plans; iii) the project is working with the BD on the development of the Demersal fishery management plan of the Mahe plateau to incorporate into the SCP.

  ➢ Mainstreaming prevention and control of introduction and spread of Invasive Alien Species and the Capacity Development for SLM in Seychelles: both financed by the GEF. These projects targeted control of invasive alien species, soil conservation, forestry management, and fire fighting strategies. They provided lessons on rehabilitation of habitats (for Dennis and North Island). The TE finds that because the three projects (under ii and iii) were managed by a centralized Program Coordination

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[8] Management Response to MTE

[9] , Mr Florian Rock

Unit (part of DOE), it was possible to identify and draw on synergies, avoiding duplication and waste. For example the Biosecurity project team were members of the Technical Working Group (TWG) that led the policy and legislation component of this project. This collaboration helped prevent duplication in the new and approved BioSecurity Act.

70. Specifically, the project incorporated an additional lesson from previous projects: That the GEF also needs to support PA management where the needs are: this lesson indeed formed the for designing the current PA finance project, to be more of an 'equaliser', both in terms of management effectiveness and in financial sustainability, so the entire system develops more harmoniously.

Lesson: Mainstreaming lessons *from other projects is a cost effective measure because it avoids duplication and waste. The choice of Implementing Partner with the necessary linkages other conservation programs, and the unique position of the PCU for UNDP-GEF projects in Seychelles played a key role in the excellent level of mainstreaming lessons demonstrated by this project*

3.1.8 Management Arrangements (Satisfactory)

71. The project was implemented by UNDP Mauritius and Seychelles, in partnership with the Ministry of Home Affairs, Environment and Transport (MHAET) (which has since changed name and mandate twice), in line with the National Implementation Modality (NIM). Execution was delegated to the Programme Coordination Unit (PCU), a unit established by the Ministry and UNDP to oversee, support, administer and coordinate the implementation of all GOS-UNDP-GEF projects in Seychelles. At the start of project implementation, the PCU comprised of an International Program Coordinator (IPC), a National Coordinator (NC) and administrative and accounts support staff.

72. Day to day management of the project was supposed to be provided by a Project Manager with the assistance of a Project Technical Officer, who would have special responsibilities to manage implementation of all project activities under the responsibilities of DOE and SNPA (policy and legislation, marine spatial plan).

73. About 80% of the project budget was managed by the Environmental Non-Government Organizations via Project Memorandum of Understanding arrangements between them and the Ministry. This was in line with the decisions made during the project formulation where the following arrangement was agreed:

> ➢ Nature Seychelles implement part 1 of Output 1.1, Output 2.1 and Output 2.5;
> ➢ Seychelles Island Foundation (SIF) implement Output 2.3;
> ➢ Marine Conservation of Society of Seychelles (MCSS) implement Output 2.2; and
> ➢ The Green Islands Foundation to implement Output 2.4 & support the implementation of 1.5.

74. The MOU clarified the financial and reporting arrangements and procedures for the project, as well as the reporting relationships between each implementing partner and the DOE, PCU and PSC. A Project Steering Committee (PSC) provided supervision and broader management of the project.

75. The implementation set-up was complex; it seems that the project tried to demonstrate the effective functioning of partnerships in managing PAs, before the creation of the enabling environment for the same, which was the overall goal of the project.

76. As is explained in the MTE, there were three primary mechanisms for participatory decision-making, collaboration and learning: (1) The PA Steering Committee and Extraordinary Meetings held twice a year since inception (meetings reviewed), (2) The Technical Working Group set up to support implementation of Output 1.3 and which held nine meetings to date[i] and (3) NGO-based project implementation activities per the annual and quarterly work planning exercises. Despite the existence of these vehicles, there were challenges to smooth implementation emanating from three areas: i) staff turnover in the PCU, government and most of the ENGOs; ii) perceptions of unequal power relations within the partnerships and iii) un-even capacity for implementation across the partners, with subsequent impacts on timely disbursement of funds for all the partners. These challenges and the impacts they had on the early implementation of the project as well as the lessons gained from it are described in section 3.2.3 (Collaboration among entities and operational issues).

3.2 Project implementation (Satisfactory)

77. Despite a problematic start-up and implementation hiccups in the first two year, the project has exceeded delivery on 10 targets, fully delivered on 7 and delivered over 80% on the other 2[10].

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[10]Using MTE targets: exceeded delivery on targets 1, 2, 4, 5, 6, 7, 9, 10, 11, 12: Fully delivered on 3, 8, 14, 15, 16 and 19, and delivered over 80% on 13 and 18.

78. The project document was signed in March 2011; the Inception Workshop was held in June 2011, and the Inception Report finalized a few months after. There was some delays in finalizing the overall work plan for the first year of the project and considerable delays in disbursement of funds in the first year. The 2012 and 2013 PIRs and the MTE rated implementation as Marginally Satisfactory, with justification. The project has however overcome many of the challenges outlined in the MTE report and consolidated its many successes considerably during the period July 2013 to January 2015. Using the revised indicators which only measure the "contribution" to policy and legislation processes and the expansion of the PA system, the project registered an overall Satisfactory on implementation in both the 2014 PIR and this TE.

3.2.1 The logframe used during implementation, feedback from M&E and Adaptive Management (Satisfactory)

79. The project was implemented in line with the original logframe, with no changes made to the outcomes or objective, suggesting that the original logframe was adequate to deliver the development objective. There were however several changes made to the indicators and baselines, in line with adaptive management, at Inception period and at Mid-term (suggested by the MTE).

80. Changes made during the inception, and reported in the Inception Workshop Report (June 9, 2011) include:

   a. Removal of footnote regarding baselines of home ranges and spawning sites of key functional fish groups around Cousin Island (output 2.5); because the original baseline was an estimate, and previously recorded results were insufficient;
   b. The target for marine PAs was increased to at 37,000 ha so that the project could help the country to progress towards the national commitment of 10% of marine areas. This was justified because the extent of MPAs stood at less than 1%. It was however acknowledged that reaching the target might require national effort, in addition to the achievements of the project;
   c. The term "key biodiversity area" (KBA) in indicator 5 (outcome 1) was changed to 'Areas of high biodiversity existing outside of PAs. The reason given at the time was that there was no baseline for KBAs. The 2014 PIR however reported the return to the use of KBAs for two reasons: the term seemed to be more common internationally and has been adopted in the new GEF6 Strategy as an indicator or relevance for the Biodiversity focal area; the Biodiversity Mainstreaming project has since then provided the baseline on KBAs. The indicator subsequently became "Percentage of terrestrial areas of high biodiversity value outside existing PAs that are identified as priority areas for PA expansion in the PA expansion plan";
   d. The target for the indicator on coverage of Terrestrial PA was reduced from 26,000 hectares to 21,121 ha. This was necessitated by a discovery that the baseline for Terrestrial PA had been inaccurate;
   e. The target for the rehabilitation of habitats on Dennis Island and North Island (indicator 18a and 18b) was reduced from 80 hectares each to 60 hectares each, after the realization that the baselines had been inaccurate leading to the target being overambitious – the new targets are more achievable.

81. Changes made at Mid-Term: The greatest change to the indicators was however made after the MTE, following the realization that the delays in the approval of the policy and the legislation to operationalize it would seriously affect the project achievements. It was acknowledged by all the partners that policy and legislation approval was outside the remit of the project, and that the indicators should be revised to measure what was under the control of the project managers – the contribution towards policy and legislation finalization, and the preparatory work for the PAs to be gazetted. This led to the recommendations to change 6 indicators to show "contribution". The PSC discussed these changes and rejected some, with justification. Table 2 shows the indictors and other recommendations for change, the changes made and the justification for the decisions. Annex 5 contains a more detailed table of recommendations and management response.

Table 2: Changes suggested to the indicators at MTE

Indicators softened at MTE	New indicators
Coverage (ha) of formal protected area system: 3a. Marine PA increase from 34,847 ha to 37,500ha; 3b. Terrestrial increase from 20,921 to 21,121 ha Total PA estate increase from 55,769 ha to 58,621 ha	Recommendation accepted: the new indicator is contribution to the coverage (ha) of formal protected area system: [3a] Marine, [3b] Terrestrial
6a. Number of IBAs designated as Pas increase from 11 to 13 6b. Number of IBAs identified as priority area for PA expansion (of a total of 20 marine and terrestrial IBAs) in the PA expansion plan increase from 0 to 6	Recommendation accepted: 6a. Contribution to number of IBAs designated as Pas; 6b. number of IBAs identified as priority area for PA expansion (of a total of 20 marine and terrestrial IBAs) in the PA expansion plan

Indicators softened at MTE	New indicators
Number of temporal PAs established and operationalized for the following species: [14a] Whale sharks - 1 [14b] Turtles– 1	Recommendation accepted, but "contribution" was defined to increase clarity as follows: Contribution to the establishment *(i.e. is formalization)* and effective operationalization *(i.e. testing)* of Temporal PAs expressed as the number of established and operational TPAs for the following species: [14a] Whale sharks [14b] Turtles
Number of thresholds of potential concern (TPC) being regularly monitored in Aldabra Special Reserve increase from 0 to 5	Contribution to the number of thresholds of potential concern (TPC) being regularly monitored in Aldabra Special Reserve
Number of formal PAs under private ownership increased from 3 to 5	Contribution to the number of formal PAs under private ownership
Recommendation to add a new indicator for knowledge management, collaboration and partnerships (review design structure to add learning and KM strategy)	Not accepted: the PSC felt that introducing a new indicator on knowledge management was unnecessary: it however agreed on the need for better dissemination of results, and incorporated production and sharing of knowledge products in the work plans. A workshop is planned to support this, to be held before the end of the project. The PSC also noted that The development of KM within the programs is organic (e.g. the KBA database, the PCU's website and the finance work under BIOFIN, plus other related initiatives).
SC develop post MTE implementation strategies around Output 1.2 and Output 1.3 with a focus on mitigating the risks related to the assumptions connected with slow policy and legislation or implementation not going through.	Not accepted: SC notes that there is no need for project to develop a strategy as this is reflected in the annual work planning.
PM work with CB consultant on Output 1.4 project capacity strengthening activities to ensure that activities are based on MTE and on strengthening implementation approach, i.e. targeted trainings on economic valuation, conflict resolution, negotiations and collaborative governance approaches; one priority CB activity must be to support SNPA assess/ ascertain protocols for PA co-management, including NGOs and GOS	Accepted but with a note that the capacity needs assessment (planned and implemented) would determine the training needs: this is pre-empted in the recommendation, but PM would make sure that these potential training areas are considered during the assessment
PCU commission advocacy report on the comparative investment case for models of island co-management, including *inputs on the tensions of enforcement and co management protection strategies, and highlighting* synergies to other sectors, i.e. tourism, health, education, development.	PSC accepted the usefulness of documenting how private sector and conservation interests can work together but noted that ppg period had reviewed the extensive literature available on the subject; and that added that the need for a specific study related to this projects interventions will be reviewed towards the end of the project.
SC in consultation with UNDP and UNDP GEF RTA decide on and implement viable options for *the serious disbursement issue* affecting implementation by December 2013: (1) hire a short term contractor to support, mediate and provide learning and guidance to all IPs on financial procedures through scoping of problem, training and creating templates and calendar; (2) augment PCU capacity for PA financial support to focus entirely on PA project bottlenecks in disbursements and to work closely with implementing partner to help get reports in on time with 80% delivery (done Oct 1, 2013, during MTE); (3) separate project into five GEF awards with immediate effect so that the new separate but linked projects can begin in January 2014.	Partly adopted: i) a part-time financial assistant was hired to support PCU in financial aspects of the PA project from October 2013; ii) the proposal to separate the project into 4 awards was discussed but rejected by UNDP-GEF Hq, however a Management Expert was sent on mission to assist with training and thinking through alternative solutions; Bringing the new financial assistant on board had immediate impact in rationalizing the financial processes, including providing continual support to NGOs in their accounting. Disbursements to NGOs became rapidly for a while, but delays in processing paperwork within Ministry of Finance in particular remained problematic for a while

82.   **Impact of the post MTE changes on targets:** On the surface, it appears that the changes after the MTE altered the expected outcomes materially, reducing it from two critical achievements expected at the onset of the project: i) that actual enabling environment would be in place and fostering co-management of PAs – became – that the project would submit recommended policy and Legislation (in the form of a Bill submitted to the Cabinet); ii) that the PA estate would be expanded from to reach 26,000 and 37,000 hectares for Terrestrial and Marine respectively-- became – that nomination files for new PAs would be ready and submitted; but actual gazettement would be done only after the legislation is in place. The TE however finds three mitigating factors which suggests that the original development objective will most likely be achieved, in the long run: a) The new PA Policy was indeed approved by Cabinet in May 2014 and the Bill is nearly complete, and is expected to be submitted to Cabinet before the end of June; b) The former National Project Director is the New Minister for Environment. It is expected that because he brings the institutional memory of the Policy work to his new office, it is likely that the current momentum will be maintained, and the Bill will be tabled and passed before the end of the year; c) The project indeed did deliver 69.2ha expansion of Morne Seychellois PA, 294.71 ha Terrestrial PA on D'Arros and St Joseph, and 5,313 ha of Marine PA on D'Arros). However, the TE also finds that an exit strategy that explains how the legislation approval will be followed up and coordinated with the outputs of this project would be immensely useful.

Lesson: In addition to the lesson on making projects targeting policy processes longer, monitoring critical risks and allowing for adaptive management can be effective for projects in countries where baseline capacity is high enough to provide a real possibility of moving policy processes rapidly.

Recommendation: formulate an exit strategy that explains how the legislation approval will be followed up and coordinated with the outputs of this project, to ensure sustainability of the impacts.

3.2.2   *Monitoring and evaluation: design at entry and implementation (Satisfactory)*

83.   The project monitoring and evaluation design at entry was found to be in line with the guidelines and procedures established by UNDP and GEF. The project Logframe, in particular the impact and process indicators, as well as risks and assumptions were used to monitor progress towards impacts: the key monitoring points were:

> ➢ At Inception – using the inception period to confirm project reality and refine indicators – reported in the Inception Workshop Report;
> ➢ Quarterly work planning and financial reports, including use of UNDP Enhanced Results Based Management Platform, with regular updates of critical risks in ATLAS;
> ➢ Annual work plans and financial reports together with the Annual Project Report (APR), which uses the same Template as the Project Implementation Report (PIR);
> ➢ Monitoring visits to sites; Mid-Term and Terminal Evaluation.

84.   The TE finds that adequate budget was provided for the functioning of M & E; and, that the M&E plan was used to monitor project progress and delivery of results and impacts effectively. The TE finds evidence that the PCU received support from the UNDP Country Office (UNDP-CO), the Regional Coordination Unit of UNDP/GEF and the Project Steering Committee. There is evidence of active stakeholder participation in the Project Inception Workshop at which important changes was made to several indicators and baselines (see section on LFA and adaptive management). A review of the APR/PIRs revealed that the annual review process was used effectively; and that ratings of project implementation and progress towards Development Objective was very similar for the three reviewing partners, the Project Manager, the Country Office and the Regional Technical Advisor.

85.   The TE finds evidence of periodic (and adequate) field visits by the various Project Managers and Coordinators of the PCU, government counterparts as well as the Regional Technical Advisor. Review of the minutes of the Project Steering Committee however reflect mixed achievements. On the one hand, project mobilization and disbursement delays in the first two years dominated Project Steering Committee discussions, with little attention paid to the technical work of the project. On the other hand, the minutes of the Technical Working Group (TWG) revealed that most of the members also sat in the PSC; thus as individuals, the members of the PSC provided technical input through the TWG, and administrative M&E through the PSC. The TE however found that the PSC should have made greater contribution to monitoring implementation and attainment of results through technical discussions of the project, e.g. indicators. While the PIR/APR allows in-depth reflection on these matters, the PSC was serious omission – that the PSC did not review (or therefore approve) any of the APR/PIR.

86.   The MTE was held within reasonable time and identified one critical design issue: that the targets (reflected in the indicators) had been too ambitious and achievement was likely to be compromised by the prolonged policy and legislation review and approval process. As reported in the Adaptive Management section, important changes suggested by the MTE and adopted to varying degrees (with justification by the PSC) are shown in table 2 and 3.

Lesson: The requirement for Tripartite Review of projects has over the years been removed from the PIR/APR process. This was possibly because it became difficult to enforce as the UNDP-GEF portfolio grew, and therefore evolved to be a threat to timely submission of PIRs. However, there is a real benefit to be gained by finding another cost effective mechanism for getting the PSC input into the PIR system; for example circulating a word version of the completed PIR for discussion by the first PSC after the PIR finalization, as an input into the following year's PIR/APR.

3.2.3   Collaboration among entities and operational issues (Satisfactory)

87.   Interviews with all the implementing partners found no real issues between UNDP and the Executing Agency, or with the implementing partners. Moreover all of them agreed that the PCU arrangement, which is unique to Seychelles UNDP GEF, was both useful and helpful. However, majority recognized that the initial instability in the staffing of the PCU affected its capacity and effectiveness, especially for resolving operational issues at the beginning of the implementation process.

88.   The project had been set up, and operated under the assumption that the PCU would provide smooth back office support for financial, administrative, political and technical issues. As explained in the implementation section, the six months absence of a PCU coordinator, followed by a period without a Project Manager reduced the trust from partners in the PCU's capacity. However, since the merging of the roles of the PCU Coordinator with those of the CTA; and those of the Project Manager with those of the Technical Officer, the arrangement seems to have worked well, and has enabled the project to consolidate its achievements in the final 15 months of implementation.

89.   Additionally, as explained in the management analysis, initial implementation hiccups seems to have originated from three areas, detailed below:

Staff turnover in the PCU, government and some of the ENGOs;

90.   The PCU spent six months in 2012 without a Coordinator, and 8 months without a Project Manager in 2013-14. Eventually the Project Manager and Project Technical Officer roles were combined, and has been handled by one person from March 2014to date. The role of the PCU Coordinator was merged with that of the Chief Technical Advisor from May 2013 and has been handled by the same person to date. Absence of the PCU coordinator at the crucial start-up period weakened the project support to other entities at a time when many critical decisions were required, which the Project Manager alone could not take. Staff changes in the financial department of the Ministry of Environment and Ministry of Finance often exacerbated the difficult financial flows of project funds (see section on project finance), while a long period without a project Focal Point at the GIF caused a delay in the submission of quarterly reports, causing additional delay in disbursement of funds for all partners (due to the financial management mode – see section on project finance). Staff turn-over problems are however not unusual for Small Island Developing States (SIDS), and there is no evidence that the turn-over problems experienced during the implementation of this project were greater than would be expected of SIDS.

Perceptions of unequal power relations within the partnerships

91.   Although project formulation was evidently based on in-depth stakeholder consultation and participation (see the agreed division of outputs in the management section, and the fact that about 80% of the project budget was delivered by ENGOs), some ENGOs reported feeling themselves not equal partners within the project architecture; some felt that the government held too much power in the partnership, and that their decision-making role on the Steering Committee was not always respected, weakening their role in monitoring project results and budgeting. Some felt that in particular their suggestions on how to resolve the often recurring disbursement delays was not taken on board, to the detriment of the overall rate of project implementation. While the TE cannot and does not defend the GoS on this or any other views of the partners, there is some evidence (from PSC minutes) that show that the suggestions offered could not be practically taken on board without changing the financial procedures of both UNDP and the GEF.

Un-even capacity for implementation across the partners, with subsequent impacts on timely disbursement of funds for all the partners.

92.   Although the project was implemented by five different entities (4 ENGOs and the DOE), it was set up as one project in the UNDP financial management system. This system requires quarterly financial reports, and fresh disbursements are made quarterly, but only if the expenditure for the previous quarter reaches 80% of the disbursement. There were two issues that caused disbursement challenges at the beginning: i) It seems that the ENGOs did not fully comprehend this system, or understand that delayed implementation (and related expenditure) by one would result in delayed disbursements for all; ii) The four ENGOs have different levels of capacities and financial reserves, and it seems they prioritized implementation of activities differently. Some ENGOs hired additional staff to

implement the project activities, and payment of salaries was often disrupted by the delayed disbursement, causing high levels of discord in the partnership. Although the Project Steering Committee held several meetings to try and unlock the disbursement delay (including 2 extra-ordinary ones), there was little that could be done to change the UNDP and GOS financial system mid-stream; and, in the end, the parties understood that full collective compliance was the easiest solution, in fact the only solution that worked.

Lesson: i) The TE echoes the lesson highlighted by the MTE regarding operational matters in partnerships: setting up multi-stakeholder PA management regimes requires attention to trust, respect and equality for implementing partners. While putting in place neutral platforms for participatory decision making is important, the adage "perception is the only reality" matters where capacities vary amongst the members of the partnership; there is need to find a more effective means of overcoming perceptions of un-equal power relations; ii) As a SIDS, all project partners need to develop more effective incentives for recruiting and retaining staff. Solving this issue is beyond this project, but it is definitely necessary for the country.

3.2.4   Project Finance and financial planning: Marginally Unsatisfactory

93.   The TE finds that although GEF Finance and co-finance were adequate, the challenges of financial planning reduces the rating to MU.

