MAINSTREAMING GLOBAL ENVIRONMENTAL PRIORITIES INTO NATIONAL POLICIES AND PROGRAMMES (VAN CB2) (PIMS 5049)
- FINAL EVALUATION REPORT -
FINAL VERSION

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GEF Project ID:	**5655**		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	PIMS 5051 Atlas Ids: 00088732 00095279	**GEF financing:**	550,000	**550,000**
Country:	VANUATU	**IA/EA own:**	100,000	**20,000**
Region:	Asia and the Pacific	**Government:**	2,552,947	**2,285,537**
Focal Area:	Multifocal area	**Focal area objectives: CD2, CD5**		
GEF Executing Agency	UNDP Fidji	**Implementing Agency**	DEPC Vanuatu	
Evaluation Period:	March 1 – May 6 2020	**Date of Terminal Evaluation**	May 6, 2020	
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Acknowledgement:

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Acronyms and Abbreviations

ADB	Asian Development Bank
APR	Annual Project Report
AusAID	Australian Agency for International Development
AWP	Annual Work Plan
BAC	Biodiversity Advisory Council
CC	Climate Change
CCCD	Cross Cutting Capacity Development
CD	Capacity Development
CHM	Clearinghouse Mechanism
CO	Country Office
COP	Conference of Parties
CRP	Comprehensive Reform Program
DARD	Department of Agriculture and Rural Development
DEPC	Department of Environmental Protection and Conservation
DEVINFO	Name of a former UNDP Data Base Management System
DM	Disaster Management
DOF	Department of Forest
DPC	Direct Project Cost
DRR	Disaster Risk Reduction
DSPPAC	Department of Strategic Policy, Planning and Aid Coordination
EIA	Environmental Impact Assessment
EEU	Environment and Energy Unit
EEZ	Exclusive Economic Zone
EIMS	Environment Information Management System
ENSO	El Nino Southern Oscillation
EU	European Union
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIS	Geographic Information System
IA	Implementing Agency
ICT	Information and Communication Technology
IT	Information Technology
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MALFFB	Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity
MCC	Ministry of Climate Change
MDGs	Millennium Development Goals
MEA	Multilateral Environmental Agreement
MESCAL	Mangrove Ecosystems for Climate Change Adaptation and Livelihoods
MOU	Memorandum of Understanding
MSP	Medium Size Project
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
NAB	National Advisory Board
NACC	National Advisory Committee on Climate Change
NAP	National Action Plan
NAPA	National Action Programme for Adaptation
NBSAP	National Biodiversity Strategy and Action Plan
NCAP	National Capacity Action Plan

NCCAS	National Climate Change Adaptation Strategy
NCSA	National Capacity Self-Assessment
NDMO	National Disaster Management Office
NEP	National Environment Policy
NEPIP	National Environment Policy and Implementation Plan
NGO	Non Governmental Organization
NICMF	National Integrated Coastal Management Framework
NIM	National Implementation Modality
NSDP	National Sustainable Development Plan
NZAID	New Zealand Agency for International Develpment
OGCIO	Office of the Government Chief Information Officer
OPSP	Overarching Productive Sector Policy
PAA	Priorities and Action Agenda
PAC	Project Appraisal Committee
PB	Project Board
PICCAP	Pacific Islands Climate Change Assistance Programme
PICT	Pacific Island Countries and Territories
PIR	Project Implementation Review
PMO	Prime Minister Office
PMU	Project Management Unit
PPG	Project Preparation Grant
RCU	Regional Center Unit
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SIDS	Small Island Developing States
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SOE	State Of Environment
SPREP	Secretariat of the Pacific Regional Environment Program
STAR	System for Transparent Allocation of Resources
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCLOS	United Nations Convention on Law Of the Sea
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
V&A	Vulnerability and Adaptation
VANGO	Vanuatu Association of Non-Government Organizations
VANRIS	Vanuatu Resource Information System
VCAN	Vanuatu Climate Action Network
VFD	Vanuatu Fisheries Department
VMGD	Vanuatu Meteorological and Geo-Hazard Department
VNSO	Vanuatu National Statistics Office
WASH	Water, Sanitation and Hygiene

1. EXECUTIVE SUMMARY

1. The CB2 project presents the response to the NCSA conducted between 2005-2007, which demonstrated that there was a need to improve the development of internationally accepted standards in environmental reporting for more effective environmental governance in the country. This concerned mainly six areas: environmental data collection, environmental data analyses, dissemination strategies, development of an environmental data management policy and the development of a data monitoring and data harmonization system.

2. These findings led to the formulation of the Project Logical Framework, whose overall objective lies in the strengthening of Vanuatu's capacities to meet national and global environmental commitments through improved management of environmental data and information. The expected results to achieve this are composed of:

a) An improved data management system for global environmental reporting
b) Individual capacity building and institutionalization of data sharing and
c) Institutionalisation of improved decision-making systems through improved data collection and management systems, accompanied by a revision of institutional mandates where necessary.

3. The design of the project is comparable to other CB2projects. The Delegation of Authority to provide the assurance and oversight function has been delegated to UNDP Pacific Office in Fiji, and the fact, that the UNDP programme officer based in Vanuatu had only which has rather reduced effective and direct communication between DEPC and UNDP, although so that the added value UNDP normally provides to GEF projects could not be realized.

4. The project was evaluated as being not fully relevant to GEF objectives, as it did not put enough focus on reporting to the three Rio Conventions. In the view of the evaluator the strong focus on individual capacity building was also considered as slightly irrelevant regarding the situation on the ground as the apparent cause in lack of capacities was rather seen in an insufficient number of staff for data collection and a lack of coordination than in insufficient human capacities.

5. In terms of effectiveness the major project achievements made were in the following points

The major achievements in developing the required environmental activities can are to be seen in:

a) **Outcome 1: Baseline studies**
- Baseline studies – mainly related to data collection tools and data base management systems in use
b) **Outcome 2: Individual Capacity Building**
- Trainings on Data collection and Data analysis
c) **Outcome 3: Institutionalization**
- Improved Guidelines for Environmental Data Formats and Regulations
- Support of Development of Policies (e.g. Geospatial Policy, Oceans Policy)
- Establishment and Operation of EIMS
- Establishment of Geospatial User Group
- Data Sharing Agreements (MoUs)
- Policy Support
- Award received

6. Successful trainings were given in appropriate quality on various field data collection tools and on using opensource software for data analysis, as well as on reporting and data dissemination, embedded into a sound theoretical background. The trainings were considered as useful by about 50% of the participants interviewed. In terms of application of the new skills learned in their daily work, the segment which benefitted mostly from the training was staff in the early mid-career.

7. Improved guidelines for environmental data formats and regulations, spreadsheets, factsheets and MoUs for data entry and data sharing were designed in very good quality and put in place.

8. The project supported successfully the formation of the geospatial user group and its intersectoral activities in acquisition, storage and sharing spatial data, which at the end are planned all to be stored at the server of the Ministry of Lands and Natural Resources. The special achievement of the Geospatial User Group was also, that the next Pacific GIS Conference which has always been accommodated in Fiji, will for the first time be hosted in Vanuatu. The Geospatial User Group was also the driver to put the Geospatial Policy forward which regulates the different levels of confidentiality with respect to data sharing and modalities of data storage.