94.   **GEF Finance and Co-Finance:** The total budget was reported by the signed Project Document to be US$ 5,362,783, with the GEF Grant contributing US$ 2.1 million or 39.1% of the budget; the GoS contributed 1.5 million or 28%; the ENGOs collectively pledged US$ 1,222,370 (22.8%) while the Private Sector pledged 10.1%.

Co-financing ($ million)	IA own (i.e. UNDP)		Government		Private Sector		NGOs		Total expected by project end		Disbursed by Jul 2013
Type/Source	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Actual
Grant (incl. PPG)	0.015	0.015	1.500	1.500	0.540	0.540	1.240	1.240	3.295	3.295	1.590
Additionally leveraged	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.097	0.000	1.097	1.097
TOTAL	**0.015**	**0.015**	**1.500**	**1.500**	**0.540**	**0.540**	**1.240**	**2.337**	**3.295**	**4.392**	**2.687**

Allocation PA Project NGOs Contract

	MCSS	SIF	Nature Sey	GIF
Initial Contract Allocation	$ 440,000.00	$ 330,000.00	$ 495,000.00	$ 220,000.00
Additional allocations in 2014	$ 20,000.00	$ 69,800.00	$ 27,320.00	$ 13,000.00
Additional allocations in 2015	$ 7,320.00			$ 22,500.00
Revised total Allocation	$ 467,320.00	$ 399,800.00	$ 522,320.00	$ 255,500.00

95.   **Financial Planning:** The TE finds evidence that there were several problems with financial planning, primarily caused by delays in disbursements during the first two years. The delays seems to have been due to the following reasons:

- ➢ **Misunderstanding of the 80% rule:** The initial lack of understanding by the ENGOs that delayed implementation (expenditure) and the financial reporting by one delayed disbursements for all[11].
- ➢ **The complex institutional arrangements around financial transfers**: UNDP sends the project funds to the Central Bank of Seychelles, which holds it for the partners until instructed by the Ministry of Finance to transfer it to partner accounts. To obtain this clearance from the Ministry of Finance, the PCU has to submit financial reports and requests first to the Ministry of Environment, which prepares a warrant for each payment and submits this to Ministry of Finance, which is then processed and, when approved, instructions are issued to the Central Bank to make the payment. This is potentially an excellent arrangement which inspires confidence of fiduciary responsibility and safeguarding of project funds, providing that the various steps are rapid and that paper jams are avoided (bearing in mind that the same processes are used for other Government spending). A serious problem occurs when there are staff changes in either the Ministry of Environment or Ministry of Finance (often) because new people always take longer to process and approve financial requests. The TE finds that funds transfer could have been made simpler and more straightforward if HACT (harmonization for cash transfer) had been implemented. This would have allowed a simpler NIM (National Implementation Modality) with four responsible parties;
- ➢ **Frequency of requests for financial clearance:** All project expenditures in forex (and all local currency payments above SR 50,000, currently $3600) have to go through this complex approval system, increasing administrative burden on all the institutions. The TE finds that (once contracts have been signed by the Implementing Partner), PCU could be allowed to authorize all expenditures below US$ 25,000 against these contracts, which would improve the efficiency of the system significantly, given that over 90% of the expenditures fall within this range.

Recommendation: i) For future projects involving multiple partners (as the PA finance is likely to do), all efforts must be expended to avoid the single award, multiple implementers. HACT (harmonization for cash transfer) should be used so that funds transfer becomes simpler and more straightforward; ii) the funds approval systems can be simplified by allowing the PCU to authorize all expenditures below US$ 25,000 against the normal contracts signed between the main implementer (government in this case) and the implementing partners). The important thing is to have robust contracts that would not allow abuse of resources. The current approval system puts too much burden on an already limited staffing situation. The significance of such a system is that 90% of the project expenditures fall within this range, suggesting significant efficiency gains.

3.2.5 UNDP GEF as Implementing Partner (Satisfactory)

96. As explained in the section on mainstreaming, the TE finds that the project was closely linked to UNDP's global, regional and national development agenda, thereby validating the country's choice of UNDP as the Implementing Partner. Moreover, interviews with the project partners found no issues with UNDP as the Implementing Partner (IA), and any attempt to interrogate this choice was frowned upon by several of the partners. Interviews with project partners and review of reports revealed that the project had an appropriate focus on results; that UNDP and government provided adequate back up to the PCU and the project partners, and that project financial and technical reports candidly captured the successes, failures and challenges of the project at the specific time, and suggested many potential solutions to the on-going problem of disbursements.

97. Moreover, analysis of APR/PIRs and the minutes of the PSC meetings show that the Country Office and the Regional Coordination Unit were fully aware of the critical risks (monitored through ATLAS) and proposed many potential solutions to the problem of delayed disbursements – including the suggestion to split the project into four Awards in ATLAS. Unfortunately, the UNDP financial management rules made it impossible for any of these recommendations to be taken on board.

Lesson: For projects being implemented through more than one institution, the possibility of several AWARDS in ATLAS should be considered, supported by a cost benefit analysis of the additional work occasioned by several AWARD numbers.

Management notes the points made concerning financial processes, but is not in a position to change UNDP-GEF rules in regard to processes for disbursements.

3.3 Project Results

3.3.1 Overall results (attainment of objectives) (S)

98. In-depth review of project reports supplemented by interviews of all implementing partners confirms that, despite an overly ambitious project design and the initial mistrust between the partners (which was exacerbated by disbursement woes), the project has delivered impressively on 17 out of 19 targets (with 10 exceeded, 7 fully met and over 80% delivery on the other 2[12]. Table 3 summarises the delivery rates on the relevant targets. However, some notable achievements (impacts) are worth pointing out in this report, and are summarized below.

3.3.2 Notable project impacts

99. The project document argued that biodiversity in Seychelles was under threats such as: the spread of invasive alien species; poaching; illegal fishing; unsustainable tourism activities; habitat fragmentation; and uncontrolled wildfires. It further argued that in the absence of: (i) a national policy for protected areas; (ii) an institutional framework for cooperation between responsible PA organizations; and (iii) a direct responsible government agency, efforts on biodiversity conservation by relevant partners would lack cohesion and be ineffective in tackling these and emerging threats (e.g. climate change).

100. The TE finds that the essence of the project therefore was to **reduce threats to biodiversity**, using standard tools recognized by RedLAC[13] (2014) as the tools generally available to reduce or eliminate threats: these include direct protection, policy making and/or advocacy, education and awareness building, (and changing incentives)[14]. The assessment of impacts for the project is built on the premise that biodiversity can be seen from the standpoint of a species, a habitat (area and status), or the functioning of an ecosystem (maintenance of focal systems and processes); and that impacts can be assessed by measuring effect indicators (threat reduction) and impact indicators (status of conservation targets). The TE therefore sought evidence that the tools selected by the project for threat reduction were effectively applied, or are likely to be applied in the future, and whether they contributed (or are likely to contribute in the future) to reducing current threats, including direct threats from within PAs, direct threats from outside of PAs, and indirect threats (social, political and economic factors).

3.3.3 Findings on impacts

101. **Policy and legislation for PA expansion under multi-stakeholder (private sector) management:** The approval of the new PA policy has far reaching impacts on strengthening the PA management into the future. The new policy forms the framework for more effective planning and management of PAs, and guides the expansion of the current PA system with the introduction of new categories of protected area in accordance with international criteria and international obligations. The real impact of the PA Policy is that it reinforces the commitment of Seychelles to manage 50% of its land area and up to 30% of its marine area as protected areas (including sustainable use zones). The PA Policy, additionally addresses co-management of PAs, a concept which is novel in the Seychelles, and strengthens the potential for private partnerships in PA management.

102. The importance of co-management is underscored by the fact that Seychelles faces specific challenges to its PA work: limited resources, and geographic isolation from global centres of excellence in protected area planning and management, which makes the participation of all national partners to work closely to augment their individual capacities, knowledge and skills. As pointed out in the project document, the approval of the PA Policy has enabled the government to take advantage of special circumstances on the ground at the time of project formulation, that are pertinent to successful co-management arrangements; (i) the culmination of two decades of scientific and technical expertise (e.g. marine and terrestrial research and monitoring, ecological restoration, control of invasive species, management of remote islands, species management) developed by local environmental NGOs; (ii) a willingness of private landowners to participate in the proclamation of privately owned islands with high biodiversity significance as formal protected areas, in collaboration with government and environmental NGOs; (iii) an acknowledgement by all that government does not have enough financial, staff, equipment and infrastructural resources to either expand the protected area system to achieve national representativeness targets, or to manage any additional protected areas

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[12]Using MTE targets: exceeded delivery on targets 1, 2, 4, 5, 6, 7, 9, 10, 11, 12: Fully delivered on 3, 8, 14, 15, 16 and 19, and slightly fell short on 13 and 18.

[13] RedLAC 2014: Monitoring the Impact of Environmental Fund Projects on Biodiversity Conservation in Protected Area; RedLAC Capacity Building Project for Environmental Funds; Second Edition – revised in July, 2014

The launch of the PA Policy is being followed up with the development of PA legislation, which is being bundled into a new Nature Conservancy Act for Seychelles. [14] The project did not do any work on changing incentives

incorporated into the PA system; and (iv) an increasing national recognition of the need to more effectively integrate protected areas with the productive sectors of the economy - notably in the tourism and fisheries (both commercial and artisanal) sectors - through public-private-NGO-community partnerships and co-management arrangements.

103. **Threat reduction via Expansion of the Terrestrial and Marine PA:** Despite the delay in the operationalization of the new PA policy (via legislation), the project has added 5,677.1 hectares to the PA estate. Once the new legislation is in place, the PA is likely to increase by a further 3,000 hectares upon gazettement of North and Dennis Islands, as well as the four Temporal PAs (2 for whale sharks and 2 for turtles). There is also a proposal to designate 11 new sites in inner and outer islands under the Outer Island Project, once the legislation is in place. This will bring the total PA estate to 150,000 in the next few years. Increasing PA estate is critical for threat reduction.

104. The importance of successful TPAs (and sustained impacts into the future) lies in the fact that Seychelles hosts the world's fifth largest population of hawksbill turtle (IUCN: Critically Endangered), and significant populations of the green turtle (Endangered). Turtle mortality from illegal poaching is mainly focused on nesting beaches, where the turtles are concentrated and vulnerable. Turtles are particularly vulnerable to habitat change on their nesting sites – through construction on, or erosion of, nesting beaches – and to disturbance by people, causing them to sometimes abandon nesting. Seychelles is also one of ten areas globally that have significant seasonal aggregations of whale sharks (Vulnerable). The country has the world's highest level of scarring of whale sharks from boat collisions – and behavioural disturbance from uncontrolled tour operations is a significant problem, notably in the coastal waters around Praslin and Mahe where boat access by tourism operators and fishermen is relatively easy. When they become operational, these TPAs will reduce the threat to the wild Sharks and nesting Turtles.

Table 3: Summary of project results

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
Project Objective : Demonstrate effective models for protected area management by non-governmental organizations in Seychelles, and enable their inclusion into a strengthened national protected area system					
1.Capacity	Systemic	33	42	60	Target exceeded
	Institutional	35	40	67	Target exceeded
	Individual	35	42	48	Target exceeded
2. Management effectiveness (METTs)	***Cousin Island Special Reserve***	78	80	74	Target missed
	Aldabra Special Reserve	62	66	73.5	Target exceeded
	North Island	51	60	69.6	Target exceeded
	Denis Island	66	78	63	Target lower than baseline, but this was because the final METT was scored against the new proposal to create a MPA around the island requiring new capacities
3. Contribution to expansion of formal protected area system	3a. Marine	29,836 ha	37,500 ha	40,160 ha	**Target exceeded** –despite delays in legislation: gazzettement of D'Arros added 5,313 hectares of MPA (provided regazetted before the June 2015); The Nomination files for 4 Temporal PAs and that of expansion of Aldabra MPA are ready for submission to Cabinet: 3 Options for MPA expansion in Aldabra; The total current total protected area at Aldabra is 439.41 km2. This would be expanded to 2582 km2 in option 1 (0.19% of EEZ), 6743.52 km2 in option 2 (0.5% of EEZ), and 32815 km2 (2.5% of EEZ) in option 3. The proclamation will be made in step with Debt-for adaptation swap program. In addition, Marine Spatial Planning has been initiated to identify priority MPAs for further expansion of the PA network - using a modelling software (MARXAN). This activity synergises with the Debt-for-Adaptation swap which aims eventually to increase the protected (no-take) marine area to 200,000 ha.
	3b, Terrestrial	24,978 ha	21,121 ha	20,285	Despite the delay in legislation delaying the declaration of Dennis and North Island Terrestrial PA there is progress: Morne Seychellois was extended by 69.32 ha (3%); PA now covers 3,128.47 ha, and includes part of Cap Matoopa, the Port Launay marsh area and the Mont Bernard, all of which have been identified as key biodiversity areas. Gazzeting of D'Arros Island and St Joseph added a further 294.7 ha to the Terrestrial PA. There is a proposal to designate 11 new sites in inner and outer islands, four of them privately owned (under the Outer Island Project, once the legislation is in place)
4. Financial	4a. National PA	16%	21%	26%	**Target exceeded:** The financial sustainability scorecard re-run in 2013

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
sustainability					was reviewed by the MTR and accepted, with figures as noted during the previous PIR. However, assessments made in 2014 by the BIOFIN initiative during the preparation of the PA Finance Project (under preparation) revealed that there are still large finance gaps (only 26% of funding required is being made available).
	4b. Aldabra finance gap	Incomplete sustainable finance	Strategy completed	Aldabra house complete	One component of the proposal for establishing an Aldabra House on Mahe as a fund-raising mechanism for Aldabra has received support from the Mainstreaming Biodiversity Project
Outcome 1: Strengthened management framework for protected areas in Seychelles – five outputs: 1.1: National priorities for the expansion of marine and terrestrial protected areas are defined 1.2: National policy directions are updated & modernized to direct a partnership approach to the expansion, planning & management of the PA system 1.3: The capacity of PA institutions to establish and administer partnerships is strengthened 1.4: An electronic information management system is developed for protected areas 1.5: New protected area legislation is drafted and adopted to effect the national policy directions					
5. Contribution to increasing the number of Areas of High Biodiversity areas in PAs	Increase in number of high BD areas outside existing PAs that are identified as priority areas for PA expansion in the PA expansion plan	0	50%	6 new IBAs	Implementation of output 1.5 was merged with output 1.1, both contribute to this target. The Mainstreaming Biodiversity Project (GEF) refined the baseline and trimmed the 36 Key Biodiversity Areas (KBAs) originating from studies by Gerlach to a system of 26 proposed KBAs in the Inner Islands and 12 in the Outer Islands. Three of the KBAs proposed have been included in the revision of the Morne Seychellois National Park Boundary which is now been gazette; D'Arros and St Joseph have also been gazette (as identified by Gerlach); The KBA data from all previous studies, and the accompanying KBA database, is being used by the PA project in the spatial planning exercise to identify priority areas for PA expansion – using Marxan modelling software. The report is delayed but expected before June 30th.
6. Contribution to increase in number of IBAs in PAs designated as PAs	Increase in number of IBAs currently designated as PAs	11	13	3 additional IBAs designated as PAs	Target exceeded. 14 out of 20 IBAs in Seychelles are now designated as PAs. The 3 new ones are Recif, D'Arros and St Joseph Atoll. 3 more IBAs are proposed: Alphonse, Booby island, L'ilot Fregate, (plus six potential new marine IBAs). These will be picked up by the Outer Islands project The Outer Islands project will also support creation of new PAs that encompass two additional IBAs (Desnoeufs and the islets of Farquhar atoll) and potentially one of the proposed marine IBAs (waters around

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
					Farquhar group).
7. Contribution to Policy enabling environment	Year of formal adoption of the most recently adopted Conservation Policy	1971	2012	May 2014	Revised target exceeded: Formulation of the policy and legislation was led by DOE with support of the Technical Working Group which ensured a participatory yet technically sound process. The final PA draft was reviewed by the IUCN and The Nature Conservancy (TNC), ensuring international input. The new Seychelles National Protected Areas Policy was officially endorsed by the Cabinet in October 2013 and launched by the Minister of Environment and Energy of the Seychelles in March 2014.
8. Contribution to legislation	Partnership approach to protected area establishment and management adequately provided for in legislation			Legislation drafted, bill and explanatory notes about to be submitted to the Minister for Environment.	Revised target met • Co-management commitments, approaches and agreement templates are described in the new National Protected Area Policy - thus places partnership approaches in the forefront of PA management. • The PA legislative review (output 1.3) is completed and the Bill ready for submission; this will further enshrine partnership approaches within the new Nature Conservancy Bill. • The goodwill generated by the new PA policy was demonstrated by the gazetting of a new PA, D'Arros, under a private partnership arrangement (island is privately owned).
9. Increase in funding support to the protected area system:	9a. State grant allocation (US$/annum);	US$ 20,000	US$ 50,000	US$1,5000,000	Although this indicator is exceeded by far, the financing gap for the National PA management still remains considerable (see comment on impact/objectives indicators).
	9b. Donor funding support (US$/annum)	US$ 100,000 -	US$200,000	US$ 900,000	The in-coming SCCAT (trust fund) associated with the debt-for-adaptation swap is expected to increase significantly the financing available for the PA system, but it will be required to support the vast expansion of the marine protected area and most finds will likely go towards this end.
10. Training - # of public and NGO PA staff completing specialized training and/ or skills development	10a. Cooperative management		>10		Target Exceeded; Databases set up for several of SIFs monitoring programs: Subsistence fishing, land bird monitoring, wader monitoring, tropicbird monitoring, coconut crab monitoring. Cybertracker sequences developed for Turtle tracks, and subsistence fishing monitoring. 7 Individuals trained in using the CyberTracker applications, and now used as part of the regular data collection system GIS applications and training was given to 20 staff at SIF
	10b. Data management		>10		

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
					Much of SIFs data base been taken into GIS format.
					Data Management: 2 researchers (1 from SNPA & 1 from ED) trained in Mapping and Remote Sensing in Mauritius (ISLANDS); in-country GIS training carried out by ED (funded by Neville Shulman Awards) – 5 SNPA +1 SIF staff.
					Cooperative Management: 25 individuals trained in Environmental Law and Citizenship (SIM/UniSey).
					Training for management of Temporal Protected Areas: discussions for relevant MCSS staff initiated and ongoing with SNPA. 1 staff recruited for TPA Management at MCSS.
					Training for MPA managers carried out in Rodrigues (ISLANDS Project) with 1 APO and one PO from Seychelles trained. > 20 trained Notable that most of the training is done in collaboration with other projects, in particular the GEF Mainstreaming BD project
11. Participation of non-Govs in decision making	Level of involvement of affected NGOs, resource users, CBOs and private landowners in decision-making in planning and management of the protected area system	10%	80%	85% achievement	Target exceeded (noting that this this is a Qualitative/ judgment), but there's considerable increase in engagement largely due to the Marine Spatial planning exercise that led by the project in association with ED and TNC. • Data Sharing Agreements have been developed and signed by NGOs involved with the PA project, as well as other NGOs and institutions, international groups and individual scientists. • Many data owners (individuals and groups) have contributed critical data (and information) being used to identify and map critical habitats and species within the Marine Spatial Planning exercise. They include recreational and sports fishermen, dive operators, sea cucumber fishermen, artisanal shark fishermen association, private boat owners, authorities such as Seychelles fishing Authority, Petro Seychelles and others. The MSP exercise has been structured up to inter-ministerial level as a key forum supporting decision making and planning of the PA system of Seychelles and of the wider marine area (Exclusive Economic Zone). • The stakeholder participation in PA management is provided for in the new and approved PA policy; • Operationalization of the policy is pending the now advanced legislation process

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
Outcome 2: Expanded and strengthened management of protected areas in Seychelles – five outputs					
2.1: The efficacy of active coral reef restoration techniques are tested in Cousin Island Special Reserve 2.2: An approach to the formal protection of critical habitats of whale sharks and turtles is tested 2.3: The offshore boundary of the Aldabra Special Reserve is expanded, and its management strengthened 2.4: The privately owned islands of North and Denis are established and managed as formal protected areas, under different governance regimes 2.5: The design and functioning of Cousin Island Special Reserve is improved to meet both conservation and fisheries management objectives					
12. Coral rehabilitation	Number of nursery-reared coral stock produced for transplantation	0	35,000	Over 40,000	Target exceeded but nubbin rearing is still on-going; • Survivorship of the fragments and transplantation rates very good; • Use of improved 'planting' techniques -- likely that numbers of surviving coral fragments will remain above target through the grow-out phase. • This innovative initiative is producing important lessons for scaling up coral restoration in Seychelles and the region
13. Coral reef restoration	Hectares of actively restored coral reef ecosystems (ha)	0	1	0.8	• The total area restored under this activity, which has now been completed is thus provisionally estimated to be 0.8 ha. • Transplanting done using cementing techniques, in 2 phases: 1st phase transplanted around 14,000 colonies on 3, 500 m2 of reef (0.35ha). 2nd phase transplanted 11, 444 colonies on 0.29 ha. • In addition, 1,636 m2 (0.16 ha) of reef at Petit Anse Kerlin was restored using coral transplants from the Cousin Island nursery in partnership with the Lemuria Resort (an initiative under the Biodiversity Mainstreaming project). • Baseline monitoring of transplant sites has been completed and a monitoring report produced.
14. Contribution to testing of temporal PAs (established & operational)	14 a. Wild Sharks	0	1	100%	Revised target fully met. • Nomination files are ready for submission for i) two critical whale shark feeding sites (northern and southern areas) which have been delineated and demarcation boundaries applied; ii) two priority sea turtle nesting beaches. The nomination files include proposed boundaries and Management Plans; • Submission is awaiting legislation approval. However, the new Minister of Environment, Energy and Climate Change is supporting the initiative; MCSS is collaborating closely with ED and SNPA to determine the best approach and appropriate legislation to enforce this category of PA, which is new to Seychelles.
	14b. Turtles	0	1	100%	
15. Expansion & management effectiveness on	Contribution to the number of TPC's being regularly	0	5	100%	Revised target fully met; • In-depth surveys for the outer reef completed: • Assessments included: i) analysis of cybertracker sequences for