9. An EIMS has been established in DEPC, which constitutes the first environmental data management system in the department. It is successfully operated and administrated by a new staff hired for this purpose. Still no backup systems have been installed in OGCIO or in VNSO, as originally foreseen or in VNSO, neither has a networking system among different departments been established as foreseen. The data currently entered into the system are restricted to NEPIP indicators only. This scope should be widely enlarged, to accommodate all types of environmental data and even sub-data management systems. The EIMS system used is DEVINFO, which has been phased out in 2017 already, therefore there it is not recommendable to continue its use. Up to now several alternative data management software systems and possible data migration programs to be used to transfer the data are debated, but not yet decided upon.

10. It can therefore be said, that the project started with an initially timid management, which was strengthened by outsourcing most of the project activities to external consultants, which on the other hand were not fully effective in meeting the requirements. Particularly the establishment of an effective EIMS in DEPC – one of the major objectives of the project – was not fully achieved. But the project found a fulminant end after the Geospatial User group had started its own national initiative to shape the project and helped to meet especially the objectives of institutionalization.

11. The project has reached about 50% of its targets and received an award as the best CB2 project in the Pacific Region.

11. Project expenses were in general appropriate, the total financial efficiency was a little bit reduced due to the mentioned effectiveness constraints in relation to expenses, but still appropriate given the many activities conducted by the project.

12. Project management was efficient in terms of facilitating the day-to-day operations, but was not result-oriented enough, which explains, why many targets were not reached. There were also weaknesses in vertical coordination with respect of establishing full contextual linkages among activities, and of horizontal coordination, which led to the fact that stakeholder engagement was low. Furthermore, some activities such as baseline studies were repeated by different people twice or even three times. Another constraint was, that the IP was not given enough voice in certain management operations conducted by UNDP Pacific Office in Fiji, for instance with respect to the selection of consultants.

13. The project had some very good impacts on improved collaboration among stakeholders and in being the engine for some national initiatives, such as the geospatial user group.

14. This has led to some promising results for sustainability of the project, particularly the dynamics of the geospatial user group, which is most likely to continue and would also be able to put other unfinished activities under its umbrella to bring them to finalization, such as the revision of the EIMS system and the finalization of MoU signatures. It is only a question of time, until the geospatial policy will be endorsed, to ensure that the legal environment for data sharing is defined and granted, and that data collection, storage, management and sharing will move forward in future

15. Table 1 shows the overall rating in detail. For the whole project it is moderately satisfactory on an average.

Table 1: Overall Rating

Evaluation Ratings:			
1. Monitoring and Evaluation	*rating*	**2. IA& EA Execution**	*rating*
M&E design at entry	5	Quality of UNDP Implementation	2
M&E Plan Implementation	3	Quality of Execution - Executing Agency	4
Overall quality of M&E	2	Overall quality of Implementation / Execution	3
3. Assessment of Outcomes	rating	**4. Sustainability**	rating
Relevance	R	Financial resources:	4
Effectiveness	4	Socio-political and environmental	5
Efficiency	3	Institutional framework and governance:	4
Overall Project Outcome Rating	4	Technical	2
		Overall likelihood of sustainability	4

Summary of Conclusions and Recommendations

Conclusions

- Individual capacity gaps in project planning were overestimated
- The project has been mostly successful, where own national initiatives had taken over the implementation rather than external consultants.
- The EIMS system installed is outdated.
- National IT capacities are apparently able to select and install a proper EIMS system at DEPC without external support.
- Missing confidence in own capacities seems to be one of the major root causes, why the project has not fully reached all outcomes, indicated particularly in the observed reservedness of data-sharing, approaching other institutions in signing MoUs etc.
- UNDP did not realize its added value by sharing its experience with CB2 and other GEF projects with DEPC

Recommendations

- Future project planning should rather be based on the focus on strengths and opportunities in a country rather than on gaps and weaknesses, which could be counter-productive. Particularly ongoing initiatives related to the outcomes of a project should be strengthened above all.
- Before hiring external consultants, it should be screened carefully, if national capacities are not sufficient to fulfil the envisaged tasks.
- The EIMS system should be renewed with the help of national IT staff, who should also take care of migrating all data in the current EIMS system to the new one.
- The Initiative by the Geospatial User Group should be strengthened also in future and accommodate the efforts of establishing the EIMS at DEPC with related staff.
- Future projects should rather focus on empowerment and strengthening management and coordination.
- UNDP should devote more care to support projects with its international experience and should abandon its top-down approach.

2. INTRODUCTION

2.1. EVALUATION CONTEXT

The CB2 project Vanuatu was originally framed to respond to the environmental challenges of the country, with a focus on reporting to the three Rio conventions, UNCCD, UNCBD and UNFCCC. The framework actions of the project are rooted in the result of a National Capacity Self Assessment (NCSA), which was conducted between 2005 and 2007. The primary objective of the NCSA was to determine the challenges of countries' underlying capacities to meet their global environmental commitments, particularly commitments to meet requirements of the Convention on Biological Diversity, Convention to Combat Desertification and Drought, and the Framework Convention on Climate Change.

The NCSA identified six priority areas, which needed strengthening to improve good environmental governance with respect to the implementation of the Rio Conventions in Vanuatu. These were the areas of environmental data collection, environmental data analyses, dissemination strategies, development of an environmental data management policy, development of a data monitoring and data harmonization system and the, development of internationally accepted measurement standards and methodologies.

The NCSA also recognized the relevance to mainstream more comprehensive datasets to all stakeholders including decision-makers. It mentioned also the capacity of stakeholders for analysing and using this information in related policy and programmes.

In this way, the Vanuatu CB2 project was established to strengthen information resource centres focusing on the collection of data and resources, storage and management of relevant information coming from line departments from respective ministries. The CB2 project was also supposed to up-scale the results of these efforts in using this information for improving planning and reporting to MEAs - an obligation of Parties to these conventions - and to disseminate lessons learned to other countries in the region through this project but also through other regional mechanisms. The project was therefore expected to serve as a catalyst of a longer-term approach to Rio Convention implementation.

2.2. LOCAL CONTEXT

The Republic of Vanuatu is an island nation located in the Western Pacific Ocean. Spread over an archipelago of over 80 islands, it is stretching 1,300 kilometres from North to South. Vanuatu's terrain is mostly mountainous, with narrow coastal plains. Larger islands are characterized by rugged volcanic peaks and tropical rainforests. Vanuatu's total land area is about 12,336km2 with more than 36.1% (440,000 hectares) covered by tropical forest. The terrain is mostly mountainous with a lot of dissected creeks, as the country is located in a seismically and volcanically active region and has high exposure to geologic hazards, including volcanic eruptions, earthquakes, tsunamis and landslides. In this environment of more than 80 coral and volcanic islands, natural disasters such as cyclones, movements of plate tectonics and volcanic activities take place frequently.

The project is implemented by the DEPC, a Department within the Ministry of Climate Change (MoCC), which is located in Port Vila, Efate, Vanuatu, as illustrated in Fig. 1, which shows the Location of DEPC in the MoCC compound, and the location of MoCC in Port Vila, Efate, Vanuatu.