36

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
Aldabra	monitored in Aldabra Special Reserve				turtle and fish monitoring, ii) continuation of DNA sequencing and statistical analysis of invasive birds, iii) initiation of a marine monitoring indicators program, iv) review of the land bird monitoring program and preparation of publications, v) analysis of recommendations for the tortoise program; • The Reef habitat map is complete, a management plan is ready and enumerates the TPCs to be monitored; drafting of the Management Plan was supported by an additional grant by the project to SIF. • MPA expansion is likely; • New marine monitoring program, with trained rangers is in place • The monitoring program is being implemented and reporting on parameters important for SIF to deliver data to evaluate against management objectives;
16. Financing conservation work on Aldabra	Financing gap' for Aldabra Special Reserve reduced	US$ 300,000	US$ 200,000	100% with cross-subsidization from Valle de Mai	Fully met: • Although the financing gap has been reduced by US$ 100,000 per year, the financing gap is set to rise to US$700,000 due to the planned expansion of PA and research program. Aldabra is part of the PA finance Project (GEF 5); • It is expected that Cross subsidization from Valle de Mai will remain necessary for the foreseeable future; • Aldabra House concept (an environmental awareness and fund-raising facility located on Mahe Island) approved and kick started with a grant from the BD mainstreaming project.
17. Expanding PA system via privately owned PAs	Contribution to increased number of formal PAs under private ownership	3	5	3	Revised indicator fully met: Although no new privately owned Islands have become PAs, the Nominations files - North (both Marine and terrestrial) and Denis (only marine) are ready. The new policy however allows for this sort of PA, gazettement pending the approval of the legislation; • As reported elsewhere, the project benefitted from the gazettement of D'Arros Private Island in 2014, adding 5,313 ha marine & 294.71 ha terrestrial. This increased the number of privately owned PAs to 4. The gazzettement was intended to be supported by the Outer Islands project: the early gazetting of the area was unexpected and a sign of GOS commitment to private partnerships for PA management. • Marine Surveys and benthic mapping is completed around Denis and North Islands, and Management Plans finalized as part of the nomination files. The mapping used aerial and satellite imagery

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
					obtained from MLUH and the MEE GIS unit – which informed the proposed zoning. Fishing pressure used VMS data obtained from SFA around both Islands (input into the delineation of the proposed PAs addressing other stakeholder interests).
18. Habitat rehabilitation	18a. Extent (ha) of rehabilitated or maintained on Denis	50	60	60.2	Target slightly surpassed for Denis and 75%% achieved for North - or approx. 88% overall: both islands are under the same management.

Notables on Denis
• The broad leaf forest (natural and rehabilitations areas) that is suitable habitat for sooty tern nesting area continues to be maintained and is excluded from the restoration area.

Notables on North
• The rehabilitated areas include marsh land (invasive plants cleared, planting of native vegetation), beach area (Honeymooners Beach); roadside restoration and vegetation maintenance with rehabilitation |
| | 18b. Extent (ha) of rehabilitated or maintained on North Islands | 37 | 60 | 45 | of areas further from the road (important for the Seychelles white-eye and Seychelles blue pigeon); the Takamaka forest areas are now being targeted, with Takamaka wilt disease treatment being undertaken.
• North now has an environmental management team and is implementing a 5 year vegetation management plan in consultation with PCA. The plan will continue to rehabilitate more land and maintain the 45 ha of restored habitat, but this is not likely to occur within the remaining time of this project |
| 19. Contribution to the Proportion of the habitats of key functional fish groups around Cousin Island under a conservation management regime | 19a. Home ranges for rabbitfish: Siganus sutor and S. argenteus | 1% | 20% | 100% achievement | The functional species targeted are two species of rabbitfish: *Siganus sutor* and *S. argenteus.* |
| | 19b. Spawning sites for rabbitfish: Siganus sutor and S. argenteus | < 5% | >50% | 100% achievement | A total of 67 Siganus sutor & S. argenteus individuals have been surgically tagged with acoustic tags. This has been supplemented with conventional tagging of 450 individuals.

Gonad sampling is ongoing and has indicated the duration and times of the spawning season. This information is being correlated with ranging behavior and the consequent identification of likely spawning sites, which are being mapped and used in the management planning process.

Management plans have been prepared (following validation of site areas, data has collected and analysis). Nature Seychelles is working closely with the fishermen community on Praslin who are returning the |

Indicator	Specific	Baseline %	Target %	Value at TE	Delivery at TE and Comments
					tags and understand the purpose of this project (increased local awareness is an indirect positive result from this objective). Nature Seychelles also working closely with SFA (advisory group) on this output. The results of the studies are being used in the development of a management plan for Cousin Special Reserve which will identify management regimes to be applied to at least 20% of the recorded habitat of this key functional group.

105. **Threat reduction on unique Aldabra Atoll ecosystem, an important research and World Heritage Site:** likely MPA expansion, VHF radio coverage to facilitate enforcement, Reef mapping and marine monitoring to better understand the ecosystem baselines and enable indicator monitoring will have important impacts. Aldabra[15] is the world's largest raised coral atoll and hosts the world's largest giant tortoise population (100,000) and some of the world's most spectacular seabird colonies. Aldabra's ecosystem is the only one in the world where the dominant herbivore is a reptile, the giant tortoise *Aldabrachelys gigantea/*). This survivor from the great age of reptiles exists nowhere else in such numbers. As documented in the SIF (Seychelles Islands Foundation) many reports, the giant tortoises died out millions of years ago due to competition from other animals, except on remote islands[16]. Only the Aldabra tortoises escaped extermination on the Indian Ocean islands.

106. Additionally, Aldabra is highly popular as a nesting site for Hawksbill and Green turtles and has one of the largest congregations of nesting green turtles in the Indian Ocean[17]. Many of the birds are distinct species or subspecies found only on Aldabra. The most famous is the flightless White-throated rail (*Dryolimnas cuvieri aldabranus*), the only survivor of several flightless species, such as the dodo, once inhabiting the Indian Ocean region. Other birds unique to Aldabra include forms of the drongo (*Dicrurus aldabranus*), Comoro blue pigeon (*Alectroenas sganzini*) and Sacred ibis (*Theskiornis bernieri*). The atoll also boasts the largest breeding colony of frigate birds (*Fregata minor* and *Fregata ariel*) in the Western Indian Ocean. Marine life is abundant. Living coral, in a multitude of colours and fantastic shapes, provides an undisturbed habitat for a wide variety of fish, animals and plants.

107. Aldabra therefore affords a unique opportunity for research, and has indeed been a popular research site for many decades. Most of the animals, as well as all the species of plants, have now been catalogued. Although some of the scientific studies have already extended or several years, they will take many more to complete. For example, the Aldabran giant tortoise can live for 150 years, so that a programme lasting several decades will be necessary if its life cycle is to be fully understood. Continuity of research is vitally important. Income from the Aldabra House on Mahe will further reduce the financing gap for managing Aldabra. Together with the scientific information, the significance of the work of this project is that it will enable SIF to not only continue with this Research, under the guardianship of the Seychellois themselves, but to also build on the extensive contribution of the scientists from all the over the world; some 100 scientists from seven countries put in 50 man-years of research, creating a foundation upon which all future research could be based.

108. **Threat reduction to home ranges and spawning sites of key functional fish groups on Cousin Island Special Reserve:** Under Output 2.5, the project increased the proportion of the habitats of key functional fish groups around Cousin Island under a conservation management regime. The proposal for improving the design and functioning of Cousin Island Special Reserve to meet both conservation and fisheries management objectives is in place. The management plan targets two species of rabbitfish: <u>*Siganussutor*</u> and *S.argenteus*. The management plan identifies management regimes to be applied to at least 20% of the recorded habitat of this key functional group.   The significance of this impact lies in the fact that the size and design of the 1.2Km2 MPA is currently considered sub-optimal. Implementation of the management plan will therefore reduce direct and indirect anthropogenic stressors, several of which result from, or are exacerbated by, the small size and design of the MPA. These include: (a) vulnerability of mobile reef fishes (notably the herbivorous rabbitfish *Siganus sutor,* the primary target species of trap fishery) to fishing pressures; (b) poor recovery of coral reefs in the wake of coral bleaching events; and (c) a high dependency of fish and coral larvae from external sources for their local persistence.

109. Moreover the TE finds that the impacts described above are likely to be sustained in future due to improved Management Effectiveness on all PAs and Islands, improved financial sustainability and improved systemic and individual and institutional capacities for PA management (targets 1 and 2 in table 3).

3.3.4 Relevance (Relevant)

110. The TE finds that the project was highly relevant to the Seychelles agenda for expanding its PA system in line with the CBD and Aichi targets, as expressed in most official development policies and programs; including the SSDS(Seychelles Sustainable Development Strategy) for the period 2011-2020 and the National Biodiversity Strategy and action Plan of 1998 (revised 2015. The project is particularly relevant to two policy objectives of the NBSAP-1, which relate specifically to PAs: i) 3.1 -"Consolidating the existing system of PAs, improve knowledge of appropriate classification, configuration and design, and develop, where necessary, legislation, guidelines, systems plans and

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[15]Aldabra was designated a World Heritage Site by UNESCO in 1982 as a prime example of a raised coral atoll and is significantly less disturbed than most other atolls in the Indian Ocean and elsewhere in the world.

[16] SIF Annual Reports series and SIF Website - http://www.sif.sc/

[17]SIF Report Series

management plans"; and (ii) 3.2 - "Ensuring wider participation in planning and management of PAs, with opportunities for the involvement of NGOs, district-based organisations and the private sector as well as international organisations". The project directly supports the priority areas for action in the NBSAP including: i) development of a systems plan for the protected area network; ii) preparation of management plans for all Pas that integrate within the systems plan; iii) establishing a lead body for coordination of all PA management, planning, project implementation and monitoring.

111. The TE further finds that the project is relevant to current development imperatives in the country, in particular the emerging concept of the Blue Economy, and has already contributed to the Debt for Adaptation/Nature swap program. Allowing non-government ownership and management of PAs is particularly relevant to Seychelles due to the limited land for Terrestrial PA expansion, and due to the Human Resources challenges typical to a SIDS.

112. The TE finds evidence that the project is also relevant to the GEF 4's Strategic Objective (SO) 1 of the Biodiversity focal area, "Catalysing Sustainability of Protected Areas Systems". It is consistent with Strategic Programs (SP) 2 and 3 of SO 1; "Increasing Representation of Effectively Managed Marine Protected Areas in Protected Area Systems" and "Strengthening Terrestrial Protected Area Networks". The TE finds that the project contributes to SP 2 in the following ways: (i) designing a more representative system of marine protected areas that builds resilience against environmental variations associated with global climate change; (ii) facilitating the establishment of new or expanded marine protected areas and conservation zones that will more effectively safeguard habitats associated with fish spawning aggregations (e.g. rabbitfish, groupers) and coral reef ecosystems; (iii) strengthening the operational capacity of NGOs, artisanal fishermen and the private sector to establish and manage marine protected areas and marine conservation zones in a collaborative partnership with the SNPA and SFA; and (iv)improving the policy, legislative and institutional framework for collaborative management between state and non-state partners in MPA management.

113. It also contributed to SP 3 in the following ways: (i) designing a representative, adequate and comprehensive system of terrestrial protected areas; (ii) facilitating the establishment of new protected areas on privately-owned and state-owned islands under different co-management arrangements and using a range of different sustainable financing strategies; (iii) testing the feasibility of establishing and enforcing seasonal conservation areas for nesting turtle habitats; (iv) strengthening the operational capacity of NGOs, parastatals and the private sector to establish and manage terrestrial protected areas; and (v) improving the policy, legislative and institutional framework for collaborative management between state and non-state partners in terrestrial PA management.

114. Furthermore project design was based on a thorough analysis of the current investment in PA and biodiversity conservation by the GEF, the government and its development partners. This process identified gaps in the collective investments and sort to fill them. The TE finds that, in addition to identifying important lessons to the design of the project, the process improved the relevance of the project to the development and conservation agenda in the country.

3.3.5 *Effectiveness – Highly Satisfactory*

115. The TE finds that the project was, in the final analysis, able to overcome implementation challenges and deliver on most of its targets, earning the rating of Highly Effective. The high achievement despite challenges can be attributed to two factors: i) the high capacity in most of the ENGOs; and dedication to conservation by all the partners; ii) the effective use of the monitoring and evaluation plan, in particular the careful monitoring of assumptions and critical risks and mitigating them – not by PCU or UNDP alone - but by all the project partners. This must be one of the major reasons that nearly all the ENGOs pre-financed project activities when disbursements were slow. Moreover, this process was supported by adaptive management that allowed the revision of project indicators at mid-term, to accommodate over ambitious targets at project design.

116. The TE also finds that the project was highly cost effective: compared to the cost of the alternative approaches that the government could have used to, in particular secure additional hecterage for Terrestrial PAs. Working with the private sector provided a reasonably cheaper means of acquiring additional terrestrial PA land than purchasing it. This fact is significant for Seychelles, which has a total land surface of only 459 sq km (or 45,900 ha), of which 45.5% was already gazetted by 2010. Any additional area to the terrestrial PAs matter a great deal. With a total population of about 90,000, the country suffers the typical Human Resources deficit challenges of any SIDS. Creating an enabling policy environment that allows private sector resources, including human resources, to be used to manage PAs is a cost effective means for the government to reach the CBD and Aichi targets on PA finance and PA coverage.

3.3.6   *Efficiency (Highly Satisfactory)*

117. The TE finds that overall the results obtained by the project for US$ 2.1 million represent a very good return on capital, compared (generally) with similar projects. It is particularly notable that the project delivered a new PA policy in less than 4 years; and although there is no data to show the average period other countries in Africa take to revise national sector policies, some countries take up to ten years. The TE finds four strategies that the project used that increased the efficiency of the resources:

118. **Involvement of NGOs in a partnership aimed at expanding the PA** estate and improve the management effectiveness, even without the legal provisions being in place yet: 80% of the project budget was delivered through ENGOs. The TE finds that this was a catalytic investment that created partnerships and yielded cost-sharing benefits. The ENGOs and the Private land owners of North Island and Denis contributed considerable baseline resources that would not have been available to the project if it had been implemented using a different modality. A good example is the work on the restoration of corals: Nature Seychelles received US$ 200,000, which they combined with a US$ 500,000 cash co-finance from USAID. All reports on the work recognize the contribution from the GEF project as well as the USAID. Another example is the fact that several partners used own financial resources to ensure continuity of activities when disbursements were delayed. Although there was a great deal of unhappiness about having to do so, this does not change the fact that keeping implementation going despite delayed disbursements contributed very much to the project delivering on most of its targets within the planned time. Although the partnership still needs to be consolidated, interviews with the partners confirmed that some of them felt that by being part of the process, they, in turn, increased their capacity for PA management.

119. **The use of, and composition of the Technical Working Group that led PA policy process:** under the leadership of the National Project Director (and therefore the Ministry of Environment), the TWG brought together a broad range of expertise, and intimate knowledge of on-going process relevant to the policy review and legislation formulation in all the institutions relevant to the process (including Attorney General's Office). This level of expertise would have been very expensive if the project had to pay for it, and the process would have taken much longer to complete. It also ensured that all other parallel processes were considered, synergies identified and capitalized on, thereby avoiding duplication and waste. A good example is the case sited in section 3.1.7 (lessons from other projects), that are worth repeating here... i) the policy formulation process benefited greatly from the input of the work on development of the Land Use Plans under the Mainstreaming Biodiversity project, which helped to align the new PA categories with Seychelles Land Use plans; ii) the formulation of the new and approved BioSecurity Act benefitted from the PA policy review process because the Biosecurity project team sat in the TWG; this allowed them to, not only inform the PA policy process on the advancement of the Biosecurity Bill, but also to identify synergies and avoid duplication of issues covered in either of the two instruments.

120. **The PCU as the coordinator of all the GEF projects in Seychelles**–Although it wasn't always adequately staffed, the TE finds that the PCU played a key role in identifying synergies and linking this project with, not only the rest of the GEF Portfolio in the country, but also to the wider development and conservation programs; e.g. the Debt for Adaptation/Nature SWAP. The PCU arrangement is unique to Seychelles, and although it is borne out of sheer necessity, it played a role in smoothening administrative hurdles for the ENGO partners and channelling needed technical assistance. Its efforts with the 80% rule and delays in disbursement was not always successful, but a review of the project financial and technical reports shows a high calibre of reporting. The TE finds evidence that the LFA was used closely as the tool of managing the project, and that monitoring data was incorporated into adaptive management of the project.

121. Closely related to the PCU issue, the TE finds that the **three tier project management modality adopted by UNDP** is an efficient distribution of "labour" and increased efficient use of resources in this project. This constitutes: i) the Regional Coordination Unit, which allows the Regional Technical Advisors to be shared across a large number of countries, thereby enabling the project to access quality technical capacity that could have been very expensive if it was paid for entirely by the project. The TE finds evidence that the Regional Technical Advisor worked closely with the project and added value to the team: ii) the Country Office, which managed the in-country political processes and provided financial and administrative management; and, iii) the Global Team which supports both the Regional and Country Office Teams in their spheres of responsibility (technical and managerial).

122. **Recommendation:** By being at the centre of all the GEF projects in the country, the PCU played a critical role in linking the project to other GEF projects and to relevant development programs and processes in the country. This enabled two important things: i) it ensured that implementation of any specific project is closely coordinated with all relevant projects, for the benefit of both; ii) it ensured that all project outputs and processes are known to, and taken into consideration by all relevant development processes. This has increased the cost effectiveness, relevance,

replicability and catalytic role of this project considerably (compared to the situation without the PCU). Although it might be difficult to establish coordination units for GEF projects in all countries, there are significant benefits to be gained by having, at a minimum, a GEF coordinator in all UNDP Country Offices, paid for by small contributions from each of the projects. Such a mechanism would yield significant benefits especially in countries where the CO capacity is either weak or environment is not on the top agenda, or both, e.g. South Africa?

3.3.7   Country ownership (Highly Satisfactory)

123. The TE finds a high level of country ownership of this project for the following reasons:

  ➢ Project formulation was highly participatory; the project is consistent with several key national policies and programs; in particular it is recognized as a key means for the country's progress towards the CBD and Aichi targets on biodiversity conservation, PA coverage and PA finance. Indeed, the project concept originated in the government's stated objective of expanding PA management to the non-Gov and Private sector, to overcome the dual problem of land scarcity and a dearth of HR and financial resources for PA management within the government, that is typical of SIDS;

  ➢ The formulation of the now approved PA policy and the accompanying legislation was led by the Ministry of Environment, with close collaboration of all national institutions related to PA management, including the Attorney General's office. The former National Director of the project is the new Minister for Environment, which puts institutional memory for the work on policy and legislation in particular, in the Minister's office. As speculated in another section of this report, this means continued momentum for the legislation, and the sustainability of the impacts;

  ➢ CSO involvement with the project was very high. As reported elsewhere, 80% of the project was led by the ENGOs; all partners contributed the co-finance identified during the project formulation, which the TE interprets as demonstration of ownership of the issues the project tackled;

  ➢ The Project Steering Committee and the Technical Working Group, which provided overall policy and technical guidance to the project respectively, were both constituted by members of the ENGOs, the government and UNDP. Although there were issues with the consistency of attendance to PSC meetings by senior members of the partner institutions, the TWG had no such issues. The TE interprets this as demonstration of ownership of the technical issues tackled by the project.

3.3.8   Mainstreaming (Satisfactory)

124. The TE finds that mainstreaming of the project to UNDP's development program for Seychelles was secured during the project design, and was delivered truthfully during project implementation. The project contributed to the UNDP's Strategic Plan on Environment and Development Primary Outcome of expanding access to environment and energy access to the populace. It also contributed to the UNDP Seychelles' Country Program Outcome on "Functional integrity of terrestrial and coastal ecosystems is secured, providing a base for sustainable development"; where it contributed to the indicator on "area of ecosystems under improved management or heightened conservation status". Furthermore, it contributed to the CPAP (Country Program Action Plan) output on "Biodiversity conservation needs addressed as part of good practices in tourism development", where it contributed directly to the indicator on "additional hectares of ecologically sensitive habitats under improved conservation status due to tourism operator investments".