Figure 1: Map of Location of DEPC in Efate and within MoCC Compoud

a) MoCC location within Efate (google maps) (website)
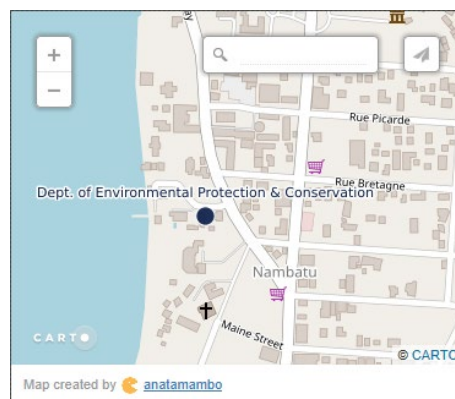
b) DEPC location within MOCC Compound

2.3.   OBJECTIVE OF THE EVALUATION

The objective of the evaluation is to assess the performance of the project according to the DAC criteria relevance, effectiveness, efficiency, sustainability and impact, which are related to outcomes, outputs and activities of the project as illustrated in the framework illustrated below in Fig. 2. Another aim is to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Figure 2: Framework for Evaluation
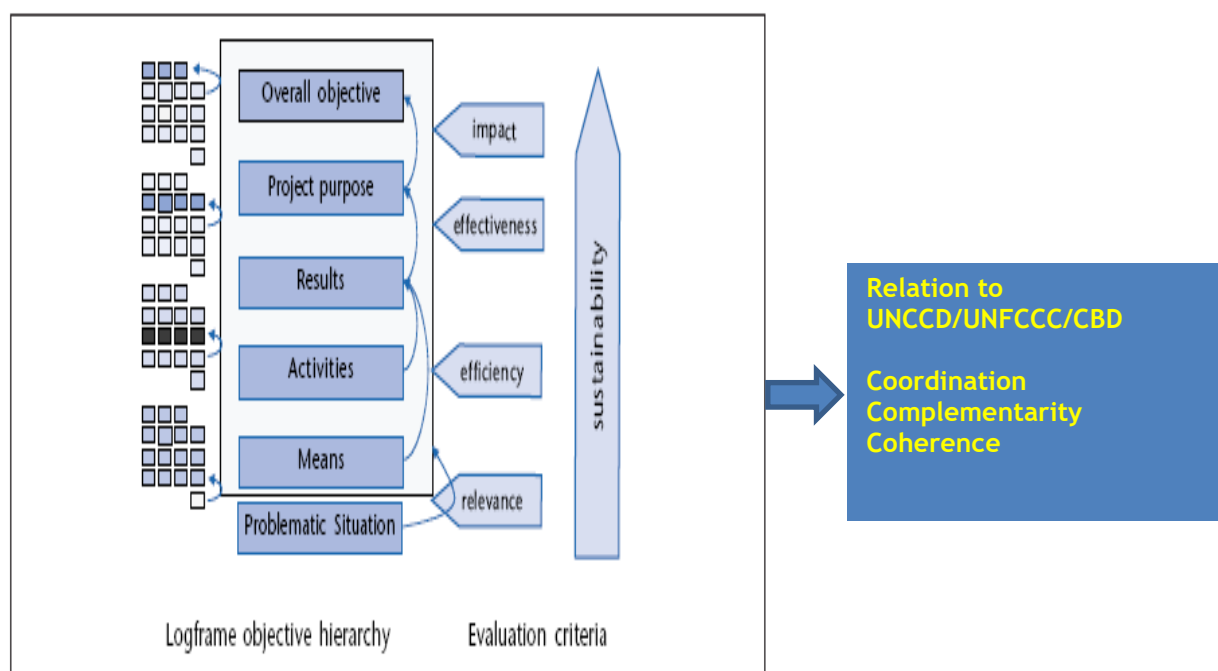
The DAC performance criteria are defined as follows:

1. **Relevance** concerns whether the results, purpose and overall objectives of the intervention are in line with the needs and aspirations of the beneficiaries, and with the policy environment of the intervention, within the context of this project, mainly how research topics, objectives and activities are relevant to build operational and technical national research and institutional capacities to meet the objectives of the GE conventions.

2. **Impact** is the effect of the project on its wider environment, and its contribution to the wider sector objectives summarized in the project's Overall Objective, and on the achievement of the overarching policy objectives of the national institutions, GE conventions and the various partners involved. Impact includes positive and negative, primary and secondary effects produced by a development intervention on its beneficiaries, directly or indirectly, intended or unintended.

3. **Effectiveness** is the contribution made by the project's results/outcomes to the achievement of the project purpose in comparison to the baseline. Effectiveness describes how well the results achieved have furthered the attainment of the intervention purpose both in quality and in quantity .It includes also the assessment of catalytic and synergistic effects among project components, as well as political, institutional, natural, social economic/financial, cultural factors which supported or impeded project implementation

4. **Efficiency** is used to assess if the results were obtained at reasonable cost, i.e. how well means and activities were converted into results, and the quality of the results achieved. It describes the relationship between the produced outputs and the utilized resources.

5. **Sustainability** is the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended. Key factors that impact on the likelihood of sustainability include: (i) ownership by beneficiaries; (ii) policy support/consistency; (iii) appropriate technology; (iv) environment; (v) socio-cultural issues; (vi) gender equity; (vii) institutional management capacity; and (viii) economic and financial viability.

2.4. EVALUATION PRINCIPLES

The evaluation was conducted in accordance with the guidance, rules and procedures established by UNDP and GEF. It is undertaken in line with GEF principles, which are: independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility. It considered the two GEF evaluation objectives at the project level: (i) promote accountability for the achievement of GEF objectives; including the global environmental benefits; and (ii) promote learning, feedback and knowledge sharing on results and lessons learned among the GEF and its partners.

Overarching principles which were applied during the evaluation were

(i) Validity of information: multiple measures and sources were sought out to ensure that the results are accurate and valid;

(ii) Integrity; and

(iii) Respect and anonymity: All participants had the right to provide information in confidence.

 Finally, all evaluation activities were kept independent, impartial and rigorous.

3. PHASES OF THE VALUATION AND METHODOLOGY APPLIED

3.1. EVALUATION STRATEGY AND METHODOLOGY

The evaluation was conducted in 3 phases which were

I.   Preparation phase

This phase included the review of documents made available by UNDP Fidji to the consultant and establishing the methodology, particularly the development of the questionnaire and the evaluation matrix, tools and methods of data collection, the establishment of the ToR and the Workplan for the evaluation.

The data which were supposed to be collected included primary and secondary data:

- Primary data assessed in the evaluation were the budget plans, audit report, progress reports, policies, and the data collected during the country visits through observations and interviews.

- Secondary data were all consultancy reports established by the project, as well as the power point presentations and all other deliveries by consultants, furthermore the communication and reports submitted to the three Rio Conventions, downloaded from the respective websites, as well as national environmental reports and policies

The different tools which were decided upon in the preparation phase were:

- Effectiveness and Feasibility analysis, particularly the Kirkpatrick model for assessing training effectiveness, and the feasibility analysis for EIMS and baseline studies.
- Sustainability Assessment in terms of
    - Environmental, technical, economic / financial, social, institutional viability;
    - Social support and governmental commitment;
    - Ownership;
    - Sustainability risks;
- Coherence Analysis and Context Analysis
- Impact Analysis
- Gender Analysis: As gender in the project was mainstreamed, the tools and indicators used focussed rather on the question of gender equity: In which way was gender equity achieved during trainings? Which was the type, constitution and structure of gender equity in departments?

II.   Country visit with final presentation

The country visit was the core of the evaluation. The major objectives of the country visit were to analyse:

- The perception and impacts of trainings of the various workshop and training modules of the project (GIS, EXCEL etc.) by the relevant key stakeholders
- The quality of the new environmental data monitoring or management systems (EIMS)
- The impact of the above mentioned capacity building measures on reporting and decision making
- The impact of the project on coordination of environmental policies.

The country visit gave the consultant the opportunity to discuss the effects and impacts of the project directly with the various project stakeholders and partners. It allowed also to conduct direct observations with repect to physical infrastructure, especially software and hardware.