3.3.9   Sustainability (Likely)

125. The TE finds no financial, socio-economics, institutional, governance or environmental risks to the sustainability of impacts from the project for the reasons explained in the table below.

Table 4: Mechanisms for sustaining results

Result/impact	Sustainability mechanism in place
Expansion of PA estate	• The new PA policy rationalizes PA categorization and allows for CSO and private sector management of PAs making it cost effective for the country to expand its Terrestrial PA estate without having to purchase the extra land or the government having to pay the entire bill for management of the new PAs (both scarce commodities in Seychelles).

Result/impact	Sustainability mechanism in place
Management effectiveness and PA finance	• The new PA allows for non-Gov (CSO and Private Sector) management of PAs, this brings in considerable baselines in capacity (technical, human and financial resources) to PA management. The new scientific information for Aldabra for example will increase effectiveness of management (better, informed decision making; as will the new management plans contained in the nomination files for the Temporal PAs and the North Island and Denis Island PAs); • The project improved management effectiveness and sustainability of PA finance across all relevant sectors (targets 1, 2, 3 and 4 in table 3), which will further secure management effectiveness and security of PA finance. The TE however notes that it might not be possible to get Aldabra to meet the cost of conservation program for this important World Heritage Site, but cross-subsidization with Vallee-de-Mae still remains the most economic viable means of financing it.
Increasing the number of Areas of High Biodiversity **areas in PAs**	• The project supported assessments, thereby increasing the knowledge which informs the decision making on the subject. The BD project led the process of identifying key biodiversity areas outside of Pas in terrestrial areas. This is already being taken up by Government in the recently expanded PA estate, and needs to be further addressed in terms of the KBAs in current Forest Reserves. Also, support for terrestrial areas can be included from the SCCAT, although its emphasis might be on marine areas. NS led on the IBA report, which is a desk analysis that gives ideas for prioritization of new PAs for seabirds and is absorbed into the many other information layers in the PA expansion analysis and thus the MSP. The importance of the MSP in the Blue Economy approach lends a level of sustainability here.t, this result is very likely to be sustained.
Partnership approach to protected area establishment & management adequately provided for in legislation	• The new PA Bill makes legal provision for CSO and private sector management of PAs. The legislation necessary to operationalize the policy is highly likely to be in place within a year – the TE found evidence that the Bill is ready for submission to parliament, and that there is a champion for the bill in the Ministry. As reported elsewhere in this report, the new Minister for Environment has personal dedication to the Bill since he was the National Project Director for the project until end of January 2015, and was actively involved in the policy and legislation formulation process.
Coral rehabilitation	• Nature Seychelles have successfully managed to demonstrate the potential of the coral gardening technique in rehabilitation of corals. Although the cost effectiveness of this technique is still to be determined, the methodology is already being replicated by other projects in the country.

126. In addition to the above points, interviews with the project partners confirmed the high level of awareness and appreciation for the role environment plays in the country's economy, exhibited by a wide range of stakeholders. Because of limited opportunities for agriculture, an absence of minerals (except possibly hydrocarbons) and geographical isolation, Seychelles economy relies heavily on tourism, and the country sells the image of "a nature reserve" to the potential tourists. This project is seen by many, and varied stakeholders, as an important step towards making Seychelles a nature reserve and promoting tourism.

3.3.10 Catalytic Role – significantly catalytic

127. Under catalytic role, the TE examined whether the project has produced any public goods, if there is evidence of steps being taken to catalyse such public goods (for instance through the development of demonstration sites, successful information dissemination and training); and, whether there is evidence of replication and scaling up of the project's key results/ achievements /impacts.

128. The TE finds that the project has played a significant catalytic role in technical, process and administration/management fields; the evaluation found evidence that lessons and experiences generated by the project are being replicated in the following ways:

129. **Production of public goods**[18]: The most significant public good delivered by the project is knowledge, in three notable deliverables:

    f. The methodology for coral gardening as a successful coral rehabilitation technique. Although coral gardening concept itself is not entirely new, the trial by Nature Seychelles was the first time in the world that such a large scale coral restoration program using this method was tested successfully:

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[18]A public good is a product that one individual can consume without reducing its availability to another individual and from which no one is excluded.

g. Scientific information gathered by the extensive survey and mapping of the Aldabra outer reef, which has allowed SIF to accomplish two other important aspects: i) Building a case for expanding the marine PA based on actual scientific data, departing from the old system where the MPA had been designated on the rule of thumb (covering 1km radius); ii) To build a marine monitoring program owned and implemented by a Seychelles institution and run by local personnel; departing from the old system where the marine monitoring program was run by scientists based in the US, UK and Spain;

h. Providing the Biodiversity layer and recommended area for MPA expansion to the national Marine Spatial Planning exercise, which will inform the planning of the EEZ as part of the Debt for Adaptation/Nature swap program.

130. The project has also produced quasi-public goods in the form of additional 5,677.1 hectares into the PA estate, including 69.32 ha (3%) of Morne Seychellois NP (bringing it to a total area of 3,128.47 ha.). The NP now includes part of Cap Matoopa, the Port Launay marsh area and the Morne Bernard, all of which have been identified as key biodiversity areas.

131. The TE found evidence of **replication and upscaling** of the project results in three notable ways:

➤ **Adoption of the coral reef rehabilitation**: there are plans for the uptake of the coral gardening technique nationally, funded by other sources of funds. Indeed, 1,636 m2 (0.16 ha) of reef at Petit Anse Kerlin was restored using coral transplants from the Cousin Island nursery in partnership with the Lemuria Resort, which is an initiative under the Biodiversity Mainstreaming project. The Ecosystems Based Adaptation project has an element of coral reef rehabilitation, which includes both physical reconstruction of damaged reefs and restoration when the physical structures are in place. The component is likely to be implemented under the supervision of Nature Seychelles, the partner who piloted coral restoration under the current PA via NGO modality project. Likely lessons learned from Nature Seychelles at Cousin (and other restoration projects in the region) will be applied to the rehabilitation. The EBA project will however have to engage additional expertise needed for the physical reconstruction of damaged reefs, which has not be trialled in Seychelles before. .Although the long-term "success" of this mass transplantation is yet to be monitored, it is highly likely that the technique will be taken up outside of Seychelles. This is because of the knowledge-building aspect of the work: the project trained 30 (international) scientific divers on reef restoration techniques. A tool kit is currently being put together to highlight the lessons learnt from the project and a Business Plan will be developed to ensure project sustainability.

➤ **Linkage of the Marine Spatial Planning to the blue economy:** The Blue Economy initiative (following up global movement in this direction) was originally led by Ministry of Foreign Affairs, as an element of the National Development Strategy, but has reverted to Ministry of Finance who took over the NDS, and in February 2015 created a Blue Economy Department, with its own PS. Early in the process, MFA contracted The Commonwealth Secretariat to provide technical support to the development of the Blue Economy concept as a part of the NDS - and it later became linked to a further initiative to develop a Strategic Development Strategy for Seychelles (the latter with funding from Abu Dhabi and technical support from a consultancy company, ARUP). The engagement of the project initially in developing priorities for PA expansion and latterly in guiding and contributing to the development of the MSP process as a whole, is providing spatial planning information needed by all parties. In the case of Commonwealth Secretariat their support is largely at the political level, providing guidance on the implementation of a Blue Economy concept, and the project provides the information needed on how to integrate conservation aspects within approaches for the blue economy (which is otherwise driven by economic and socio-political considerations). In the case of the Strategic Plan, the project provides mapping layers for consideration in the long-term economic planning for the EEZ, similarly to integrate conservation aspects.

132. This work has expanded into an EEZ wide marine spatial planning exercise linked to the Seychelles Debt-for-Adaptation Swap initiative, led by Government and The Nature Conservancy, with the aim of planning for zoning and sustainable development of the EEZ – an integral part of the Governments Blue Economy Strategy (National Development Strategy). The project provides key information and insight into the Blue Economy concept, even as the concept itself developed.

➤ **Expansion of the PA system funded from other sources of funds:** As reported in the Results section, the gazettment of the D'Arros Island added an additional 294.1 hectares of Terrestrial PA (on D'Arros and St

Joseph) and 5,313 hectares of Marine PA on D'Arros - financed by the Outer Islands project. Although the gazettement was temporarily withdrawn due to a technicality, it is likely to be re-gazetted before the end of June, under the existing legislation. There is also a proposal to designate 11 new sites in inner and outer islands under the Outer Island Project, once the legislation is in place. This will bring the total PA estate to 147,000 ha; 150,000 ha if we include North and Denis Islands.

Lesson: similar to the replication issue, the diligence of the partners and the PCU in ensuring that the project is informed by, and informs other relevant process played a key role in ensuring that the project catalyzes other processes. A more systematic knowledge management process, that would have ensured that the various sub-components are implemented as parts of a whole (rather than a disparate set of activities) would have increased the catalytic character i=of this project significantly.

Recommendation: Factor in knowledge management and sharing as an activity with a budget for similar projects. This will yield significant replicability and catalytic gains. Summary of conclusions, recommendations and lessons

3.4   Analysis of the capacity score cards and METTs

3.4.1   Capacity scorecards: Overview of Process, Results and Main Conclusions

133. The Capacity Scorecard was completed by a range of relevant institutional actors and individuals with the guidance and support of UNDP Seychelles: SNPA, SFA, ICS, MCSS, NS, GIF, SIF, D'Arros Island, PCA, Praslin Fishers Association, UNDP Fishery Advisor, UNDP Protected areas specialist, UNDP/GEF Programme coordinator. The summary results are presented in tables 5 below, and a detailed analysis in in annex 7. One of the notable results of the overall analysis is that the average score as a percentage of total possible score was lowest for systemic capacity (33%) as opposed to institutional (35%) or individual (38%) capacities, indicating the need in Seychelles for a project focused on strengthening/consolidating the overall PA system. One consistent general comment is that Public Institutions are weaker in all aspects of protected areas management than private institutions. In addition, the following elements were identified as the most critical for capacity development at each of the three levels of analysis:

   a) Critical elements at systemic level (average score < 1; see Table 4):
➢   There is a fully transparent oversight authority for the protected areas institutions
➢   Protected areas have the political commitment they require
➢   Protected area policy is continually reviewed and updated
➢   Society monitors the state of protected areas

   b) Critical elements at institutional level (average score < 1; see Table 4): - None

   c) Critical elements at individual level (average score < 1; see Table 4):
➢   There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff

*Table 5: **4190 Seychelles PA System NGO modality: Comparing Evolution in the Matrix of the Capacity Development Assessment Scorecard for Protected Area Systems (Summary)***

Strategic area of		ability to conceptualize PA policies	implementation of policies, strategies and programs,	maintenance of effective partnerships	knowledge management	Monitoring and evaluation.	Total Average score
Systemic	Total possible score	6	9	6	3	6	30
	BASELINE Scores (Dec 2010)	2	3	2	1	2	10
	Scores at TE (Dec 2014)	4	5	4	2	3	18
	Change in absolute	100%	67%	100%	100%	50%	80%

	scores as % of baseline						
Institutional	Total possible score	3	27	6	3	6	45
	BASELINE Scores (Dec 2010)	1	11	2	1	2	17
	Scores at TE (Dec 2014)	**2**	18	4	2	4	30
	Change in absolute scores as % of baseline	100%	64%	100%	100%	100%	76%
Individual	Total possible score	NA	12	3	3	3	21
	BASELINE Scores (Dec 2010)	N/A	5	1	1	1	8
	Scores at TE (Dec 2014)	N/A	5	2	2	1	10
	Change in absolute scores as % of baseline	NA	42%	67%	67%	33%	48%
Average BASELINE % (Dec 2010)		33%	40%	33%	33%	33%	36%
Average END OF PROJECT % (Dec 2014)		67%	58%	67%	67%	53%	60%

3.4.2 Analysis of METTs

The final METTs are in annex 6 of this report. An in-depth analysis of METT tables revealed two important facts: i) significant capacity gains in Aldabra Atoll, no gains in Cousin Island and North Island and slight loss of capacity for Denis Island; ii) Capacities were retained in a large number of assessment areas (Cousin, North and Denis), despite the fact that the TE stage METTs were filled in the context of the expanded PA; under these circumstances, capacity being maintained is a positive result; iii) there was however evidence of inconsistencies in the filling out of the METT score cards, in particular for Cousin Island. It is not clear if the METT exercise is actually taken seriously at all in this case.

4   Conclusions, Lessons &Recommendations

4.1   Summary of findings

134. The TE finds that despite a problematic start-up and implementation hiccups in the first two years, the project has exceeded delivery on 10 targets, fully delivered on 7 and delivered over 80% on the other 2. Using threat reduction as a measure of impacts, the project significantly reduced threats to biodiversity in Seychelles by;

➢ **Direct protection** – via increasing PA estate by 5,677.1 hectares: of which 294.1 is Terrestrial PA. This is significant for Seychelles which has a total land surface of only 459 sq km (or 45,900 ha), of which 45.5% was already gazetted by 2010. Any additional area to the terrestrial PAs matter a great deal.

➢ Once the new legislation is in place, the PA is likely to increase by a further 3,000 hectares upon gazettement of North and Dennis Islands, as well as the four Temporal PAs (2 for whale sharks and 2 for turtles). There is also a proposal to designate 11 new sites in inner and outer islands under the Outer Island Project, once the legislation is in place. This will bring the total PA estate to 150,000 in the next few years.

➢ **Policy and legislation for PA expansion under multi-stakeholder (private sector) management:** The approval of the new PA policy has far reaching impacts on strengthening the PA management into the future. The new policy forms the framework for more effective planning and management of PAs, and guides the expansion of the current PA system with the introduction of new categories of protected area in accordance with international criteria and international obligations. The real impact of the PA Policy is that

it reinforces the commitment of Seychelles to manage 50% of its land area and up to 30% of its marine area as protected areas (including sustainable use zones). The PA Policy, additionally addresses co-management of PAs, a concept which is novel in the Seychelles, and strengthens the potential for private partnerships in PA management. Allowing private sector investments in PA is cost effective for a SIDS, which suffers HR and financial difficulties;

135. The TE finds that overall the results obtained by the project for US$ 2.1 million represent a very good return on capital, and that delivering a new PA policy in less than 4 years is exceptional. Four strategies adopted yielded efficiency gains, namely: i) involvement of NGOs in a partnership aimed at expanding the PA estate and improve the management effectiveness, even without the legal provisions being in place yet: ii) the use of, and composition of the Technical Working Group that led PA policy process: iii) the PCU as the coordinator of all the GEF projects in Seychelles; iv) the three tier project management modality adopted by UNDP is an efficient distribution of "labour" and increased efficient use of resources in this project.

136. Moreover the TE finds that the impacts described above are likely to be sustained in future due to improved Management Effectiveness on all PAs and Islands, improved financial sustainability and improved systemic and individual and institutional capacities for PA management (targets 1 and 2 in table 3).

137. The PCU played a significant role in connecting the project to other GEF projects and development processes in the country, with significant gains in relevance, mainstreaming, replication and catalytic role; these generated further gains in cost effectiveness (both efficiency and effectiveness). However, absence of the PCU coordinator at the crucial start-up period weakened the project support to other entities at a time when many critical decisions were required, which the Project Manager alone could not take. Staff changes in the financial department of the Ministry of Environment and Ministry of Finance often exacerbated the difficult financial flows of project funds (see section on project finance). In addition, changes in staff in the PCU and the PM in 3 of the 4 ENGOs during the course of the caused delays in the submission of quarterly reports, causing additional delay in disbursement of funds for all partners. However, staff turn-over problems are not unusual for Small Island Developing States (SIDS), and there is no evidence that the turn-over problems experienced during the implementation of this project were greater than would be expected of SIDS.

138. Active management of knowledge sharing improves chances of replication and catalytic character of a project. Knowledge management was however not included as an activity with a budget in this project. Although the MTE Management response reported knowledge sharing as organic in the project, a more systematic knowledge management would have improve cross-learning amongst the project partners.

139. **Financial Planning:** the TE finds that there were several problems with financial planning, primarily caused by delays in disbursements during the first two years. The delays seems to have been due to the following reasons: i) misunderstanding of the 80% rule: ii) the complex institutional arrangements around financial transfers: iii) frequency of requests for financial clearance. However, the project clearly overcame these difficulties in the later part of implementation to host very impressive achievements.

140. There is very high country ownership of the project demonstrated primarily by the high level of NGO participation and commitment to the technical issues tackled by the project, with 80% of the budget delivered by ENGOs; but also by the fact that most partners pre-financed implementation when disbursement was slow. Although there was a high degree of annoyance for having to do so, this does not change the fact that keeping implementation going despite delayed disbursements contributed very much to the project delivering on most of its targets within the planned time.

141. The project has significantly strengthened the partnerships for PA management in Seychelles: although the partnership still needs to be consolidated, interviews with the partners confirmed that some of them felt that by being part of the process, they, in turn, increased their capacity for PA management.

142. The TE finds no financial, socio-economics, institutional, governance or environmental risks to the sustainability of impacts from the project.

4.2   *Actions to follow up or reinforce initial benefits from the project*

143. **Recommendation 1:** Formulate an exit strategy that explains how the legislation approval will be followed up and coordinated with the outputs of this project, to ensure sustainability of the impacts

4.3 Proposals for future directions underlining main objectives

144. **Lesson 1:** Projects targeting policy change should either be implemented over longer periods (e.g. six years) or limit the indicators to the actual contribution that use of project resources can be held accountable for (see addition to this lesson after the section on "use of M&E and adaptive management")

145. **Lessons 2:** Replication is necessary for sustaining project impacts: however, for it to happen, projects need to actively link with other on-going processes, something that is often difficult when project teams are isolated and are too focused on tight deadlines. The presence of the PCU made a big difference in this project. They were able to link the project to other important GEF and national programs;

146. **Lesson 3:** Active management of knowledge sharing improves chances of replication. Although knowledge sharing was, to some extent organic[19], providing knowledge sharing systems would have improved knowledge sharing and learning: however, when this is not factored in as an activity with a budget (as was the case for this project), it is likely to be downplayed. In the absence of such effort, the four sub-components were implemented as a disparate set of activities with limited cross-fertilization.

147. **Lesson 4:** Seychelles is a Small Island Developing State – and will always have Human Resources issues manifested in high staff turnover in many organizations. The planning stage should be used to formulate mitigation strategies to handle the inevitable human resources issues during implementation.

148. **Lesson 5:** Mainstreaming lessons from other projects is a cost effective measure because it avoids duplication and waste. The choice of Implementing Partner with the necessary linkages other conservation programs, and the unique position of the PCU for UNDP-GEF projects in Seychelles played a key role in the excellent level of mainstreaming lessons demonstrated by this project.

149. **Lesson 6:** The TE echoes the lesson highlighted by the MTE regarding operational matters in partnerships: setting up multi-stakeholder PA management regimes requires attention to trust, respect and equality for implementing partners. While putting in place neutral platforms for participatory decision making is important, the adage "perception is the only reality" matters where capacities vary amongst the members of the partnership; there is need to find a more effective means of overcoming perceptions of un-equal power relations;

150. **Lesson 7:** As a SIDS, all project partners need to develop more effective incentives for recruiting and retaining staff. Solving this issue is beyond this project, but it is definitely necessary for the country.

151. **Lesson 8:** For projects being implemented through more than one institution, the possibility of several AWARDS in ATLAS should be considered, supported by a cost benefit analysis of the additional work occasioned by several AWARD numbers.

152. **Lesson 9:** similar to the replication issue, the diligence of the partners and the PCU in ensuring that the project is informed by, and informs other relevant process played a key role in ensuring that the project catalyses other processes. A more systematic knowledge management process, that would have ensured that the various sub-components are implemented as parts of a whole (rather than a disparate set of activities) would have increased the catalytic character of this project significantly.

4.4 Best and worst practices in addressing issues relating to relevance, performance and success

153. **Recommendation 2**: For future projects involving multiple partners (as the PA finance is likely to do), all efforts must be expended to avoid the single award, multiple implementers. HACT (harmonization for cash transfer) should be used so that funds transfer becomes simpler and more straightforward;

154. **Recommendation 3:** The funds approval systems can be simplified by allowing the PCU to authorize all expenditures below US$ 25,000 against the normal contracts signed between the main implementer (government in this case) and the implementing partners). The important thing is to have robust contracts that would not allow abuse of resources. The current approval system puts too much burden on an already limited staffing situation. The significance of such a system is that 90% of the project expenditures fall within this range, suggesting significant efficiency gains.