Methods applied were individual interviews, in some institutions, where several stakeholders had contributed to the project, also focus group interviews. As during the field visit additional documents were provided to the consultant by DEPC, these had to be reviewed as well and integrated into the interview guideline and other methodology developed, which had to be updated accordingly. A third activity was the analysis of the feasibility of the EIMS system, furthermore data collection and storage tools used, their functionality and applicability.

After the field visit a final debriefing by the consultant to the PMU allowed to receive valuable comments and additions from the attendees of the meeting.

The schedule of visits is listed in the Annex C.

III.   Drafting of final report

The final draft of the report was established by compiling the findings during the field visit, using the guidelines given in the ToR. On issues, where a higher number of stakeholders were involved, such as trainings, user satisfaction was assessed by simple statistical tools and graphs.

3.2. CHALLENGES AND LIMITATIONS

There were two minor limitations to the effective implementation of the evaluation. One limitation had been the relatively high staff turnover rate in the project, so that the initial project manager and director could no more be contacted, while on the other hand institutional memory could not be maintained for all details in the project, so that the project activities could not be effectively followed up to its early beginnings. Also, the IC and NC hired by UNDP Pacific Office in Fiji for the trainings and the installation of the EIMS system could not be reached. Therefore, this might have led to slight imbalances of some statements in this report.

The second limitation was similar: the fact that all other staff in other institutions was extremely busy, led to the problem, that not all stakeholders who had once or more often contributed to the project, could be contacted. Nevertheless, it can be assumed, that the final information collected during the evaluation is robust, as statements by stakeholders confirmed, complemented or replicated each other.

Furthermore, the delivery of documents to the consultant and the start of the country visit were a little bit rushed, which did not give enough time to the evaluator to review all documents properly and to DEPC to prepare all logistical arrangements.

3.3. ENABLING CONDITIONS

The limitations and challenges mentioned above could be compensated by the well-coordinated logistical support and engagement of the data base administrator of the EIMS of DEPC and the support of the director and a generally supportive attitude towards the evaluation in many institutions.

4. FINDINGS ON PROJECT DESIGN

4.1. M&E FRAMEWORK

The full logframe with indicators and targets is part of the ToR of the evaluation, which are annexed in Annex I.

The overall goal of the project is to provide leaders and decision-makers in the government and at the community level with the relevant information needed to take appropriate action and to make informed decisions regarding the environment and sustainable resource management in Vanuatu. The objective is to strengthen Vanuatu's capacities to meet national and global environmental commitments through improved management of environmental data and information. In doing so, the project has focused on the three following outcomes:

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- Outcome 1: Baseline studies
- Outcome 2: Individual Capacity Building
- Outcome 3: Institutionalization

4.1.1. QUALITY OF RBM FRAMEWORK

The M&E Framework is very well designed, addressing all necessary steps in a logical and comprehensive way, implemented through well-balanced activities which usually start with gaps and needs analyses over planning processes to final delivery or implementation activities. The formulation of the framework is effectively result based, but it does not follow a bottom-up logic which is normally the rule for designing for RBM frameworks, which, however, is a minor issue.

The initial version of the RBM framework addresses only global environmental monitoring and reporting, while the revised version, which apparently has been applied in the project, puts a focus on national reporting.

Activities are properly designed and connected in a logical operational sequence, usually starting with baseline / needs / gap analysis over planning activities to final actions to fill gaps and needs.

4.1.2. QUALITY OF INDICATORS AND TARGETS

Indicators are used to measure the achievement of the overall objective and to follow up the implementation of outcomes. There are no additional indicators for measuring outputs and activities, which is appropriate given the relatively small volume of the project. All indicators are relevant. In terms of measurability, indicators frequently apply a binominal measurement system (such as "in place" or "not in place"), Indicator 4 measures the quality of implementation through the use of a scorecard, which grants its measurability. Indicators 1,2,3,5 include also quality properties without using an instrument to rank them, therefore, their measurement is only possible through comparison of the relation of baseline in comparison to target. Apart from this minor issue, it can be stated, that in general the indicator system chosen is SMART and therefore appropriate.

The similar applies for the targets. The targets measure appropriately the situation which is to be expected, once activities are accomplished, such as the application of data management, application of what was learned and mainstreaming of improved environmental information into decision making. They are therefore feasible to stimulate result-based management.

4.1.3. THE QUALITY OF M&E

The quality of M&E was rather poor, both by the Executing as well as by the Implementing Agency,

In general, M&E activities by DEPC were timid, rather related to activities which had been accomplished than on targets reached, as already mentioned. Apparently for the trainings it had been followed up, if they had added value, otherwise, not even the scorecard had been filled out.

Neither did UNDP notice that there was a switch from the focus on the Rio Conventions towards national reporting nor that there were quality problems with the trainings, nor that the EIMS system was inappropriate, and that consultants were overloaded with tasks beyond their mandate.

A more detailed description about these issues is given in the section on Management.

4.2. THEORY OF CHANGE

All Outcomes are designed in a very balanced and coordinated way, so that they are fully effective by design to reach the overall objective. The Theory of Change envisages, that the combination of improved environmental data management - data monitoring and evaluation systems within various departments which are supposed to be coordinated -, whose operations are improved through

individual capacity building in various technologies, institutionalization and– revision of institutional mandates, will finally improve environmental decision making. In this way, the overall objective of strengthening Vanuatu's capacities to meet national and global environmental commitments through improved management of environmental data and information should be realized.

4.3. EVALUATION MATRIX

An evaluation matrix was developed as the key evaluation instrument, which is illustrated in Table 2. It is based on the evaluation scope presented in the TOR, the project log-frame and the review of key project documents. This matrix provides the overall directions for the evaluation and was also used as a basis for interviewing people and reviewing project documents.

Table 2: Evaluation Matrix

Criteria	Main Questions	Main Evaluation Activities	Methodology and Level of Analysis
Project Management	- Are the Project Management arrangements appropriate at the team level and Project Board level?	- Description of roles and responsibility of project team and board. Evaluation of effectiveness of board structure to reach objectives (in respect to UNDP/UNDAF, national goals in regard to GE conventions)	- Project reports, discussion with Project Staff
Project Design	a. To what extent did the design of the project help in achieving its own goals? b. Were the context, problem, needs and priorities well analyzed while designing the project? Were there clear objectives and strategy? c. Were there clear baselines indicators and/or benchmarks for performance? d. Was the process of project design sufficiently participatory? Was there any impact of the process?	a. Description of project design and goals, context, problems, needs and priorities of the project. b. Measurements of effectiveness and efficiency in reaching the goals by comparing activities with achievements through project design, comparison of objectives and strategies with project goals. c. Descriptions of baseline indicators and benchmarks d. Analysis of stakeholders involved into project, analysis of modes of involvement, impact assessment ,	a. Analysis of project reports, discussion with project staff on project design, discussions with line ministries and research institutions on goals b. Discussion with project partners (research institutions, line ministries etc. to assess stakeholder' needs and satisfaction c. Progress reports of the project, discussion with project staff d. Project reports, stakeholder interviews, interview of project staff
Relevance, Coherence and Appropriateness	a. Was the project relevant, coherent, appropriate and strategic to national goals and challenges? b. Was the project relevant, coherent, appropriate and strategic to the mandate, strategy, functions, roles, and responsibilities of the MoEnv as an institution and to the key actors within that institution? c. Was the project relevant, appropriate and strategic to UNDP mandate?	a. Description of national goals and challenges and comparing them to relevant project inputs and impacts b. Description of MoEnv mandate, strategy, functions, roles and responsibilities of MoEnv and comparing them to the respective project inputs and impacts c. Description of respective UNDP mandate and comparing them to the respective project inputs and impacts	a. Review of NAPs and other documents regarding the objectives in respect to GE conventions and their cross-cutting issues in regard to operational and technical issues b. Discussion with MoEnv and other line ministries related to the GE conventions to assess their perceptions on the relevance of the CB-2 project

			c. Discussion with UNDP staff on the same

Effectiveness and Efficiency	a. Were the actions to achieve the outputs and outcomes effective and efficient?
	    ○ Were the outputs achieved in a timely manner?
	    ○ Were the resources utilized in the best way possible?
	b. Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
	c. How did the project deal with issues and risks?
		-	a.b.c. Reviewing project reports, particularly cost and action plans, benchmark analysis, cost-benefit analysis, project staff interviews

Impact and Sustainability	**Will the outputs/outcomes lead to benefits beyond the life of the existing project? The following questions are considered as indicators:** a. **Were the actions and results owned by the local partners and stakeholders?** b. **Was capacity (individuals, institution, systems) built through the actions of the project?** c. **What is the level of contribution of the project management arrangements to national ownership of the set objectives, results, and outputs** d. **Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the results achieved?**	Various indicators will be used to assess sustainability and impact of the project through: a.b.c., Analysis of actions and incorporation of research results, new legal framework into local networks, actions, policies etc., analysis of new initiatives created by partner organizations and other stakeholders as a result of the project, analysis of new, Rio-Convention related research projects on own initiatives by the partners, analysis of law and policy framework innovations in regard to the GE-conventions as consequence of the project, analysis of participation of national stakeholders from Vanuatu within events of the GE conventions, as well as receiving benefits from the conventions now and before.	- Analysis of relevant documents created by partners and other stakeholders, stakeholder interviews

| | | b.c.d.: Indicators for operational and technical ownership: Knowledge and knowledge networks initiated, controlled and replicated on national level, laws and policy frameworks initiated, controlled and implemented by nationals | |
| | | Analysis of modes of deliveries, analysis of stakeholder satisfaction in regard to appropriateness | |

4.4. PROJECT GOVERNANCE STRUCTURE

The project is designed according to UNDP's National Implementation Modality (NIM) guidelines agreed by UNDP and the Government of Vanuatu. As the ProDoc highlights, establishing an effective project management structure is crucial for its success.

The UNDP project management for the CB2 project has assigned roles and responsibilities for the key institutions that bring together the various interests and skills involved in as illustrated in Fig. 3.

The different responsibilities are as follows:

Implementing Partner: The Project Management Unit (PMU) of the Ministry for Climate Change (MoCC) is the designated Implementing Partner for the project. It has executed the project through the Department of Environmental Protection and Conservation (DEPC) on behalf of the Government of Vanuatu under the National Implementation Modality (NIM) of the UNDP. The Implementing Partner (MCC-PMU) has been the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of GEF/UNDP resources.

Project Board (PB): Executive, Senior Supplier and Senior Beneficiary made up the core members of the Project Board, with the major task of strategically guide the course of the project towards achieving its objective. It was originally established to provide management oversight of project activities and was chaired by the Senior Official of the MCC. The Project Board reports to the National Advisory Board (NAB).

National and international consultants were recruited to undertake specific activities for project components as needed

Project Assurance was the responsibility *of* the Head of the Environment and Energy Unit (EEU) of UNDP Pacific Office in Fiji and the UNDP-GEF Regional Technical Advisor. The Project document mentions still the UNDP Multi-Country Office (MCO) Fiji befoe the merger of the Pacific Center and UNDP MCO, which was amended in the figure by the evaluator.

Figure 3: Project Organization Structure
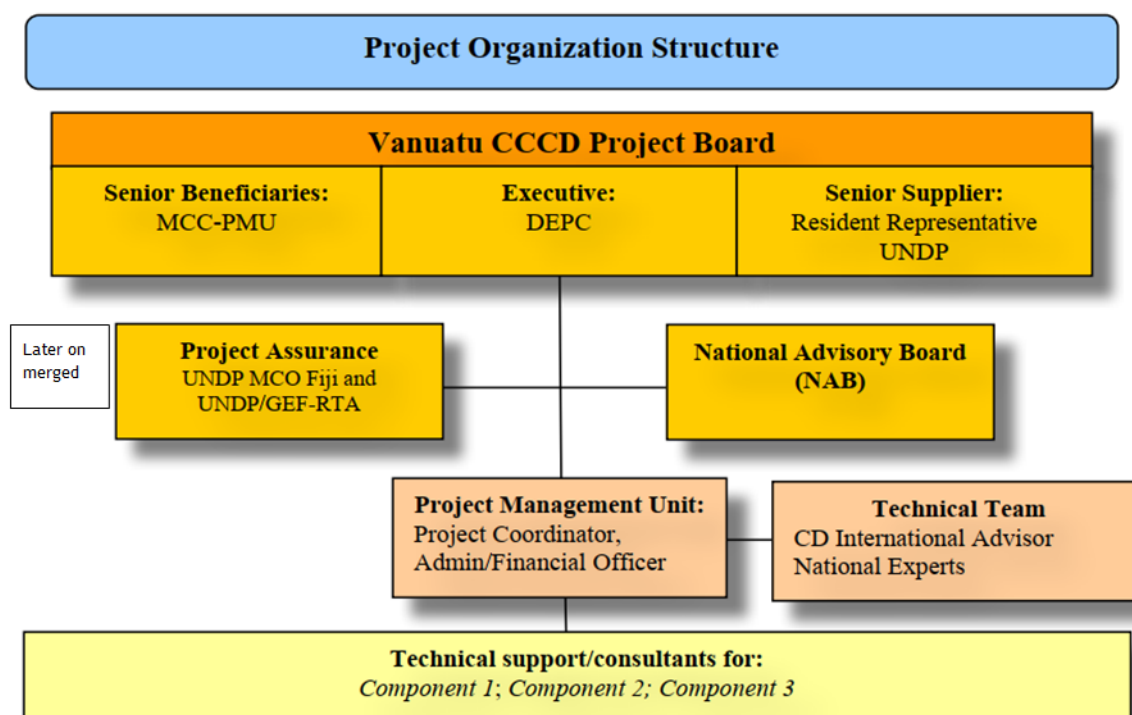
Source: Project Document – Adapted by Consultant based on UNDP information

The Delegation of Authority which was to provide assurance and oversight function was therefore delegated to UNDP Pacific Office in Fiji. The UNDP programme officer in Vanuatu was part of the UNDP Pacific Office in Fiji and had specific responsibilities, which did not include providing oversight to/providing quality assurance to the Vanuatu CB2 project. Rather, this was the responsibility of the programme officer who is based in Fiji. On the other hand, as part of the co-financing agreement (compare the section financial efficiency), the UNDP programme officer in Vanuatu was supposed to devote one third of his working time to support the CB2 project, particularly on the establishment of the EIMS.

4.5. THE COMPARATIVE ADVANTAGE OF UNDP

According to the Project Document, UNDP was selected as the GEF Implementing Agency for this project based on their experience and expertise in supporting capacity development efforts in Vanuatu, and the lessons learned and best practices that it could bring to bear from their experience in other countries. UNDP and the Government previously worked jointly on implementing the NCSA and its follow up initiatives and had agreed to cooperate on environmental governance for future projects. Moreover, it was supposed that UNDP could make the project benefit by sharing its global expertise in supporting the development of in-country environmental governance capacity, including the development of environmental indicators and monitoring/evaluation tools.