155. **Recommendation 4:** By being at the centre of all the GEF projects in the country, the PCU played a critical role in linking the project to other GEF projects and to relevant development programs and processes in the country. This enabled two important things: i) it ensured that implementation of any specific project is closely coordinated with all

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Response to MTE

relevant projects, for the benefit of both; ii) ensured that all project outputs and processes are known to, and taken into consideration by all relevant development processes. This has increased the cost effectiveness, relevance, replicability and catalytic role of this project considerably (compared to the situation without the PCU). Although it might be difficult to establish coordination units for GEF projects in all countries, there are significant benefits to be gained by having, at a minimum, a GEF coordinator in all UNDP Country Offices, paid for by small contributions from each of the projects. Such a mechanism would yield significant benefits especially in countries where the CO capacity is either weak or environment is not on the top agenda, or both … e.g. South Africa?

156. **Recommendation 5:** Factor in knowledge management and sharing as an activity with a budget for similar projects. This will yield significant replicability and catalytic gains.

5 Annexes

5.1 Annex 1: Detailed ToR

DETAILED TERMS OF REFERENCE
FOR
INDEPENDENT TERMINAL EVALUATION OF THE PROJECT
Strengthening Seychelles' protected area system through NGO management modalities

Project Summary Table

Project Title	Strengthening Seychelles' protected area system through NGO management modalities			
GEF Project ID:	3925		*at endorsement (US$)*	*at completion (US$)*
UNDP Project ID:	76774	GEF financing:	2,100,000	
Country:	Seychelles	IA/EA own:	Same as Government	
Region:	Africa	Government:	1,500,000	
Focal Area:	Biodiversity	Other:	2,480,624	
Operational Programme:	SO1 – SP2, SP3	Total co-financing:	1,762,783	
Executing Agency:	Ministry of Environment and Energy	Total Project Cost:	5,362,783	
Other Partners involved:	UNDP, GIF, MCSS, Nature Seychelles, SIF, SNPA, Denis Island Development Pty, LTD, North Island Company.	ProDoc Signature (date project began):		28 March 2011
		(Operational) Closing Date: 28 March 2015	Proposed:	Actual:

Background

The Government of Seychelles (GOS), in partnership with the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP) is currently implementing a programme of Strengthening Seychelles' protected area system through NGO management modalities.

Seychelles has a system of 21 formal protected areas covering a total area of 54,813ha, of which 24,978ha (~45.5% of the total landmass) is terrestrial and 29,836ha (<0.001% of the Economic Exclusion Zone EEZ) is marine. The marine and terrestrial protected areas (and other conservation areas) are under the administration of a number of different government institutions,

parastatals and NGOs, including the: Ministry of Land Use and Housing (MLUH); Seychelles National Park Authority (SNPA); Seychelles Fishing Authority (SFA); Seychelles Islands Foundation (SIF); Island Conservation Society (ICS) and Nature Seychelles (NS). With limited resources, and geographical isolation from global centers of excellence, it is imperative that these diverse government and non-government partners in Seychelles work more closely together in partnerships to augment their individual capacities, knowledge and skills in the planning and management of a more representative system of protected areas.

The project aims to create an enabling environment for optimizing the synergies between current government conservation efforts, and those of non-government partners (private sector, NGOs and resource users). At a local level, it will support the development of models that demonstrate the cost-effectiveness of involving NGOs in the planning and management of protected areas.

The project's development goal is to '*Facilitate working partnerships between diverse government and non-government partners in the planning and management of the protected area system in Seychelles*'. The project's objective is to '*Demonstrate effective models for protected area management by non-governmental organizations in the Seychelles, and enable their inclusion into a strengthened protected area system*'.

The project has two components – along with their associated outcomes, outputs and activities - which will contribute towards achieving the project objective. These are: Component 1- *Strengthened management framework for protected areas in Seychelles*; and Component 2- *Expanded and strengthened management of protected areas in Seychelles*.

At the systemic level (i.e. creating the enabling conditions) project outputs include:
- Define spatial targets and priorities for the expansion of the protected area system
- Improve the policy, legislative and governance framework for collaborative management between state and non-state partners in the management of this representative system of protected areas
- Support the establishment of an information management system to improve decision-making in the PA system.

At the institutional and individual level (i.e. strengthening capacity) project outputs are to improve NGO capacity in:
- Assessing the environmental, social and economic feasibility of designating privately owned islands, and adjacent marine habitats, as formal PAs
- Undertaking cost-benefit analyses of options for administering larger protected areas that may incorporate both marine and terrestrial habitats
- Consultation, cooperation and collaboration with other state and non-state partners (including SNPA, other NGOs, private sector and natural resource user groups) in PA/conservation area establishment and management processes
- Evaluating the efficacy of different approaches to marine and terrestrial ecosystem restoration and
- Testing a range of co-management models for protected/conservation areas under different ownership, management and financing arrangements.

The project will also invest resources in improving the capacities of the relevant government institutions - SFA, SNPA and the DOE – to:
- Constructively support the establishment processes for newly designated PAs
- Implement an oversight role for the entire protected area system
- Participate in negotiating and implementing co-management agreements with NGOs, resource users and the private sector
- Maintain consultative forums involving all state and non-state partners

UNDP GEF monitoring and evaluation (M&E) policy

In accordance with UNDP and GEF M&E policies and procedures[1], all full and medium-sized country projects implemented by UNDP with GEF financing must undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the project *Mainstreaming Prevention and Control Measures for Invasive Alien Species into Trade, Transport and Travel across the Production Landscape.*

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

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[1] See 'UNDP Handbook on Planning, Monitoring and Evaluating for Development Results', 2009, and the 'GEF Monitoring and Evaluation Policy', 2010

Objective and Scope

Objective

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects (2011).

http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf

The purpose of the evaluation is to:

- Assess overall performance against the project objectives as set out in the Project Document and other related documents
- Assess project relevance to national priorities, as well as UNDP and GEF strategic objectives
- Assess the effectiveness and efficiency of the project
- Critically analyse the implementation and management arrangements of the project, including financial management.
- Assess the sustainability of the project interventions and consider project impacts
- Document lessons and best practices concerning project design, implementation and management which may be of relevance to other projects in the country and elsewhere in the world.

Scope

The TE should consider and report on the following evaluation issues and criteria:

1. Project relevance and consistency with country priorities and the GEF Focal Area.
2. Ownership of the project at the national and local levels; stakeholder participation across local levels and partnerships developed through the project.
3. Effectiveness in realizing project immediate objectives, planned outcomes and outputs; the effects of the project on target groups and institutions; the extent to which these have contributed towards strengthening the institutional, organizational and technical capability of the government in achieving its long-term sustainable development objectives (including environmental management goals).
4. Sustainability of project achievements and impacts, including financial and institutional sustainability, and an assessment of planned replication and exit strategies.
5. Management arrangements, including supervision, guidance, back-stopping, human resources, and the Implementing Partner's (UNDP) supervision and backstopping; the quality and timeliness of inputs, activities, responsiveness of project management to changes in the project environment and other M&E feedback.
6. Financial planning and sustainability, including the timely delivery and use of committed co-financing.
7. Efficiency or cost-effectiveness in the ways in which project outputs and outcomes were achieved.
8. Adaptive management, including effective use of log-frame, UNDP risk management system, annual Project Implementation Reviews, and other parts of the M&E system, tools and mechanisms as appropriate; evaluate whether project design allowed for flexibility in responding to changes in the project environment.
9. Risk management, including the UNDP risk management system within ATLAS, which is also incorporated in the annual PIR. The evaluator is requested to determine how effectively the risk management system is being used as an adaptive management tool. Risks may be of a financial, socio-political, institutional, operational, environmental (or other) type.
10. Cross-cutting issues:
    - Governance: How has the project facilitated the participation of the local communities in natural resource management and decision making processes
    - Promotion of gender equity: Has the project considered gender sensitivity or equal participation of man and women and boys and girls in decision making processes
    - Capacity development of participants and target beneficiaries, communications and use of technology.

Lessons and Recommendations: The evaluator will present lessons and recommendations on all aspects of the project s/he considers relevant. with special attention given to analysing lessons and proposing recommendations on aspects related to factors that contributed to or hindered attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, the role and effectiveness of M & E and adaptive management in project implementation.

Evaluation approach and method

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 country focal points, steering committee, UNDP Country Office, project team, and key stakeholders. The evaluator is expected to conduct a field mission to Seychelles including specific project sites. The evaluator is expected to use interviews as a means of collecting data on the relevance, performance and success of the project. Key stakeholders to be interviewed are as follows:

- Ministry of Environment and Energy
- Ministry of Land Use and Habitat
- Attorney General
- Island Conservation Society
- Marine Conservation Society, Seychelles
- Green Islands Foundation
- Nature Seychelles
- Plant Conservation Action Group
- Seychelles Islands Foundation
- Seychelles Fishing Authority
- Seychelles National Parks Authority
- Fishermen's Associations
- Private Island Owners
- Protected Area Project Steering Committee
- UNDP Country Office in Seychelles and Mauritius
- UNDP Environment and Energy (EEG) Group Regional Coordination Unit.

The evaluator will review all relevant sources of information, such as the project document, mid-term evaluation, project reports (including Annual Reports APR/PIR, project budget revisions, progress reports), focal area tracking tools, project files, national strategic and legal documents, and any other material that s/he may consider useful for evidence based assessment. A list of documentation that the evaluator should review is included with this Terms of Reference (Annex 1). Project reports listed may be downloaded from the following website *www.pcusey.sc/index.php/downloads-media*

A least 1 week prior to the evaluation mission, the evaluator will submit a brief (2 page) inception note, to include:
- Further elaboration on the intended approach & method, consistent with this TOR.
- Planned timing for carrying out the evaluation mission.
- Any requests to include additional participatory techniques, such as surveys and focus groups, or other approaches for the gathering and analysis of data that are otherwise not specified in the TOR, and which may entail additional time or cost.
- Requests for additional project background information not included with this TOR.

On arrival in Seychelles the evaluator will conduct interviews with involved personnel including:

- UNDP-GEF staff who have project responsibilities;
- Staff of the Programme Coordination Unit
- Staff of the Executing Agency (including the National Project Director)
- Members of the Project Board (Steering Committee)
- Project stakeholders, including staff of the NGO sub-contractors
- Relevant staff in participating government departments.

Field visits will be undertaken to project sites as needed and as possible, given the difficulty of accessing some sites.

Evaluation Criteria & Ratings

Project performance will be measured based on the Project Logical Framework (Annex 2), 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,** as defined and explained in the guidance manual. As agreed with GEF, ratings will be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. In addition, a rating must also be provided for project implementation. The obligatory rating scales are provided (ToR Annex 3).

Evaluation Ratings			
1. Monitoring and Evaluation	rating	2. IA & EA execution	rating
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	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional Framework and Governance:	
Overall Project Outcome Rating		Environmental :	
		Overall Likelihood of Sustainability	

Mainstreaming

UNDP/GEF projects are key components in UNDP country programming. As such, the objectives and outcomes of the project should conform to UNDP country programme strategies as well as to GEF-required outcomes. Based on a review of key documents, including the Project Document, UNDP Country Programme (CP), mid-term review, plus key stakeholder interviews, the evaluation will provide a brief assessment of the extent to which the project was successfully mainstreamed with other UNDP strategic priorities, such as poverty alleviation, improved governance, the prevention and recovery from natural disasters, and the empowerment of women.

Impact

The evaluator will offer an assessment of 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, or c) demonstrated progress towards these impact achievements.

Conclusions, lessons and recommendations

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

Implementation arrangements

The principal responsibility for managing this evaluation resides with the UNDP CO for Mauritius and Seychelles. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country (Seychelles) for the evaluator. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the government etc. This should be done at least 2 weeks ahead of the evaluation mission to allow sufficient time for the evaluator to provide input and confirm that they can meet the proposed schedule.

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	Planned	Actual
Grants								
Loans/Concessions								
• In-kind support								

	Other									
Totals										

5. Duties and Responsibilities

The evaluator conducting the TE for this Project will be an international consultant with in depth understanding of UNDP and GEF projects, including evaluation experience. S/he will be responsible for developing the evaluation methodology, conducting the evaluation and delivering the key products expected from the evaluation. The evaluator will work with a small consultative group from PCU and UNDP Seychelles. The evaluation exercise will be supported and facilitated by the Project Manager and International Technical Advisor to the project, in conjunction with Programme Coordination Unit and UNDP Seychelles. The consultant will sign an agreement with UNDP to undertake the Biosecurity Project TE and will be bound by its terms and conditions set out in the agreement.

The evaluator selected for the assignment should not have participated in the project preparation and/or implementation and should not have any conflict of interest with project related activities

6. Required Skills and Experience and Competencies

Competencies

Corporate Competencies
- Demonstrates integrity by modelling the UNs values and ethical standards.
- Advocates and promotes the vision, mission, and strategic goals of UN.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.

Functional Competencies
- Operational effectiveness.
- Solid knowledge of financial and human resources management, contract, asset and procurement, information and communication technology, general administration.
- Ability to lead business processes re-engineering, implementation of new systems (business Management and Leadership.
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates excellent oral and written communication skills.
- Demonstrates openness to change and ability to manage complexities.
- Shows mentoring as well as conflict resolution skills.

Required Skills and Experience

- An MSc (minimum requirement) or higher degree in Environment, Natural Resource Management or related fields, and adequate experience in the management, design and/or evaluation of comparable natural resources management projects.
- In-depth understanding of biodiversity conservation and protected area issues in tropical/ subtropical and island environments (particular experience with Small Island Developing States and in the Western Indian Ocean is an advantage). A minimum of 10 years of relevant working experience is required.

- Prior experience in the evaluation of international technical assistance projects with major donor agencies, including UNDP-GEF projects.
- Demonstrated ability to assess complex situations, succinctly distil critical issues, and draw forward-looking conclusions and recommendations.
- Excellent written and verbal communication skills in English. Good knowledge of French is advantageous.
- Ability to deliver quality reports within the given time.

7. Evaluation timeframe

The total duration of the evaluation will be 30 working days over approximately 8 weeks according to the following plan (for details see Annex ToR 4): Expected date of contract **30 January 2015.**

Activity	Timing	Completion Date
Preparation	3 days	January 30th
Evaluation Mission to Seychelles	15 days	February 15th
Draft Evaluation Report	8 days	February 28th
Final Report	4 days	March 15th

TE is expected to deliver the following:

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

An outline for the final report is given in Annex 5.

8. Evaluator Ethics

Evaluation consultant will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex 6) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the *2008* UNEG Ethical Guidelines for Evaluations.

9. Scope of Price Proposal

A financial proposal has to be submitted by offerors which specifies:

i) Daily Fee. The Daily fee should be all inclusive[1]. *The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consummables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal.* In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class he/she should do so using their own resources. (For information only, the UN Daily Subsistence Allowance at the duty station is 363 USD as of January 2015.)

ii) An IC Time Sheet must be submitted by the Contractor, duly approved by the Individual Contractor's supervisor, which shall serve as the basis for the payment of fees (as per template)

10. Payment modalities and specifications

%	Milestone
20%	At contract signing (due date late January 2015)
50%	Following submission and approval of the 1st draft terminal evaluation report (February 28th 2015)
30%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report (no date defined, pending RTA response to the draft)

Additional	Travel cost: air ticket from home base to Seychelles and return
	DSA 15 days in the field (Seychelles)

Prior to the final payment, sign-off is required as per Annex 7.

11. Application process

Applicants are requested to apply online *http://jobs.undp.org*. Individual consultants are invited to submit applications as per the below requirements.

1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP
2. **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (e-mail and telephone number) of the Candidate and at least three (3) professional references
3. **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, **if applicable**, on how they will approach and complete the assignment
4. **Financial Proposal** supported by a breakdown of costs, as per template provided.

All Applicants will be requested to submit a price offer indicating their proposed daily fee rate for the assignment. Following UNDP procurement rules, both technical competence (70%) and the consultant daily fee rate (30%) will be taken into account in the selection process. The Technical Evaluation will be based on the following Evaluation Criteria.

Masters or equivalent in Environmental sciences or agricultural sciences, environmental management	5 years minimum field experience in project development and/or evaluation and/or implementation preferably in the field of biodiversity conservation and protected areas	Minimum of 5 Project Evaluations of which 3 must be GEF related	Experience and skills in multi-stakeholder and participatory approaches in project management especially in SIDS	Proficiency in English and workable knowledge of French	Knowledge of UNDP and GEF projects evaluations and procedures an advantage	Total
20 MARKS	20 MARKS	20 MARKS	20 MARKS	10 MARKS	10 MARKS	100 MARKS

Qualified women and members of social minorities are strongly encouraged to apply.

DEADLINE FOR APPLICATIONS IS JANUARY 27TH 2015

This TOR is approved by: Roland Alcindor

Signature

Date of Signing   21st January 2015

List of Documents to be reviewed by the evaluators

It is anticipated that the methodology to be used for the TE will include, but may not be limited to, the review of the following:

- Project Document
- Project implementation reports (PIRs)
- Quarterly progress reports and work plans of the project
- Mid-term Evaluation report and management response
- Audit reports
- The project M&E framework
- Reports from implementers of various project activities, legal documents (PA policy, draft PA Bill)
- M&E Operational Guidelines
- Financial and Administration guidelines
- Project operational guidelines, manuals and systems
- Minutes of the Project Steering Committee Meetings and any other project management meetings
- The GEF Implementation Completion Report guidelines
- The UNDP Monitoring and Evaluation Frameworks.

Ratings

Ratings Scales		
Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	*Sustainability ratings:*	*Relevance ratings:*
6. Highly Satisfactory (HS): any shortcomings are of negligible significance	**4. Likely (L):** negligible risks to sustainability	**2. Relevant (R)**
5. Satisfactory (S): minor shortcomings	**3. Moderately Likely (ML):** moderate risks	**1. Not relevant (NR)**
4. Moderately Satisfactory (MS): moderate shortcomings	**2. Moderately Unlikely (MU):** significant risks	
3. Moderately Unsatisfactory (MU): significant shortcomings	**1. Unlikely (U):** severe risks	
2. Unsatisfactory (U): major problems	*Additional ratings where relevant:* Not Applicable (N/A) ; Unable to Assess (U/A)	
1. Highly Unsatisfactory (HU): severe problems		

Guidelines for Ratings for Project Implementation:

Progress toward achieving project objectives

Rating of Project Progress towards Meeting Objective: Taking into account the cumulative level of progress compared to the target level across all of the objective indicators, please rate the progress of the project towards meeting its objective, according to the following scale.

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".

Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

1. Progress in project implementation

Highly Satisfactory (HS)	Implementation of all components is in substantial compliance with the original/formally revised implementation plan for the project. The project can be presented as "good practice".
Satisfactory (S)	Implementation of most components is in substantial compliance with the original/formally revised plan except for only a few that are subject to remedial action.
Moderately Satisfactory (MS)	Implementation of some components is in substantial compliance with the original/formally revised plan with some components requiring remedial action.
Moderately Unsatisfactory (MU)	Implementation of some components is not in substantial compliance with the original/formally revised plan with most components requiring remedial action.
Unsatisfactory (U)	Implementation of most components is not in substantial compliance with the original/formally revised plan.
Highly Unsatisfactory (HU)	Implementation of none of the components is in substantial compliance with the original/formally revised plan.

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)		
A. 1. Effectiveness		
A. 2. Relevance		
A. 3. Efficiency		
A.4. Relevance		
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)		
B. 1. Financial		
B. 2. Socio Political		
B. 3. Institutional framework and governance		
B. 4. Environmental		
C. Achievement of outputs and activities		
D. Monitoring and Evaluation (overall rating)		

Sub criteria (below)		
D. 1. M&E Design		
D. 2. M&E Plan Implementation (use for adaptive management)		
D. 3. Budgeting and Funding for M&E activities		
E. Catalytic Role		
F. Preparation and readiness		
G. Country ownership		
H. Stakeholders involvement		
I. Financial planning		
J. Implementation approach		
K. UNDP/GEF Supervision and backstopping		

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

Plan for Evaluation Implementation

	Activity	Estimated time	Key outputs
1	Preparation by consultant - Review project documents and progress reports - Other relevant literature - Prepare inception report - Agreement on activities and timeframes - Preparation of meetings/programme	3 days	• Familiarization with the projects (re. intended outcomes) • Agreement on timeframes and programme
2	Meetings and discussions with stakeholders - Discussions with project staff, PCU and project partners (NGOs) - Field visits. This will include interviews and discussions with various stakeholders. - Meetings with development partners including eventually Project Steering committee and other partners	14 days (including travel)	• Document records of interviews and observations with stakeholders • Evaluate findings
3	Presentation of findings to stakeholders - Hold a meeting with stakeholders including Project Steering Committee, project implementing and development partners, government and UN agencies to present preliminary findings and recommendations to collect feedback that will help finalise the report, give suggestions and get feedback	1 day	• Present findings to key stakeholders and create forum for participatory feedback
4	Writing Report - Incorporate feedback from the presentation meeting into findings - Draft report and final report Report should be: - Analytical in nature (both quantitative and qualitative) - Structured around issues and related findings/lessons learnt - Conclusions - Recommendations Present draft form for review by UNDP CO	8 days	• Draft report delivered to UNDP CO for consideration • Consideration should be given to producing a final report for public information and donors
5	Submission of Final Report	4 days	A report of maximum 40 pages in word document format with tables where appropriate (excluding

			annexes) will be submitted within 1 week of receiving consolidated comments made on the draft submitted to UNDP CO
	Time allocated to the assignment	30 days	

Evaluation Report Outline

i.	Opening page: • Name of the UNDP/GEF 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 • Executing Agency and 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: UN Editorial Manual[22])
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 rated)
3.1	Project Design / Formulation • Analysis of LFA (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

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The Report length shall not exceed 40 pages in total (not including annexes).
http://69.94.137.26/editorialcontrol/

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

Evaluation Consultant Code of Conduct Agreement Form

Evaluation Consultant Agreement Form

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

Name of Consultant: __MUTHUI, Veronica Nyawira_____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have reviewed and will abide by the 2008 UNEG Ethical Guidelines for Evaluation.