4.6. LINKAGES WITH OTHER PROGRAMMES

There are a number of key programmes and initiatives with which this project had to be coordinated, which have been listed in full already in the Project Document. The major ones, whose activities had been observed during the evaluation as having strong complementary or overlapping elements with the CB2 project were

• Enhancing Capacity to Develop Global and Regional Environmental Projects in the Pacific and INFORM project: This is a GEF funded UNDP implemented project which started on October 1, 2014. It focused on strengthening SPREP's capacity to obtain GEF accreditation and assist Pacific Island Countries to meet their international obligations to the Rio Convention, which could benefit from the capacity building activities on Rio Conventions by CB2, especially the Focal Points, which are targeted by SPREP. The SPREP project played also a role as suggesting a potential model for data storage.

• V-CAP: Adaptation to Climate Change in the Coastal Zone in Vanuatu project: This is a GEF funded UNDP implemented project which started 2014. Its objective was to improve the resilience of the coastal zone to the impacts of climate change in order to sustain livelihoods, food production and preserve and improve the quality of life in targeted vulnerable areas. This project was supposed to benefit from the strengthening of data collection, storage and environmental information capacities to be built by the project. Its inception phase for the next project phase only started during the time of the evaluation period.

• Pacific iCLIM Project – started 2014 - Supporting the Regional Management of Climate Change Information in the Pacific: This is a regional project (Fiji, Vanuatu and Tonga) funded by AusAID and implemented by Griffith University in collaboration with SPREP. The CB2 project could have created synergies on environmental information.

• Coral Triangle Initiative (CTI): The project supports actions to effectively manage and sustainably finance networks of marine managed areas, strengthen integrated watershed and coastal ("ridge-to-reef") management systems, and demonstrate and test measures to increase the capacity to adapt to adverse impacts of climate change. The project could have benefitted from capacity building on data collection, analysis, storage and environmental information.

• Invasive Species Vanuatu: Implemented by the NGO, Live & Learn, the project focus is on conserving Vanuatu's rich biodiversity by containing the spread of invasive species, particularly those, which are

currently affecting the livelihoods of villagers. The project was supported by the CB2 project in developing tablet tools to be used in communities on surveys of invasive species.

• REDD+ Vanuatu supported by GIZ is engaging both the government and the Civil Society Organization (CSOs) as main stakeholders for national REDD+ program in Vanuatu. With the oversight of the National Advisory Board for Climate Change & Disaster Risk Reduction (NAB), and the Vanuatu Geo-Hazard and Meteorological Department (VGMD) as the focal point, the Vanuatu Department of Forests (DoF) is taking the lead role as the key implementing agency in implementing the national REDD+ program in Vanuatu. It created synergies with the CB2 program mainly through its support to forest monitoring and data base management.

• The Subregional Programme document for the Pacific Island Countries and Territories (2018-2022), which the CB2 project was aligned to after 2018 includes 14 countries and territories within the Pacific Islands subregion. It contributes to the achievement of the 2030 Agenda in the critical initial phase of localizing sustainable development goals commitments in the subregion as well as to complete unfinished Millennium Development Goals business. Strengthening integrated climate change and disaster risk management to promote resilient, sustainable development, with an emphasis on sustainable development goals 7, 13, 14 and 15, the Sendai Framework, and implementation of the Paris Agreement are its primary goals as well as the support of effective governance of service delivery.

4.7. REPLICABILITY AND LESSONS LEARNED

It is anticipated in the Project Document that the project will provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national forums, etc. As a result, it should ensure its sustainability but also its up-scaling throughout all organizations involved in environmental management. At the same time, the project should also benefit from lessons learned in the region but also in other parts of the world, particularly when it will come to identifying how to improve nationally the current environmental management information systems.

4.8. STAKEHOLDER ANALYSIS AND PARTNERSHIP ARRANGEMENTS

Engaging stakeholders was recognized as one of four strategies for conducting a successful NCSA and the definition of a stakeholder was: *"A stakeholder is anyone who is affected by, has an interest in, and/or should be involved in an initiative.* Despite that the portfolio of CB2 projects does not have similar guidance to *"ensure multistakeholder participation, consultation and decision-making"*, it was anticipated that the participation of stakeholders would continue through the implementation of these CB2 projects. This was duly taken into account by the project, which involved a high number of stakeholders into the initiative, which are listed in Table 3 according to their role in terms of collaboration. It was foreseen that these stakeholders should be engaged into data-sharing agreements through MoUs to be mutually signed between DEPC, the various partners, and VNSO as an overarching authority. The List of stakeholders and their roles are listed in Table 3.

Table 3: Stakeholder Engagement (Baseline Scenario)

Stakeholder Role	Stakeholder / Institution
Mutual Introduction / Project Overview, Clarification and Amendment of Workplan.	PMU/UNDP
Discussion on data Collection and management system, and about integration of existing data systems with other line agencies (including GIS system), NSDP baseline survey, EIMS system, Reporting to CBD	DEPC / CB2-CCCD staff, Focal Point CBD

Discussion on capacity building initiatives and processes involving data collection, analysis and management by various government departments, EIMS, new hardware and software	Vanuatu National Statistics Office (VNSO)
Discussion on technical advice and environmental data management services as related to climate change adaptation and disaster risk reduction	Project Management Unit (PMU) of the NAB
Discussion on integration of environmental priorities with other line agencies, including VMGD, NDMO & DoE	Ministry of Climate change (MCCC)
Project experience (effectiveness, sustainability)	VMGD, NDMO, DoE
Discussion on integration of Climate Change priorities into the national strategic plans and policy. Discussion about GEF6 Taskforce in Vanuatu, UNFCCC reporting	Members of National Advisory Board on Climate Change & Disaster Risk Reduction (NAB), Focal Point to UNFCCC
Discussion on collection, management, analysis, interpretation of environmental data related to meteorology & geo-hazards, integration of existing data systems with other line agencies (including GIS system)	Vanuatu Meteorological & Geo Hazards Department (VMGD)
Discussion on data collection, management and dissemination for natural disasters and vulnerabilities, relevance, structure and quality of data, integration of existing data systems with other line agencies (including GIS system)	National Disaster Management Office (NDMO)
Project impact on integration of environmental priorities into the agro-industry productive sector, fisheries sector and forestry sector Mechanisms of data collection, data analyses and data management of environmental information, UNCCD reporting Checking new hardware and software	Relevant staff of Ministry of Agriculture, Livestock, Forests, Fisheries & Biosecurity (MALFFB), focal point of UNCCD
Mechanisms of data collection, data analyses and data management for agriculture, integrating existing data systems with other line agencies	Department of Agriculture & Rural Development (DARD)
Mechanisms of data collection, data analyses and data management for forestry, integrating existing data systems with other line agencies, GIS system)	Department of Forests (DOF)
Project impacts on integration of environmental priorities with Department of Water, Geology & Mines, and Department of Lands	Ministry of Lands & Natural Resources
Mechanisms of data collection, data analyses and data management for land surveys, leasing processes, integrating existing data systems with other line agencies, VANRIS, EIMS, modes of data transfer to MCC	Department of Lands (DoL)
Mechanisms of data collection, data analyses and data management for freshwater, integrating existing data systems with other line agencies	Department of Water
Mechanisms of data collection, data analyses and data management for fishery and coastal management, integrating existing data systems with other line agencies	Vanuatu Fisheries Department (VFD)
Mechanisms of data collection, data analyses and data management on invasive species, integrating existing data systems with other line agencies	Biosecurity Vanuatu
Mechanisms of data collection, data analyses and data management on mining and geology, integrating existing data systems with other line agencies	Department of Geology & Mines