Signed at (place)on 10th Feb 2015

Signature: _____   _____

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www.unevaluation.org/unegcodeofconduct

Evaluation Report Clearance Form

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____   Date:_____

UNDP- GEF- RTA

Name: _____

Signature: _____   Date:_____

5.2 Annex 2: Project LFA – available here www.pcusey.sc/index.php/downloads-media and on request (will be included in the final draft)

5.3 Annex 3: Questions that guided the TE discussions and list of people consulted

1. What is the state of delivery for the component your institution/organization was responsible for?
2. What plans do you have for reaching full delivery?
3. In your opinion, what assumptions was the project based on that did not pan out?
4. How did the state of affairs on 3 affect delivery for your part and/or for the whole project?
5. What measures did your organization put in place to mitigate?
6. What assumptions do you think were not made explicit in the project design that played a role in the implementation process and achievement of results?
   a. Efficiency
   b. Financial sustainability
   c. Sustaining impacts
   d. Environmental sustainability
7. What are the two impacts of this project you think are most useful and why?
8. Participation by stakeholders – what is your opinion on the process used to engage stakeholders during the following?
   a. Planning
   b. Implementation
   c. Disseminating results
   d. Financing
9. In your opinion which of the project structure was the most effective and why?
   a. PCU
   b. SC
   c. UNDP
   d. DE
   e. Your organization?
10. What do you think was the most innovative aspect of the project and why?
11. What was the biggest annoyance for you and your organization with the project and why? What have you learnt from it?
12. In your opinion, in which way has this project PRACTICALLY build on or contributed to the
    a. Rest of the GEF program in the country?
    b. Other donor projects
13. If this project was to be designed again, what would you change and why?
    a. Budget
    b. Scope
    c. Focus
    d. Partnerships
    e. Results
    f. IA
    g. Government involvement
    h. CSO engagement
    i. Private sector engagement?
14. What is the key lesson you and your organization has learnt from being part of this project?
15. What other relevant issues/information would you like this TE to highlight?

5.4 Annex 4: List of workshop participants, which contains the list of those interviewed for the TE

5.5 Annex 5: MTE RECOMMENDATIONS and management response

Mid -Term Evaluation Management Response:
PIMS 3925 Strengthening Seychelles' Protected Area System through NGO Management Modalities

Mid-Term Evaluation (MTE) held in October-November 2013

Final report accepted by the UNDP Resident Representative on Jan 2014, but slight amendments made to the final report post factum (May 2014), as there were gross errors in the co-financing calculations

Management Response finalised in Jul 2014 / Updated Oct 2014 [updated are highlighted]

Atlas Award and Project ID under 00060844 / 00076774, Budget department Seychelles

PROJECT SUMMARY TABLE

Project Title:	Strengthening Seychelles' Protected Area System Through NGO Management			
ProDoc Signature: 28 March 2011	Original Planned Closing Date (Operational): 31 March 2015		Revised Closing Date: (see end note)	
GEF Project ID: 3925		Finance	_at endorsement (Million US$)_	_at mid-term (Million US$)_
UNDP PIMS: 4190 Seychelles PA System		GEF financing $2.100 (FSP) + $0.830 (PPG):	$2.93	$0.83
Country: Seychelles		IA/EA own:	$0.015	$0.015
Region: Africa		Government:	$1.500	$0.680
Focal Area: Biodiversity		Other (NGOs and private sector):	$1.780	$2.877

FA Objectives, (OP/SP):	➤ BD1/SO1		Total co-financing:	$3.295	$3.572
Executing Agency:	Ministry of Environment and Energy		Total Project Cost:	$6.225	$4.401

KEY ISSUES

Key issues (concerning the Evaluation)	General Management Response
Relevance (Satisfactory) The MTE has evaluated the project as relevant to the current Seychelles context and has a satisfactory rating based on assessment of design and current country context. The logical framework, components, activities, human resource strategy and budgets to achieve the development objective were evaluated as <u>appropriate, viable and responsive</u> to the contextual institutional, legal and regulatory settings. However, the MTE indicated a <u>need for stronger linkages</u> between the expected project development outcome, its strategies and the log frame indicators. While the overall project outcome revolves around strengthening partnership and enhancing cooperation, process-related indicators are absent, particularly those related to knowledge sharing and learning. The project logframe was regarded as having too many indicators, although the MTE then proceeded to suggest additional ones. Some <u>indicators were found to be reliant upon Government approval processes</u> outside of the ability of the project to influence, and attention was needed to adjust these. A key criticism was the <u>lack of a knowledge management and learning element</u>, which the reviewer would have liked to have seen as a new (third) outcome.	Management takes note of the suggested revisions to the logframe including introducing a new indicator and targets. Adding a new outcome to the logframe (as suggested at one point in the MTE) requires GEF approval. However, other ways of incorporating the needs for knowledge management actions within the existing component was discussed at a Steering Committee meeting on 4th December 2013 (see mgmt response to recommendation 2, below). Management notes in particular the suggestion to re-phrase indicators and targets that are reliant on external Government approval processes that cannot be influenced by the project. It is logical that these targets be revised to something that is achievable by the NGOs in terms of contributing to the legislative process for gazetting new areas – ensuring all the appropriate documentation is available, etc. Management notes the need to enhance knowledge management and learning and is introducing activities to achieve this within the 2014 annual work plan. Management also intends to allocate funds for development and printing of knowledge products in the final months of the project in 2015. Management does not consider it necessary to add a new outcome to the logframe.
Efficiency (Marginally Satisfactory) The evaluator points out that the project was intended to be efficient and cost-effective by capitalizing on the comparative benefits of several implementing partners and ensuring synergies across the biodiversity portfolio. The project was	Management takes note of the point made by the evaluator concerning the steering committee and will ensure that actual review and decision-making processes are higher up the agenda of further meetings – lengthening the

Key issues (concerning the Evaluation)	General Management Response
expected to demonstrate co-implementation to be an efficient project modality. However, two issues were raised: firstly the project steering committee did not function adequately as a decision making body, being bogged down in (often acrimonious) discussion over financing issues, secondly, these same financial planning and management issues (primarily delays in disbursements) were constraining the ability of PCU and the partners to deliver project outcomes.	duration of the meetings if necessary. Another possibility is to organize operational meetings separate from the SC meetings, which discuss only substantive matters, networking, knowledge management, etc.
Effectiveness (Marginally Satisfactory) The evaluator noted that the ENGO sector is highly capable and delivering good work, including demonstration of co-implementation approaches for PAs with Government and private sector partners, but the project modality and implementation was found to be problematic and relationships between NGOs on the one hand, and Government and PCU on the other hand, were often strained. ENGOS found it difficult to accept and comply with the complex procedures for reporting and disbursement of funds, in particular. The evaluator noted, nonetheless, that the project has been effective to the extent it is beginning to show results within the enabling environment for longer term management and services of an expanded PA system – despite the difficulties in implementation modality that constrain potential effectiveness.	Management notes the points made concerning financial processes, but is not in a position to change UNDP-GEF rules in regard to processes for disbursements. Management has taken note of the issues raised concerning deteriorating relationships between partners. Management concurs that this is a very serious issue, and will endeavor to address this through the remainder of the project by paying all possible attention to speeding up disbursements and supporting partners with financial processes as needed. Management notes, however, that this is a two-way process and partners must also keep to the deadlines and follow the processes agreed upon. Management has raised the issue with Government departments that have previously tended to hold up financial approval processes and obtained strengthened commitments on processing time of documentation (documented in a revised Aide Memoire between Government and UNDP).
Sustainability (Marginally Likely) On financial sustainability, the evaluator noted that targets for the relevant indicator (the financial scorecard) had been surpassed by mid-term (satisfactory). On socio-political sustainability, the evaluator noted that the discourse between ENGOS and Government, while not without its issues, is healthy. The evaluator considered that the innovations tested on co-implementation approaches were framed within an institutional framework and systems that reduced the risks associated with individual egos, properly considered the laws, policies and financial capability for the PA system to function effectively, and drew upon the knowledge and capabilities of NGOs (satisfactory).	

Key issues (concerning the Evaluation)	General Management Response
On sustainability of the Institutional framework and governance, the evaluator noted the intent of the project to bring partners together to work collaboratively on PA management initiatives, including garnering the evidence needed for protected area expansion and for mapping of new PA boundaries, but noted failings in the dissemination of information between Government and partners that could compromise the uptake of successful innovations (marginally satisfactory). On environmental sustainability, the evaluator considered that the project objectives towards ensuring environmental sustainability (including small islands management and development) as a core outcome were not being met at mid-term, and that the project emphasis was more towards individual biodiversity conservation initiatives (marginally satisfactory).	Management has taken steps to begin developing a communications strategy (for all projects in the biodiversity portfolio) and to allocate funds within the project 2014 annual work plan to support documentation and dissemination of information. Management also expects that the SC will take a stronger role in this through the remainder of the project.
Lessons learned: The evaluator noted that the project is unique and commendable as a showcase of co-management of PAs in Seychelles and could be a global good practice. 12 lessons learned were documented that would assist in the documentation of good practice. Seven of these refer to the need to establish effective and transparent budgetary processes and build trust between partners – to avoid co-implementation becoming counter-productive. Two others refer to the need for effective knowledge management and sharing to ensure successful innovations and individual site level leads to strengthening of the system as a whole.	Management has taken note of this issue, which to a large extent needs to be addressed in a holistic approach by the PCU in ensuring project outputs are linked with wider environmental and sustainable development initiatives such as the implementation of the Seychelles Sustainable Development Strategy (expected to start up in 2014) and NBSAP (also expected to start implementation in 2014). Project outputs, to be documented as noted above, will be important reference material for these implementation processes. Management takes note of the evaluators opinion that the lessons learned should be disseminated so as to assist in development of best practice. Management proposes that this be addressed through specific project

Key issues (concerning the Evaluation)	General Management Response
Recommendations: A total of 20 recommendations were made by the evaluator, of which key ones are: • Changes should be made to the logframe to make targets for new PA establishment achievable through project interventions (rather than reliant on external Government processes), and to introduce a new indicator concerning results around knowledge management, collaboration and partnerships. • The project builds on the capacity assessment exercise and plans for capacity strengthening activities to ensure actual strengthening of implementation approaches. • A strategy should be developed for continuous PA policy advocacy and communications. • Rationalization is needed of the environmental management system (database) housed at DOE to develop links to other data and monitoring activities in ongoing biodiversity projects (e.g. through a clearing house mechanism).	documentation developed during the last months of the project in 2015. Management addresses the specific recommendations in the Recommendations section, following.

Elements evaluated		Rating
Monitoring and Evaluation	Overall	Satisfactory
	M&E Plan Design	Satisfactory
	M&E Implementation	Satisfactory
IA and EA Execution	Overall	Moderately Satisfactory
	Quality of UNDP implementation	Moderately Satisfactory
	Quality of Execution – Executing Agency	Moderately Satisfactory
Achievement of Outcomes	Overall	Moderately Satisfactory
	Relevance	Satisfactory
	Effectiveness	Moderately Satisfactory
	Efficiency	Moderately Satisfactory
Overall assessment of the prospects for sustainability		Moderately Likely
	Financial resources	Moderately Satisfactory
	Socio-political	Moderately Satisfactory
	Institutional framework and governance	Moderately Satisfactory
	Environmental	Moderately Satisfactory

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
Design/Formulation						
1. SC develop post MTE implementation strategies around Output 1.2 and Output 1.3 with a focus on mitigating the risks related to the assumptions connected with slow policy and legislation or implementation not going through.	**The PA Policy was approved by Cabinet of Ministers in December 2013**. A strategy cannot be developed for activities out of the remit of the project (i.e. Government approval of the legislation based on the approved policy). NGO partners are, seeking means of implementing (e.g. TPAs) under existing legislation (i.e. not waiting for the lengthy process of new	Support to the legislative processes that can be provided by the project (i.e. support in drafting) is developed during the 2014 AWP. There are no specific project targets/indicators related to the approval of the legislation, but NGO targets for gazetting of PAa (endorsment by Government) are to be softened to targets that can be met by project interventions (as opposed to relying on Government actions) (see recommendation 2).	PA Policy approved in December 2013 TWG re-started in December 2013 on approval of policy Discussion with Government and implementing partners on establishmen t of TPAs) commencing December 2013	Government PM NGO partners	Done Done MCSS is proceeding based on the existing	SC notes that there is no need for project to develop a strategy as this is reflected in the annual work planning.

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
	legislation to be approved through the AGs Office).				legislation. The legislative review is ongoing with a draft prepared and to be presented to the TWG at end of Oct. for comments.	
2. SC review and approve new Log Frame (Annex ToR 4 – suggested log frame changes) which includes a new indicator concerning results *around knowledge management, collaboration and partnerships*. Review design structure (*learning and KM strategy);* SC must agree to shift results language for IPs specific activities in component two as "a contribution to".	Revised logframe as recommended by MTE has been reviewed by SC.	The SC meeting held on 4th December proposes the changes indicated in revised logframe attached to this mgmt response. The SC did not agree to the proposed reduction in the target for indicator 3 to a level below the baseline (which made no sense) or to the introduction of a new indicator on knowledge management.	December 2014	SC	Done	SC felt that introducing a new indicator on knowledge management was unnecessary: the point has been made and the need for better dissemination of results and knowledge products is incorporated within work

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
						plans.
3. PCU develop PA project knowledge management; a) Undertake scoping and development of project KM strategy. b) Develop a temporary knowledge database to store project-related knowledge products and information - accessible to different PA stakeholder groups. c) IPs and PCU prioritize documentation and distillation of PA knowledge products at PCU and IP levels for policy and partnership learning purposes. d) Institute a KM program at PCU to support project KM implementation approach and visibility of the IP partner activities and results from project to date. e) PCU develop strategy for hosting international learning seminar on PA co-management in year four.	PCU is in process of developing a communications strategy across the projects portfolio. PA project outputs will be integrated within this wider approach (a, b, c, d) SC agreed to establish a Blog for sharing of results among partners on a day-to-day basis (addresses a MTE point of	a) PCU communications officer and PM will address strategy and establishment of Blog b) PCU will collate and store documents and reports on the open access PCU website (this process is on-going). A link will be made from the clearing house mechanism to be developed at DOE (under NBSAP project) to the PCU website to heighten accessibility of the data. c) The preparation of knowledge products will be budgeted for in 2014 and 2015. d) As per point a) e) SC felt that this is a very expensive activity and remaining funds should be allocated for more practical actions.	January 2014 December 2014 EOP January 2014	PCU SC NGOs, PCU PCU	The PCU website is currently being updated to include detailed repositories of knowledge from all projects. This should be completed by the end of 2014. NGOs are being encouraged to begin preparing reports and publications concerning work under their	The development of KM within the programs is organic (e.g. the KBA database, the PCU's website and the finance work under BIOFIN, plus other related initiatives). We therefore question the value added of a Strategy for KM. We do see the need to improve data management and storage and to improve the communication

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
					components.	aspect. This is being acted upon by the PCU.
Implementation approach, stakeholder participation and financial planning						
4. PM and SC revisit the Steering Committee TOR to enable more regular meetings for enhanced substantive and operational oversight by all partners. SC (intent and process and the timing). Review TOR and participation list and augment this in order to promote more inclusive decision-making and technical knowledge sharing on results and implementation.	This was discussed with the SC on 4th December 2013	No action was deemed to be necessary. The SC would ensure that time is allocated within the SC meetings for more substantive discussion. This commenced with the meeting on 4th December, almost all of which meeting was concerned with technical matters (there was very little discussion on the financial issues that have plagued previous SC meetings, as these issues have been largely dealt with over the last months).	December 2013	SC	Done	SC Chairman noted in the SC Meeting of 4th December that the point made by MTE has been largely addressed and the meeting was thus able to focus almost entirely on its decision-making role.
5. PC negotiate and formalize the new PM arrangement as soon as possible.	Under negotiation	A new contract format has been prepared combining the PM and Technical Officer role. A financial Assistant has been hired (part time) to handle financial aspects of project implementation.	December 2013 October 2013	PCU	Done and signed. Done	

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
6. PM restart and reinvigorate the technical work group TWG for legal review.	To be initiated as soon as possible (PA policy was approved by the Cabinet of Ministers in early December 2013) and provides the essential strategic direction for the legislation	The TWG is established, but its membership will be reviewed and enhanced as several people are no longer in their former posts. The PM will discuss with the AGs office concerning how to proceed with drafting the legislation (given the huge backlog of work at the AGs office). The project will recruit legal drafting experts to assist if so agreed: this is budgeted in the 2014 work plan.	December 2013 or January 2014	PM, TWG	Done	
7. PM work with CB consultant on Output 1.4 project capacity strengthening activities to ensure that activities are based on MTE and on strengthening implementation approach, i.e. targeted trainings on economic valuation, conflict resolution, negotiations and collaborative governance approaches; one priority CB activity must be to support SNPA assess/ ascertain protocols for PA co-management, including NGOs and GOS	Captured in the 2014 AWP	On completion of the capacity assessment (delayed until March 2014) the directions for specific CB interventions will be determined. Funds will be budgeted in generic terms within the 2014 AWP to ensure resources are available for follow-up.	March 2014 December 2013	PM, PCU	Delayed by other commitments of the consultant: now due end 2014. Funds are being allocated or priority capacity building as	The capacity analysis will determine what the actual training needs are: this is pre-empted in the recommendation, but PM will make sure that these potential training areas are considered during the

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
					needs emerge.	assessment.
8. PM and PC develop a schedule (and share with IPs for approval and preparations) for monitoring site visits through end of project.	Needs for more specific site monitoring have been noted and conferred to partners.	A site visit was made to Cousin Island (NS) during the MTE and will be followed up. Other site visits will be organized with the IPs during the first quarter of 2014.	From January 2014	PM, PC	Final transplants are due in Q4 2014. With the onset of the calmer NW monsoon final monitoring can be done.	
9. PCU develop a strategy for continuous PA policy advocacy and communications; work through the PCU. Communications Officer in raising visibility of PA results through an integrated PCU communications strategy.	See point 3.					
10. PM facilitates and encourages synergies; cooperation and knowledge sharing among IPs through TWG and other modalities, such as the *capacity strengthening and knowledge management* activities (see related point 3).	See point 3					
11. PCU commission advocacy report on the comparative investment case for models of island co-management, including *inputs on the tensions of enforcement*	As part of the process of gazetting private	The documentation of different investment models cannot take place until after the island	EOP	SC, PCU	This will likely be deferred to	It is certainly useful and constructive to

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
and co management protection strategies, and highlighting synergies to other sectors, i.e. tourism, health, education, development.	islands as PAs, the island owners will be developing investment models, which will differ between the islands.	owners have completed the process of gazetting the new PAs, and this may not happen within the lifetime of the current project. If it looks likely to happen by EOP, then a study may be budgeted during 2015, if the required information is made generally available by Government and the island owners.			the in-coming PA Finance project which has a focus on this issue.	document how private sector and conservation interests can work together (although there is already a lot of literature on this). The need for a specific study related to this projects interventions will be reviewed towards EOP.
12. SC in consultation with UNDP and UNDP GEF RTA decide on and implement viable options for *the se*rious disbursement issue affecting implementation by December 2013: (1) hire a short term contractor to support, mediate and provide learning and guidance to all IPs on financial procedures through scoping of problem, training and creating templates and calendar; (2) augment PCU capacity for PA financial support to focus entirely on PA project bottlenecks in disbursements and to work closely with implementing partner to help get reports in on time with 80% delivery (done Oct 1, 2013, during MTE); (3)	Action already taken at the time of the MTE	This was discussed in depth prior to the MTE and during the MTE duration. The suggested option 2) was adopted and a part-time financial assistant hired to support PCU in financial aspects of the PA project from October 2013. This will continue for the remainder of the project lifetime.	October 2013	PCU	Done	Bringing the new financial assistant on board has had an immediate impact in rationalizing the financial processes, including providing continual support to NGOs in their accounting.

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
separate project into five GEF awards with immediate effect so that the new separate but linked projects can begin in January 2014.						Disbursements to NGOs are made rapidly on receipt of documentation from them. However, delays in processing paperwork within Ministry of Finance in particular remain problematic.
Results						
13. SC vet project softened targets (refer to proposed new MTE log frame Annex ToR 4) and remove those targets that are out of IP partners control and are the responsibility of Government) so project can continue and complete within the original time frame.	See point 2.					
14. RTA and UNDP prioritize action /solution (see point 13) around financial disbursement issues;	See point 12 (redundant)					
15. PM revitalize the TWG to actively work on PA legislation;	See point 6.					
16. PM prioritize scoping work on PA EMIS system development linked to other data and monitoring activities in ongoing biodiversity projects, e.g. clearing house,	SC and PCU appreciates this is an issue and is will	A workshop on the modalities for the national database and clearing house	January 2014	PCU	Pending	This is distinct from the internal knowledge

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
GIS and/or mapping work, etc.;	support DOE to coordinate data collection and storage activities undertaken by all projects within the portfolio.	mechanism is to be held in January 2014 (under the NBSAP project)				management issues discussed under recommendation 3, although the umbrella data sharing and access system for both is the CHM.
17. PCU commission work with GIF to develop case studies on the cost benefits and private public - stewardship approach to PA management, especially in the case of Denis and North Island.	See point 11.					
18. PCU provide training for IPs on how to undertake cost benefit analysis of project activities, including on how to conduct a valuation analysis of co-management island models. Document case studies constituting a biodiversity valuation and make case why PA and instituting a stewardship approach is cost effective on a variety of different small islands (linked to point 20).	Cost-benefit analysis is very complicated and a speciality area – this is not a feasible recommendation. Valuation could be done – economic or financial – but not within the project timeframe	No action related to the proposal for cost-benefit analysis or valuation study. The capacity assessment being done during Q1 2014 may make some further comments on this issue, but is likely to focus more on practical training.			No action planned	This suggestion was specifically reviewed by a professional economist working with Nature Seychelles and the comments presented here are a professional opinion.

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
19. SC convene meeting to immediately vet MTE recommendations and reschedule resources based on key asks - see annex ToR 4 of MTE report. The exercise will focus reorienting resources to the completion of the important technical work of IPs and the documentation of experiences as a focus of the last three months, i.e. reef restoration scientific project coordinator to undertake the extra documentation work on viability of reefs for ecosystem management; fisheries monitoring which was found to be a longer than budgeted for activity.	MTE recommendations were considered by SC members at the SC meeting on 4th December and comments incorporated within this mgmt response.

NGOs have considered the points discussed during the MTE in formulating their 2014 work plans. | SC meeting on 4th December reviewed and discussed both the recommendations and the extent to which NGOs have taken these up into their work plans

Additional resources are to be allocated for documentation of results at end of project. | December 2014

Late 2014 | SC

NGOs, PCU | Done

The project will organise a final 'symposium' for all project associates to present their work | |
| 20. IPs document and share information on alternative land and water resource uses, livelihoods and inclusion of user groups in changing practices: social norms and practices (turtles), support of change of destructive traditional practices (Killing turtles for meat or harvesting of coco de mer) and support | NGOs will be requested to undertake results documentation, for which additional | Additional resources will be allocated for documentation of results at end of project. | EOP | NGOs, PCU | Pending These activities are budgeted under each NGO | Documentation is to be collated and made available after finalizing project activities, but |

Key Recommendations	Response	Key actions	Timeframe	Responsible unit(s)	Status	Comments
of PA agenda setting (these activities need to be costed, re-budgeted and rationalized by the SC if viable) (see related point on KM above).	resources will be provided in 2015				allocation. Some publications are being prepared already but not yet shared with PCU.	further inputs (e.g. staff time) into this documentation will need additional resources. This will be clarified in 2014 in planning for the use of the remaining project budget in the 2015 work plan.
Sustainability						
See comments under issues.						
Need for project extension						

A revised closing date of 29th March 2015 is quoted in the MTE,   This date was adjusted by MTE (without explanation) to 30th June 2015. Given that Component 1 activities will be completed in 2014 and NGOs also expect to complete all or most activities in 2014, the mgmt suggestion would be to remain with the 29th March closure, with documentation of knowledge products in late 2014 and January 2015, and the TE scheduled for February 2015.

The budget remaining as of the end of Q3 2014 is $231,929 (programmed for 2014) plus $146,704 (remaining for 2015).

Approved by Mr Simon Springett, UNDP Resident Representative

Signature

Date

REVISED PROJECT LOGFRAME (INCORPORATES SUGGESTIONS BY MTE, VETTED BY SCM OF 4th DECEMBER 2013)

[Changed in values and at the word level for indicators are marked in red and notes added]

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
Project Objective Demonstrate effective models for protected area management by non-governmental organizations in Seychelles, and enable their inclusion into a strengthened national protected area system	1. Capacity development indicator score for protected area system: Systemic Institutional Individual	 33% 35% 35%	 42% 40% 42%	Review of Capacity Development Indicator Scorecard	**Assumptions:** − The government, private sector and NGOs commit to constructive engagement in the development of protected area partnerships − The government allocates adequate resources (staff and budget) to fulfil its oversight function for the protected area system
	2. METT scores: [1] Cousin Island Special Reserve [2] Aldabra Special Reserve [3] North Island	Baseline METT [1] Cousin Island Special Reserve: 76 / 102 = 75% [2] Aldabra Atoll Special Reserve: 60 / 102 = 59% [3] North Island: 43 / 102 = 42%	Minimum Target METT [1] Cousin Island Special Reserve: 80% [2] Aldabra Atoll Special Reserve: 66% [3] North Island: 60% [4] Denis Island: 78%	METT applied at Mid-Term and Final Evaluation	**Risks:** − Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users − Protracted legislative reform, regulatory amendments and PA proclamation processes − Poor resilience of marine and terrestrial ecosystems to the effects of climate change − Increasing incidents of piracy

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	[4] Denis Island	[4] Denis Island: 67 / 102 = 66%			
	NOTE ON LOGFRAME REVISION, Indicator #2: The original numbers from PRODOC were respectively 78%, 62%, 42% and 66%. Yet these numbers contained calculation mistakes, as the scoring was done in MS Word. In the 2013 PIR, the figures for the baseline were corrected. No changes were made to target percentages however. In 2013 the METTs were applied in connection with the MTR and the scores endorsed by it.				
	3. Coverage (ha) of formal protected area system [3a] Marine [3b] Terrestrial	Gazetted by 2010, as per best available knowledge, but subject to adjustments in light the on-going gazettement review study from 2014: [3a] Marine: 34,847 ha [3b] Terrestrial: 20,921 ha Total: 55,769 ha	[3a] at least 37,500ha [3b] Approx. 21,121 ha	Protected Area Information Management System	
	NOTE ON LOGFRAME REVISION, Indicator #3: The original numbers from PRODOC were respectively 29,836 ha and 24,978 ha for marine and terrestrial. In connection with the preparation of a PIF in 2013 on PA finance and of the PA Policy, a quick (back-of-the envelope) review of gazettal status across the PA/MPA system for Seychelles was carried out. Based on dates of proclamation, we had revised the baseline in the 2013 PIR to reflect what we assumed were the correct surface areas. The reference is Table 3 in the Annex to the PIF to PIMS 4656 Seychelles Sustainable PA Finance, which can be accessed				

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	through the following link: *http://www.thegef.org/gef/project_detail?projID=5485* We gathered the following through the mentioned baseline reconstruction exercise from 2013: Prior to 2010: 24 sites marine: 29,827 ha terrestrial: 19,048 ha Total: 48,875 ha Added in 2010: - expansion of the marine area of Aldabra: adding 5,020 ha (and reaching a total of 28,120 ha of marine area for the Aldabra site, a figure that was already embedded in the baseline METT of this project for "Aldabra Special Reserve", though the baseline METT had been prepared in 2009) - terrestrial area of Silhouette: 1,860 ha - terrestrial area of the new Recif Island Special Reserve: 13ha After 2010: 25 sites marine: 34,847 ha terrestrial: 20,921 ha Total: 55,769 ha				

Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions

The 'After 2010' values should constitute the interim reconstructed baseline for this indicator. This had been proposed in the 2013 PIR, finalised in October that year.
 	
Else, the MTR had suggested around mid-2013 to reduce EOP target for Terrestrial PAs to 23,000 ha. This was is rejected by the Steering Committee (SC), because it appeared to be below the baseline suggested in the PRODOC. However, there are other aspects to this.
 	
Revisions to baseline and targets for this indicator may need reconsideration by the SP in light of three important facts:
 	
1. There is very little room for further expanding the terrestrial PA estate in Seychelles, given the limited land area of the country.
2. The only prospects in the near future of achieving an effective expansion of the terrestrial PA estate in Seychelles are:
   a. The gazettal of 100% of Denis Island and of and North Island as private PAs under the new law, or of parts of their land surface, which have respectively 201 ha and 143 ha. Given the standing collaboration with the management of these islands with the project, such achievements can be considered well within its scope.
   b. The addition of the terrestrial part of the Curieuse Island National Park to the PA estate, complementing an already proclaimed marine area. This could potentially add 152 ha to the terrestrial PA estate and can be said to be 'influenced' by the policy / legislation processes set in motion by the project (namely under output 1.3). Yet, it is not directly foreseen in its programme of work.
   c. If 100% (or close to 100%) of the areas for Denis, North and Curieuse islands are gazetted, these three sites would add approximately 490 ha to the terrestrial PA estate. If we consider only the two first ones, it would be approximately 350 ha. Although the private owners of Denis and North have expressed an interest in undergoing the gazettal process under the new legislation, the actual area that will be proposed is not yet clear. We should be conservative in our assumptions.
   d. The addition of new sites in Outer Islands can potentially bring a considerable marine area under protection and a terrestrial one of approximately 1,922 ha (with emphasis on the approximation). These new gazettements can also be said to be 'influenced' by new PA legislation, though the decision to move with it was separate from the policy process. Most importantly, these processes can remain pending for a few years still, and are definitely outside the scope of the project.
3. In early 2014, the project has been co-supporting a consultancy of carrying out a "deep" revision of gazettements in Seychelles. By this, we mean that the consultant has worked for several weeks with government, pulling out old legislation archives and attached maps, to determine what was effectively gazetted as PA and what was not. The matter is delicate and the results of the study are still being analysed.
 	
In light of the above points, we note:
 	
▪ With a total land surface of 459 sq km (or 45,900 ha), of which some 20,000 ha were already gazetted by 2010, any additional 50 ha of terrestrial PAs would matter for Seychelles. So numbers should be analysed and proposed carefully.
▪ The greatest prospect of expanding the terrestrial PA estate is clearly outside of the scope of this project.
▪ It would unrealistic to add 1,900 ha to the terrestrial target for this indicator.
▪ The conclusions of the gazzettment review study will likely show that any previous assumptions on baseline and targets could have been off by				

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	quite a few hectares and they should be revised again. This is especially true for the terrestrial sites, where small numbers matter. A caveat on these considerations an uncertainties should be added to the indicator revision. Therefore, we propose (1) to adopt the baseline of "by 2010", as proposed in the 2013 PIR for both terrestrial and marine areas within the formal protected area system; and (2) to change only the target for terrestrial to +200 ha from the baseline, given uncertainties presented above. This analysis is from Oct 2014 and went beyond MTR proposals.				
	4. Financial sustainability scorecard for national system of protected areas	16%	21%	Review of Financial Sustainability Scorecard	

Outcome 1 Strengthened management framework for protected areas in Seychelles	**Outputs:** 1.1 National priorities for the expansion of marine and terrestrial protected areas are defined 1.2 National policy directions are updated and modernised to direct a partnership approach to the expansion, planning and management of the PA system 1.3 New protected area legislation is drafted and adopted to effect the national policy directions 1.4 The capacity of PA institutions to establish and administer partnerships is strengthened 1.5 An electronic information management system is developed for protected areas				
	5. Number of terrestrial areas of high biodiversity outside of existing PAs that are identified as priority areas for PA expansion in the PA expansion plan	0 or 0% (of 36 the areas in total)	More than 50% of identified Areas of High Biodiversity	National Policy Directions for Protected Areas Protected Area Information Management System	**Assumptions:** − The government, private sector and NGOs commit to constructive engagement in the development of protected area partnerships − There is an adequate data baseline to determine priority areas for PA expansion − Policy, legislative and regulatory reforms are supported and adopted by Government, and adequately provide for the establishment of protected areas under
	NOTE ON LOGFRAME REVISION, Indicator #5: The original formulation of this indicator in the PRODOC was "Number of terrestrial Key Biodiversity Area (see Gerlach, 2008) that are identified as priority areas for PA expansion in the PA expansion plan". The changed wording from KBAs had been inserted at inception workshop to read 'Areas of High Biodiversity outside existing PAs'. This was introduced in the 2012 PIR (the first for the project) and with the agreement of the SC.				

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	Yet, we note that KBA is a more common term internationally and now also adopted in the new GEF6 Strategy as an indicator or relevance for the Biodiversity focal area. These terms could be interchangeable, but the semantic difference still needs to be appreciated. For now we keep the formulation at inception. Also we need to analyse the impact of more recent studies to all this. Further to these considerations, there were changes to the target value for indicator #5, which was 30 (absolute number) at the PRODOC. The increased target for areas of high biodiversity to be identified as priority areas from 30 to a percentage of "More than 50% of identified Areas of High Biodiversity", given that these areas were still being identified and the absolute number uncertain. The proposed change had been accepted by the SC and endorsed by the MTR. The progress on this element will be engineered through the consultancy on priorities for PA expansion - activity 1.1. At the same time, in the 2014 PIR, the project reports the following, which will require a more careful consideration of concepts and targets: "The three KBAs identified by the Biodiversity Mainstreaming project have been included in the revision of the Morne Seychellois National Park Boundary which has now been gazetted, plus D'Arros island which was identified as a KBA by Gerlach. The KBA data from all previous studies, and the accompanying KBA database, is being used by the PA project in the spatial planning exercise to identify priority areas for PA expansion. A modelling software (Marxan) which layers all the existing biodiversity data and other key data layers to identify priority areas for expansion is being used. This activity is on-going but will have identified the key areas for expansion, and is expected to meet the project target, by September 2014."				private ownership and cooperative management – The government allocates adequate resources (staff and budget) to fulfil its oversight function for the protected area system – Prospective data suppliers make critical data available for incorporation into the PAIMS **Risks:** – Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users – Protracted legislative reform, regulatory amendments and PA proclamation processes
	6. Contribution to number of IBAs designated as PAs/ number of IBAs identified as priority area for PA expansion (of a total of 20 marine and terrestrial IBAs) in the PA expansion plan	[6a] 11 IBAs designated as PAs [6b] 0 IBAs identified as priority areas for PA expansion	[6a] 13 IBAs designated as PAs [6b] 6 IBAs identified as priority areas for PA expansion	National Policy Directions for Protected Areas Protected Area Information Management System	
	NOTE ON LOGFRAME REVISION, Indicator #6:				

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	Numbering of sub-indicators added for the sake of clarity in the 2012 PIR. No change in values or essence. The softening of the formulation of the indicator from 'Number of IBAs…' to 'Contribution to the number of IBAs…' had been agreed by SC. This keeps the target to something that is achievable by the project rather than reliant on Government processes outside the mandate of the project to influence.				
	7. Year of formal adoption of the most recently adopted Conservation Policy	1971	2012 [no effectual change from PRODOC target value]	Annual Report of DOE	
	NOTE ON LOGFRAME REVISION, Indicator #7: In the 2013 PIR, the project had proposed to change the target to 2013, as it had not been met. The MTR did not take note of this. Such change is in fact futile, as what matters is the importance and scope of the policy development process. The project reports extensively on this. We retreat and add back the original target of 2012 (as per PRODOC).				
	8. Partnership approach to protected area establishment and management adequately provided for in legislation	No	Yes	Independent legal review report	
	9. Increase in funding support to the protected area system: [9a] State grant allocation (US$/annum) [9b] Donor funding support (US$/annum)	[9a] US$20,000 [9b] US$100,000	[9a] US$50,000 [9b] US$200,000	Review of Financial Sustainability Scorecard Annual financial reports of DOE and SNPA	

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	NOTE ON LOGFRAME REVISION, Indicator #9: Numbering of sub-indicators added for the sake of clarity in the 2014 PIR. No change in values or essence.				
	10. Number of public and NGO PA staff completing specialised training and/ or skills development in: [10a] Cooperative management [10b] Data management	[10a] 0 individuals [10b] 0 individuals	[10a] more than 15 individuals [10b] more than 10 individuals	Project training reports Annual reports of DOE, SNPA and SFA Annual reports of implementing partners (SIF/ NS/ MCSS & GIF)	
	NOTE ON LOGFRAME REVISION, Indicator #10: Numbering of sub-indicators and words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability. No change in values or essence.				
	11. Level of involvement of affected NGOs, resource users, CBOs and private landowners in decision-making in planning and management of the protected area system	Less than 10% [baseline defined in 2012]	More than 80%	Independent cooperative governance reviews undertaken as part of preparation of the inception report, as well as the mid-term and the final evaluation reports	
	NOTE ON LOGFRAME REVISION, Indicator #10: Numbering of sub-indicators and words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability. Baseline defined in 2012. No change in the target value.				

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
Outcome 2 Expanded and strengthened management of protected areas in Seychelles	**Outputs:** 2.1 The efficacy of active coral reef restoration techniques are tested in Cousin Island Special Reserve 2.2 An approach to the formal protection of critical habitats of whale sharks and turtles is tested 2.3 The offshore boundary of the Aldabra Special Reserve is expanded, and its management strengthened 2.4 The privately owned islands of North and Denis are established and managed as formal protected areas, under different governance regimes 2.5 The design and functioning of Cousin Island Special Reserve is improved to meet both conservation and fisheries management objectives				
	12. Number of nursery-reared coral stock produced for transplantation	0	At least 35,000 nubbins	Project reports	**Assumptions:** − NGOs and private landowners actively involve affected stakeholders in PA establishment and expansion processes − Coral nursery sites remain unaffected by bleaching-induced coral mortality events − The government supports the testing of the feasibility of establishing temporal protected areas − Private island landowners 'ring-fence' a % of income from nature-based tourism enterprises for protected area management − Artisanal fisherman, tour operators and recreational users engage constructively in PA establishment and expansion processes **Risks:** − Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users − Protracted legislative
	NOTE ON LOGFRAME REVISION, Indicator #12: Words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability. No change in the target value.				
	13. Extent of actively restored coral reef ecosystems (ha)	0	Larger than 1ha	Project reports	
	NOTE ON LOGFRAME REVISION, Indicator #13: Words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability. No change in the target value.				
	14. Contribution the establishment (i.e. formalisation) and effective operationalization (i.e. testing) of temporal PAs, expressed as the number of established and operational for the following species: [14a] Whale sharks [14b] Turtles			Protected Area Information Management System	
		[14a] 0	[14a] 1		

Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	[14b] 0	[14b] 1		reform, regulatory amendments and PA proclamation processes − Poor resilience of marine and terrestrial ecosystems to the effects of climate change − Increasing incidents of piracy
NOTE ON LOGFRAME REVISION, Indicator #14: Original formulation was "Number of temporal PAs established and operational" MTR had recommended the softening of the formulation of this indicator, as the responsible party (Marine Conservation Society – MSC) would only contribute to the establishment of these temporal PAs. However, MTR may have missed that the operationalization would still be under MSC's remit and a key expected outcome from their activities under the project. We do recognise though that, given the time frames, the effectiveness of these temporal sites can only be initially tested, not necessarily confirmed. Numbering of sub-indicators added for the sake of clarity in the 2014 PIR.				
15. Contribution to the number of TPC's being regularly monitored in Aldabra Special Reserve	0	At least 5	Annual Review - Aldabra SR Management Plan	
NOTE ON LOGFRAME REVISION, Indicator #15: MTR suggested indicator change to 'Contribution to the number'. Management agrees. Words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability. No change in the target value.				
16. 'Financing gap' for Aldabra Special Reserve	~US$300,000 (2009/10)	Less than US$200,000	SIF Annual Financial Report	
NOTE ON LOGFRAME REVISION, Indicator #16: Numbering of sub-indicators added for the sake of clarity in the 2014 PIR. No change in values or essence. A side note on this is: The MTR commented on this issue, querying whether this target is actually achieved (as per the last PIR). However, the MTR consultant agreed with the comment that 'If cross-subsidization from WHS Vallé de Mai is considered, SIF is generally breaking even under a basic management scenario for the two PAs it manages within its sub-system. It actually verified a surplus in 2012.' – from the 2013 PIR.				

	Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
	17. Contribution to the number of formal PAs under private ownership	3	More than 5	Protected Area Information Management System (register of protected areas)	

	NOTE ON LOGFRAME REVISION, Indicator #17: MTR suggested indicator change to 'Contribution to the number', rather than just 'number'. Contribution in this case is to be interpreted as supporting the process to the level of PA nomination files. No changes in values. Words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability.				