Mechanisms of data collection, data analyses and data management on energy, integrating existing data systems with other line agencies (including GIS system)	Department of Energy (DoE)
Project impacts on environmental national and regional development planning and governance, project impacts on improved coordination with respect to development National Sustainable Development Plan	Department of Strategic Planning, Policy & Aid Coordination (DSPPAC)
Role of institution as a lead in technology related capacity building for government stakeholders, in supporting data management systems and use of IT to generate and disseminate environmental data, project impacts, user satisfaction	Office of the Government's Chief Information Officer (OGCIO)
Project impacts on integration of environmental data collection efforts conducted in community-based vulnerability assessments with other line-agencies, support from provincial government councils and municipal government councils in community based data generation and dissemination	Department of Local Authorities
Mechanisms of data collection, data analyses and data management on marine environments, integrating existing data systems with other line agencies	Department of Ports & Harbours
Project impacts on quality of various environment programs including Small Grants GEF throughout Vanuatu in collaboration with NGO sector, CBO's, FBO's and private sector.	VANGO
Project impacts on quality of technical inputs and support necessary and relevant from the relevant NGOs relevant portfolio and core functions/purposes. Project impacts on awareness raising, quality of advice and guide linkages to any existing environmental resources database to the national focal points ministries.	Various NGO's / FBO's , such as Live and Learn, Vanuatu Climate Action Network, Chiefly Organizations
Project support, satisfaction with collaboration and project results	JICA, Japan International Cooperation Agency
Project impacts on quality of work of BAC	BAC Biodiversity Advisory Council
Final presentation of findings	

Now from hindsight, it seems that the number of stakeholders which were to be involved according to the ProDoc, was a little bit too high. This might have also been discouraging for the project manager, despite long-standing working routines and an apparently friendly interaction with most of them, which could be observed by the evaluator through participatory observation. On the other hand, stakeholder engagement under the project had to be confirmed through mutual signature of MoUs, which changed the character of stakeholder interaction between institutions from informal to formal relations, and even the DEPC itself, which was supposed to finalize these MoUs, acted rather reserved in pushing the signature of these MoUs. Time constraints played another role. For instance, it had been suggested to conduct the signature of all MoUs within one common meeting, but the time for such a meeting was not found. (More on MoUs compare Chapter Effectiveness). Therefore, from the experience, which could be put together at the point of the final evaluation, it seems, that starting with a fewer stakeholders who would have worked closer with the DEPC, for instance the ones which are currently constituting the geospatial user group (compare Chapter Effectiveness), and to expand slowly the number of stakeholders with whom the project could have collaborated, might have been preferable from the viewpoint of the evaluator.

4.9. ADAPTIVE MANAGEMENT

The M&E activities were conducted by the project manager and by UNDP Fiji. The major change in management was, that the National and International consultants were committed to implement most

of the project, which was more than had been initially foreseen for them. Not all M&E activities resulted in adaptive management. For instance, it was stated, that many training participants were already familiar with the tools trained before, that did not lead to changes in training approaches.

5. FINDINGS ON IMPLEMENTATION

The evaluation of findings on DAC criteria take into account the different activities as illustrated in the RBM framework (Table 3). The final achievement of targets are related to the logframe, as annexed as part of the ToR in Annex II. The activities marked in red were the one which have not been fully addressed by the project, which will be further elaborated in the following text.

Table 3 RBM Framework[1]

Overall Objective: Strengthening Vanuatu's capacities to meet national and global environmental commitments through improved management of environmental data and information

Outcome 1: Improved management information system for the global environment
Output 1.1 Harmonized collection and measurement methodologies of key data and information
1.1.1 Undertake inventory of environmental info. data sets compiled in Vanuatu
1.1.2 Identify the environmental reporting obligations in Vanuatu
1.1.3 Identify environmental information needs of key stakeholders
1.1.4 Identify environmental information gaps
1.1.5 Develop and implement an action plan
Output 1.2 Existing databases and information systems are strengthened and networked to improve access to environmental data and information
1.2.1 Identify the information technologies (IT) used
1.2.2 Develop an IT architecture
1.2.3 Implement activities to address key IT architecture gaps
Output 1.3 Agencies' data management protocols are revised to improve access
1.3.1 Review protocols in place for environmental data sharing
1.3.2 Address the key sharing arrangement gaps
Outcome 2: Strengthened individual capacities for monitoring and evaluation of the global environment
Output 2.1 Training on new and improved data and information collection and measurement methodologies
2.1.1 Conduct a training needs analysis
2.1.2 Develop a training programme
2.1.3 Deliver training activities
Output 2.2 Training on analytical skills to analyze/measure environmental trends
2.2.1 Conduct a training needs analysis
2.2.2 Develop a training programme
2.2.3 Deliver training activities
Outcome 3: Improved decision-making mechanisms for the global environment institutionalized
Output 3.1 Key agencies and DEPC mandates have been revised and strengthened to catalyze improved decision-making for the global environment
3.1.1 Structure and support activities of a working group

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[1] Activities marked in red are considered as not fully completed

3.1.2 Review institutional mandates
3.1.3 Implement the identified key opportunities

5.1 RELEVANCE

5.1.1. RELEVANCE TOWARDS OVERALL GEF AND UNDP OBJECTIVES

The ProDoc has elaborated the relevance of the Project for the GEF mandate and UN and national priorities and policies. It states, that the Vanuatu Capacity Building (CB2) project is in-line with the GEF-5 and -6 CCCD Programme Frameworks two (2) and five (5), which calls for countries (2) to generate, access and use information and knowledge and (5) to enhance capacities to monitor and evaluate environmental impacts and trends towards UNDP Goals. It is in line with the following UNDAF Area and Outcomes:

- Regional UNDAF Focus Area: Environmental Management, Climate Change and Disaster Risk Management

- Regional UNDAF Outcome 1.1: Improved resilience of PICTs, with particular focus on communities,through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management

- Vanuatu UNDAF Outcome 1.1: National, local and community capacities to effectively plan and implement enhanced natural resource management, biodiversity conservation, climate change adaptation and mitigation, and disaster risk reduction are strengthened

It is also a direct response to national priorities identified through the NCSA conducted in 2004-2007 and reiterated in the recently approved Vanuatu National Environment Policy and Implementation Plan (NEPIP), 2016-2030 and Vanuatu Disaster Risk Reduction and Disaster Management National Action Plan (2006–2016). This is achieved by an approach to harmonize existing environmental information systems, and integrate internationally accepted measurement standards and methodologies, as well as develop a more consistent reporting on the global environment.

5.1.2. RELEVANCE OF THE PROJECT TO COUNTRY POLICIES NEEDS:

The project has been relevant in supporting mainstreaming into national policies and plans, particularly with respect to NEPIP, NSDP and the State of Environment Report. The CB2 project has, however, in its activities only been partly relevant to other country needs and priorities defined in the NCSA, as they abandoned to a great extent the focus on improved reporting to the Rio Conventions.