	Indicator	Baseline	Target/s	Source of verification	
	18. Extent (ha) of Denis and North Islands with restored and maintained native habitats: [18a] Denis [18b] North	[18a] Denis 50ha (of 143ha) [18b] North 37ha (of 201ha)	[18a] Denis 60 ha [18b] North 60 ha	Project reports Annual reports of Denis Island Development Pty Ltd and the Wilderness Safari Trust	

	NOTE ON LOGFRAME REVISION, Indicator #18: Wording of indicator includes now maintenance of restored areas. Baseline for sub-indicator 18a was adjusted in the inception report with the agreement of the RTA. It was 64 ha in the PRODOC. The new number is more accurate. Targets adjusted in the inception report with the agreement of the RTA. They were 80 ha for both 18a and 18b in the PRODOC. These changes reflects more achievable targets. MTR endorsed these changes.				

		Indicator	Baseline	Target/s (End of Project)	Source of verification	Risks and Assumptions
		Words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability.				
		19. Proportion of the habitats of key functional fish groups around Cousin Island under a conservation management regime: [19a] Home ranges [19b] Spawning sites	[19a] Less than 1% (estimate) [19b] Less than 5% (estimate)	[19a] More than 20% [19b] Less than 50%	Project reports Annual report of NS Annual report of SFA	
		NOTE ON LOGFRAME REVISION, Indicator #19: MTR had suggested the indicator to become 'contribution to the'. Management does not agree. Here is why. The MTR had visited Cousin with PC and suggested that that rescheduling budget and an extension was needed for fish monitoring project until end of project; and that this would ensure quality n the exercise and give important time to monitor the results. Management agree with it. However, "contribution to" with respect to expected results here are not in any way outside the remit of the responsible party, namely Nature Seychelles (NS). They are the managers of Cousin Island and can control every aspect of its management (barred force majeure or other pervasive external disturbance). NS should have all the means and tools necessary, including the funding, to be able to produce and demonstrate the desired conservation outcome reflected in this indicator. It does not make sense here to soften the indicator by adding the word "contribution". Management rejected the change in the indicator. Words rather than signs were added in the 2014 PIR for the sake of clarity and PIR readability.				

NOTE: MTE suggestion for a new indicator 'Basic PA knowledge management system' is rejected by SC. The knowledge management activities suggested by MTE are, however, being integrated into overall project and partner work plans. No changes were made so far

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5.6 Annex 6: METTs, capacity score cards and Financial sustainability matrix (available on request – will be annexed to final draft)

5.6.1 Detailed analysis of the changes in the capacity scorecard ratings

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	The protected area agenda is being effectively championed / driven forward	There is essentially no protected area agenda	There are some persons or institutions actively pursuing a protected area agenda but they have little effect or influence	There are a number of protected area champions that drive the protected area agenda, but more is needed	There are an adequate number of able "champions" and "leaders" effectively driving forwards a protected area agenda
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas	There is a partial legal framework for protected areas but it has many inadequacies	There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps	There is a strong and clear legal mandate for the establishment and management of protected areas
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Institutional	There is an institution responsible for protected areas able to strategize and plan	Protected area institutions have no plans or strategies	Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down	Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down	Protected area institutions have relevant, participatively prepared, regularly updated strategies and plans

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
				fashion	fashion without proper consultation	
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are adequate skills for protected area planning and management	There is a general lack of planning and management skills	Some skills exist but in largely insufficient quantities to guarantee effective planning and management	Necessary skills for effective protected area management and planning do exist but are stretched and not easily available	Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are protected area systems	No or very few protected area exist and they cover only a small portion of the habitats and ecosystems	Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness	Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size	The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale

		Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There is a fully transparent oversight authority for the protected areas institutions	There is no oversight at all of protected area institutions	There is some oversight, but only indirectly and in an untransparent manner	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized)	There is a fully transparent oversight authority for the protected areas institutions
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are effectively led	Protected area institutions have a total lack of leadership	Protected area institutions exist but leadership is weak and provides little guidance	Some protected area institutions have reasonably strong leadership but there is still need for improvement	Protected area institutions are effectively led
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected areas have regularly updated, participatively prepared, comprehensive management plans	Protected areas have no management plans	Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatively prepared	Most Protected Areas have management plans though some are old, not participatively prepared or are less than comprehensive	Every protected area has a regularly updated, participatively prepared, comprehensive management plan

		Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated	Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated	HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified.	Human resources are well qualified and motivated
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans	Management plans are poorly implemented and their objectives are rarely met	Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met	Management plans are implemented in a timely manner effectively achieving their objectives
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources	Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their	Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
				mandate	implementation of their mandate	mandate
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	While the protected area institution exists it has no management	Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal	The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way	The protected area institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are highly transparent, fully audited, and publicly accountable	Protected area institutions totally un-transparent, not being held accountable and not audited	Protected area institutions are not transparent but are occasionally audited without being held publicly accountable	Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent	The Protected area institutions are highly transparent, fully audited, and publicly accountable

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	There are legally designated protected area institutions with the authority to carry out their mandate	There is no lead institution or agency with a clear mandate or responsibility for protected areas	There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements	There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps	Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected areas are effectively protected	No enforcement of regulations is taking place	Some enforcement of regulations but largely ineffective and external threats remain active	Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated	Protected Area regulations are highly effectively enforced and all external threats are negated
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided	Career tracks are weak and training possibilities are few and not managed transparently	Clear career tracks developed and training available; HR management however has inadequate performance	Individuals are able to advance and develop professionally

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
					measurement system	
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements	Individuals have some or poor skills for their jobs	Individuals are reasonably skilled but could further improve for optimum match with job requirement	Individuals are appropriately skilled for their jobs
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are highly motivated	No motivation at all	Motivation uneven, some are but most are not	Many individuals are motivated but not all	Individuals are highly motivated
2. Capacity to implement policies, legislation, strategies and programmes	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist	Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed	Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required	There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals
3. Capacity to engage and build consensus among all stakeholders	Systemic	Protected areas have the political commitment they require	There is no political will at all, or worse, the prevailing political will runs counter to the interests of	Some political will exists, but is not strong enough to make a difference	Reasonable political will exists, but is not always strong enough to fully	There are very high levels of political will to support protected areas

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
			protected areas		support protected areas	
3. Capacity to engage and build consensus among all stakeholders	Systemic	Protected areas have the public support they require	The public has little interest in protected areas and there is no significant lobby for protected areas	There is limited support for protected areas	There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them	There is tremendous public support in the country for protected areas
3. Capacity to engage and build consensus among all stakeholders	Institutional	Protected area institutions are mission oriented	Institutional mission not defined	Institutional mission poorly defined and generally not known and internalized at all levels	Institutional mission well defined and internalized but not fully embraced	Institutional missions are fully internalized and embraced
3. Capacity to engage and build consensus among all stakeholders	Institutional	Protected area institutions can establish the partnerships needed to achieve their objectives	Protected area institutions operate in isolation	Some partnerships in place but significant gaps and existing partnerships achieve little	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do	Protected area institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
					not always enable efficient achievement of objectives	private sector to enable achievement of objectives in an efficient and effective manner
3. Capacity to engage and build consensus among all stakeholders	Individual	Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude	Some individuals have notion of appropriate attitudes and display integrity, but most don't	Many individuals carry appropriate values and integrity, but not all	Individuals carry appropriate values, integrity and attitudes
4. Capacity to mobilize information and knowledge	Systemic	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking	Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access	Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system
4. Capacity to mobilize information and knowledge	Institutional	Protected area institutions have the information needed to do their work	Information is virtually lacking	Some information exists, but is of poor quality and of limited usefulness and	Much information is readily available, mostly of good quality, but	Adequate quantities of high quality up to date information for protected area

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
				difficult to access	there remain some gaps both in quality and quantity	planning, management and monitoring is widely and easily available
4. Capacity to mobilize information and knowledge	Individual	Individuals working with protected areas work effectively together as a team	Individuals work in isolation and don't interact	Individuals interact in limited way and sometimes in teams but this is rarely effective and functional	Individuals interact regularly and form teams, but this is not always fully effective or functional	Individuals interact effectively and form functional teams
5. Capacity to monitor, evaluate, report and learn	Systemic	Protected area policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly	Policy is only reviewed at irregular intervals	Policy is reviewed regularly but not annually	National protected areas policy is reviewed annually
5. Capacity to monitor, evaluate, report and learn	Systemic	Society monitors the state of protected areas	There is no dialogue at all	There is some dialogue going on, but not in the wider public and restricted to specialized circles	There is a reasonably open public dialogue going on but certain issues remain taboo.	There is an open and transparent public dialogue about the state of the protected areas
5. Capacity to monitor, evaluate, report and learn	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	Institutions resist change	Institutions do change but only very slowly	Institutions tend to adapt in response to change but not always very	Institutions are highly adaptive, responding effectively and immediately to

			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
					effectively or with some delay	change
5. Capacity to monitor, evaluate, report and learn	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning
5. Capacity to monitor, evaluate, report and learn	Individual	Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback	Performance is irregularly and poorly measured and there is little use of feedback	There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be	Performance is effectively measured and adaptive feedback utilized

Issue	Criteria	Score	Cousin Island Special Reserve		Aldabra Atoll Special Reserve		Denis Island		North Island	
			At CEO endorsement	At TE	At CEO endorsement	At TE	At CEO endorsement	At TE	At CEO endorsement	At TE
1. Legal status	The protected area is not gazetted/ covenanted	0								
	There is agreement that the protected area should be gazetted/covenant but the process has not yet begun	1					1		1	1
	The protected area is in the process of being Gazette /covenanted but the process is still incomplete (includes sites designated under international conventions, such as Ramsar, or local/traditional law such as community conserved areas, which do not yet have national legal status or covenant)	2						2		
	The protected area has been formally gazetted/covenanted	3	3	3	3	3				
2. Protected area Regulation Are appropriate regulations in place to control land use and activities (e.g. hunting)? *Planning*	There are no regulations for controlling land use and activities in the protected area	0								
	Some regulations for controlling land use and activities in the protected area exist but there are major weaknesses	1						1	1	
	Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps	2	2	2	2		2			

		Score								
	Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management	3				3				3
3. Law enforcement Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough?	The staff have no effective Capacity /resources to enforce protected area legislation and regulations	0								
	There are major deficiencies in staff capacity /resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support)	1				1	1	1	1	1
Input	The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain	2	2	2	2					
	The staff have excellent capacity/resources to enforce protected area legislation and regulations	3								
4. Protected area Objectives; Is management undertaken according to agreed objectives?	No firm objectives have been agreed for the protected area	0								
	The protected area has agreed objectives, but is not managed according to these objectives	1							1	
Planning	The protected area has agreed objectives, but is only partially managed according to these objectives	2			2					
	The protected area has agreed objectives and is managed to meet these objectives	3	3	3		3	3	3		3
5. Protected	Inadequacies in protected area	0								

area Design	design mean achieving the major objectives of the protected area is very difficult									
Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?	Inadequacies in protected area design mean that achievement of major objectives is difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors or introduction of appropriate catchment management)	1								
Planning	Protected area design is not significantly constraining achievement of objectives, but could be improved (e.g. with respect to larger scale ecological processes)	2	2	2	2				2	
	Protected area design helps achievement of objectives; it is appropriate for species and habitat conservation; and maintains ecological processes such as surface and groundwater flows at a catchment scale, natural disturbance patterns etc.	3				3	3	3		3
6. Protected area boundary demarcation	The boundary of the protected area is not known by the management authority or local residents/neighboring land users	0								
Is the boundary known and demarcated?	The boundary of the protected area is known by the management authority but is not known by local residents/ neighboring land users	1				1	1		1	
	The boundary of the protected area is known by both the management	2	2		2	2				

Process	authority and local residents/neighboring land users but is not appropriately demarcated									
	The boundary of the protected area is known by the management authority and local residents/neighboring land users and is appropriately demarcated	3	3	3		3	3		3	
7. Management plan Is there a management plan and is it being implemented? Planning	There is no management plan for the protected area	0								
	A management plan is being prepared or has been prepared but is not being implemented	1								
	A management plan exists but it is only being partially implemented because of funding constraints or other problems	2	2		2	2			2	
	A management plan exists and is being implemented	3	3	3			3	3		3
Additional points: **Planning**	7a. The planning process allows adequate opportunity for key stakeholders to influence the management plan	1	0	0	1	1	1	1		1
	7b. There is an established schedule and process for periodic review and updating of the management plan	1	1	1	1	1	1	1	1	1
	7c. The results of monitoring, research and evaluation are routinely incorporated into planning	1	1	1	1	1		1		1
8. Regular work plan Is there a regular work plan and is it being	No regular work plan exists	0								
	A regular work plan exists but few of the activities are implemented	1							1	
	A regular work plan exists and many activities are	2	2	2	2		2	2		2

Criterion	Assessment	Score									
implemented planning/outputs	implemented		✓	✓			✓	✓			✓
	A regular work plan exists and all activities are implemented	3					3				
9. Resource inventory Do you have enough information to manage the area? Input	There is little or no information available on the critical habitats, species and cultural values of the protected area	0									
	Information on the critical habitats, species, ecological processes and cultural values of the protected area is not sufficient to support planning and decision making	1								1	
	Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient for most key areas of planning and decision making	2	2	2	2	2	2	2			2
	Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient to support all areas of planning and decision making	3									
10. Protection systems Are systems in place to control access/resource use in the protected area? Process/outcome	Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use	0									
	Protection systems are only partially effective in controlling access/resource use	1					1	1			1
	Protection systems are moderately effective in controlling access/resource use	2				2			2		
	Protection systems are largely or wholly effective in controlling access/ resource use	3	3	3	3						

Category	Description	Score								
11. Research Is there a program of management-orientated survey and research work? Process	There is no survey or research work taking place in the protected area	0								
	There is a small amount of survey and research work but it is not directed towards the needs of protected area management	1								
	There is considerable survey and research work but it is not directed towards the needs of protected area management	2	2	2	2	2		2	2	
	There is a comprehensive, integrated program of survey and research work, which is relevant to management needs	3			3		3			3
12. Resource Management Is active resource management being undertaken? Process	Active resource management is not being undertaken	0								
	Very few of the requirements for active management of critical habitats, species, ecological processes and cultural values are being implemented	1								
	Many of the requirements for active management of critical habitats, species, ecological processes and, cultural values are being implemented but some key issues are not being addressed			2	2	2	2	2	2	
	Requirements for active management of critical habitats, species, ecological processes and, cultural values are being substantially or fully implemented	3	3							3
13. staff members	There are no staff	0								
	Staff numbers are inadequate for	1		1						

Question	Description	C1	C2	C3	C4	C5	C6	C7	C8	C9
Are there enough people employed to manage the protected area?	critical management activities									
	Staff numbers are below optimum level for critical management activities	2	2	2		2	2	2	2	2
Input	Staff numbers are adequate for the management needs of the protected area	3								
14. Staff training Are staff adequately trained to fulfill management objectives?	Staff lack the skills needed for protected area management	0								
	Staff training and skills are low relative to the needs of the protected area	1			1				1	
Input/process	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management	2	2	2		2	2	2		2
	Staff training and skills are aligned with the management needs of the protected area	3								
15. Current budget Is the current budget sufficient?	There is no budget for management of the protected area	0								
Input	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1				1				
	The available budget is acceptable but could be further improved to fully achieve effective management	2	2	2	2		2	2	2	2
	The available budget is sufficient and meets the full management needs of the protected area	3								
16. Security of budget **Is the budget secure**	There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding	0								

Category	Description	Score	C1	C2	C3	C4	C5	C6	C7	C8
Input	There is very little secure budget and the protected area could not function adequately without outside funding	1			1	1				
	There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding	2	2	2			2	2	2	2
	There is a secure budget for the protected area and its management needs	3								
17. Management of Budget Is the budget managed to meet critical management needs? Process	Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year)	0								
	Budget management is poor and constrains effectiveness	1								
	Budget management is adequate but could be improved	2			2			2	2	2
	Budget management is excellent and meets management needs	3	3	3		3	3			
18. Equipment Is equipment sufficient for management needs? input	There are little or no equipment and facilities for management needs	0								
	There are some equipment and facilities but these are inadequate for most management needs	1						1	1	
	There are equipment and facilities, but still some gaps that constrain management	2	2	2	2	2	2			2
	There are adequate equipment and facilities	3								

Criterion	Description	Score								
19. Maintenance of Equipment Is equipment adequately maintained? Process	There is little or no maintenance of equipment and facilities	0								
	There is some *ad hoc* maintenance of equipment and facilities	1								
	There is basic maintenance of equipment and facilities	2				2			2	
	Equipment and facilities are well maintained	3	3	3	3		3	3		3
20. Education and Awareness Is there a planned education program linked to the objectives and needs? Process	There is no education and awareness program	0								
	There is a limited and *ad hoc* education and awareness program	1								
	There is an education and awareness program but it only partly meets needs and could be improved	2	2	2	2	2	2	2	2	2
	There is an appropriate and fully implemented education and awareness program	3								
21. Planning for land and water use Does land and water use planning recognise the protected area and aid the achievement of objectives? Planning	Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area	0			0					
	Adjacent land and water use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area	1	1	1						
	Adjacent land and water use planning partially takes into account the long term needs of the protected area	2						2	2	

	Adjacent land and water use planning fully takes into account the long term needs of the protected area	3				3	3			3
Additional points: **Land and water planning** 21a: Land and water planning for habitat conservation	Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats	1	0	0	0	1		1	1	1
Additional points: **Land and water** **planning** 21b: Land and water planning for connectivity	Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	1	0	0		1		1		0
Additional points: **Land and water** **planning** 21c: Land and water planning for ecosystem services & species conservation	"Planning addresses ecosystems specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)"	1	0	0	0	1		1		1
22. State & **Commercial** Is there co-operation with adjacent land and water users?	There is no contact between managers and neighboring official or corporate land and water users	0								
	There is contact between managers and neighboring official or corporate land and water users but	1								

115

	little or no cooperation									
Process	There is contact between managers and neighboring official or corporate land and water users, but only some cooperation	2			2		2		2	2
	There is regular contact between managers and neighboring official or corporate land and water users, and substantial co-operation on management	3	3	3						
23. indigenous people Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions? Process	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0	N/A	N/A						
	Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management	1	1	1						
	Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved	2								
	Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-management	3								
24. Local communities Do local communities resident or near the protected area have input to management decisions? Process	Local communities have no input into decisions relating to the management of the protected area	0								
	Local communities have some input into discussions relating to management but no direct role in management	1	1	1	1		1			1

		Score								
	Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved	2								
	Local communities directly participate in all relevant decisions relating to management, e.g. co-management	3				3				
Additional points *Local communities/in digenous people: Impact on communities*	24a. There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	1	1	1	1	1	1	0	1	0
	24b. Programmes to enhance community welfare, while conserving protected area resources, are being implemented	1	1	1	1	1	1	0		0
	24c. Local and/or indigenous people actively support the protected area	1	1	1	1	1	1	2		0
25. Economic benefit	The protected area does not deliver any economic benefits to local communities	0								
Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services?	Potential economic benefits are recognized and plans to realize these are being developed	1								
	There is some flow of economic benefits to local communities	2			2	2	2	2		2
Outcomes	There is a major flow of economic benefits to local communities from activities associated with the protected area	3	3	3						
26. Monitoring and	There is no monitoring and evaluation in the	0								

		Score								
Evaluation	protected area									
Are management activities monitored against performance? Planning/process	There is some *ad hoc* monitoring and evaluation, but no overall strategy and/or no regular collection of results	1								
	There is an agreed and implemented monitoring and evaluation system but results do not feed back into management	2			2	2		2	2	
	A good monitoring and evaluation system exists, is well implemented and used in adaptive management	3	3	3			3			3
27. Visitor facilities Are visitor facilities adequate? Outputs	There are no visitor facilities and services despite an identified need	0								
	Visitor facilities and services are inappropriate for current levels of visitation	1			1					
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2				2	2			
	Visitor facilities and services are excellent for current levels of visitation	3	3	3				3		3
28. Commercial tourism operators Do commercial tour operators contribute to protected area management? Process	There is little or no contact between managers and tourism operators using the protected area	0								
	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters	1								
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values	2			2					

	There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values	3	3	3		3	3	3		3
29. Fees If fees (i.e. entry fees or fines) are applied, do they help protected area management? Process	Although fees are theoretically applied, they are not collected	0								
	Fees are collected, but make no contribution to the protected area or its environs	1						1		
	Fees are collected, and make some contribution to the protected area and its environs	2				2				
	Fees are collected and make a substantial contribution to the protected area and its environs	3	3	3	3					
30. Condition of values What is the condition of the important values of the protected area as compared to when it was first designated? Outcome	Many important biodiversity, ecological or cultural values are being severely degraded	0							0	
	Some biodiversity, ecological or cultural values are being severely degraded	1								
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted	2						2		
	Biodiversity, ecological and cultural values are predominantly intact	3	3	3	3	3	3			3
Additional Points: *Condition of values*	30a. The assessment of the condition of values is based on research and/or monitoring	1	1	1	1	1	1	1	0	1
	30b. Specific management programmes are being implemented to address threats to biodiversity, ecological and	1	1	1	0	1	1	1	0	1

	cultural values									
	30c. Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	1	1	1	1	1	1	1	1	1
TOTAL SCORE			81	81	67	76	74	65	43	71
	TOTAL POSSIBLE SCORE --- 102									