5.1.3. RELEVANCE OF OUTCOMES TOWARDS THE OVERALL OBJECTIVE

First of all, the formulation of all Outcomes was related to "the Global Environment". Apparently, this part had been shifted mostly to "National Outcomes", which obviously had been considered as a more pressing need. This alone shows, that the relevance of project outcomes, as formulated, was not given in the way they were implemented. If the relevance of Outcomes is analysed only with respect to the national level of implementation, the relevance of Outcome 1 an 3 at least could be confirmed by the evaluation, while for Outcome 2 it was a little bit ambigous:

Outcome 1 – "an improved data management system", has indeed been considered as relevant by all stakeholders, and indeed most of them had urgently awaited a central data management system accessible to all departments. The actual implementation has rather focussed on two data management systems – the EIMS at DEPC, and the larger data base management for spatial data as envisaged by the Geospatial User Group foreseen for the Ministry of Lands and Natural Resources.

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Other stakeholders, however, did not see the bottleneck so much in the storage and management of data, but in the quantity of data currently collected. It was said, as long as such a small number of data would be collected, the need for common data base management and storage would be rather low.

Outcome 2 – "Strengthened individual capacities for monitoring and evaluation" has its ambivalences, and here particularly the change of the objective from global to national issues plays a role. While indeed reporting to Rio Conventions needs to observe certain rules and standards defined by the Conventions, which might not be known by each individual and therefore would require capacity building, this cannot be necessarily extrapolated to national reporting. The Chapter "Effectiveness" shows the indicators, which had to be reported to, and hardly any capacity gaps in reporting to this were observed by the evaluator. The whole formulation of needs "to strengthen individual capacities" – which one can find in many project designs in the development context - has a kind of bitter taste, as it attributes a kind of inferiority to the individual staff member from the view of a top-down management, might the top have beeen UNDP or the upper management in Vanuatu, which have approved the project, which has been debated for long as problematic in the decolonization literature, where this mechanisms are called "expertization, importation and exogenousization"…"and the subsequent epistemic marginalisation of the subjective life worlds".[2] The impact on stakeholders being viewed in this way as capacity-deficient is the opposite of what should be pursued – which is empowerment. Therefore, from the view of the evaluator, Outcome 2 is not only irrelevant, as individual capacities were not even observed, it is also framed in an inacceptable way. The framing finds already its root causes in the methodologies of problem tree analysis for preparation of the logframe, where most persons, which are already used to be viewed through such a frame, are also very likely to admit that they might have skill gaps, if asked about it, though these gaps might not be particular constraints in fulfilling their job requirements and could also be simply an indicator for a lack of self-confidence. The only capacity building need, which apparently really existed as confirmed by many stakeholders during interviews, was the need for more GIS professionals. However, this is a gap which could not be filled by individual capacity building through trainings but by hiring additional staff, such as graduates from Pacific University who had obtained a degree in GIS. Other gaps in data collection could also be rather attributed to a lack of staff than a lack of individual capacities, as illustrated in the Section below.

Outcome 3 – "improved decision-making through institutionalization", was considered as relevant, as it responds to needs of establishing a routine in fulfilling roles and mandates. Particularly the activities of data sharing and mainstreaming of environmental data and reporting into decision-making were considered as important.

- INTERVENTIONS, WHICH WOULD HAVE BEEN RELEVANT, BUT WERE NOT IMPLEMENTED

Otherwise, there seem to be interventions, which might have been relevant, but were missing in the project, such as financial support and human resources, as the gap analysis, which the first project manager himself conducted as illustrated in Table 4, has shown.

Table 4: Major Constraints to Reach the Overall Objective According to Stakeholders

Major Constraints in Reaching the Overall Objective according to Stakeholders	Number of Stakeholders who mentioned this	Addressed by the Project
Financial resource constraints in collecting data	8	No
No standard data base to management data	8	Yes, but not finalized

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[2] Norah Barongo-Muweke (2016). Decolonizing Education Towards Reconstructing a Theory of Citizenship Education for Postcolonial Africa

Short staff	6	No
Better data collection, analysis and dissemination skills required	7	Yes
Lack of collaboration with other stakeholders and lack of a mechanism on data sharing	DEPC itself	Partly

Source: Project Report, Data Extracted and Synthesized by Consultant

Table 4 shows, that by design the project addressed only half of the needs expressed by stakeholders to reach the project objectives; activities such as financial support and employing more staff were not addressed, although the Baseline Study conducted by the National Consultant hired elaborates clearly, that due to the many scattered islands, which are difficult to reach through telecommunication, it requires much more staff to collect the required data.

Apart from that, during the terminal evaluation also one Board Member mentioned that linkages between science and policy levels should be strengthened, and improved mechanisms how to incorporate scientific findings into decision making should be addressed.

The statements, that some activities for training were not as relevant, but needs for coordination, human resources, and financial support were more pressing, can also be supported by comparison with needs expressed to implement comparable objectives, such as the Vanuatu Climate Change and Disaster Risk Reduction Policy, 2016-2030. Here also the focus on improved coordination and collaboration was emphasised, besides the establishment of a central data base, gender aggregation of data and institutionalisation, not on training needs.: [3]

5.1.4. RELEVANCE OF ACTIVITIES TO REACH THE RESPECTIVE OUTCOMES

For all outcomes, activities follow more or less the same feasible design or operational sequences, based in the principle of conducting a baseline / inventory / gap analysis, designing a plan how to improve the situation / filling gaps, and starting actions to fill the gaps mainly through training activities, installing software / hardware, and activities to ensure their institutionalization for improved decision making. In this way it can be confirmed, that in principle all activities are relevant to the fulfilment of the overall outcome per design, although sometimes there were different views among stakeholders with respect to the relevance of the EIMS installed at DEPC.

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[3] The points mentioned there were

• establishing a central database to collect, store and enable access to relevant data, ideally in a publically accessible format on the NAB portal;
• coordinating government agencies and stakeholders, including academic institutions, in data collection and analysis;
• facilitating partnerships, though memoranda of understanding, with national, regional and international agencies to enhance data collection, sharing and analysis;
• incorporating data analysis into planning and decision-making processes, and prioritising highly vulnerable communities and individuals with special needs; and
• collecting and analysing sex and age disaggregated data.

Similarly, as barriers for climate change reporting the following obstacles were mentioned:

- lack of research data
- insufficient institutional and financial resources
- information management problems
- inadequate human resources and infrastructure
- awareness building about Vanuatu's vulnerability to climate change
- feeding information, knowledge and technologies to enable improved decision-making and environmental management,

The need for individual trainings were nowhere mentioned.

However, what has been stated with respect to the relevance of Outcome 2, applies also for the training activities given under this activity, and originally, the capacities which were considered as necessary to be built in the context of the CB2 project were meant to be directed to the EIMS directly, meaning specifically related to data collection, use and interpretation with respect to the EIMS itself. This applies the more, as similar trainings are given also in other projects to almost the same people, for instance in the BIOPAMA project.

Overall the Relevance of the project is rated moderately unsatisfactory.

5.2. EFFECTIVENESS

The major achievements in developing the required environmental activities can are to be seen in:

d) **Outcome 1: Baseline studies**
- Baseline studies – mainly related to data collection tools and data base management systems in use

e) **Outcome 2: Individual Capacity Building**
- Trainings on Data collection and Data analysis

f) **Outcome 3: Institutionalization**
- Improved Guidelines for Environmental Data Formats and Regulations
- Support of Development of Policies (e.g. Geospatial Policy, Oceans Policy)
- Establishment and Operation of EIMS
- Establishment of Geospatial User Group
- Data Sharing Agreements (MoUs)
- Policy Support

These achievements will be discussed in detail below.

5.2.1 OUTCOME 1: IMPROVED MANAGEMENT INFORMATION SYSTEM

Detailed baseline studies have been conducted on data collection systems and data base management systems in the different institutions, first for the Project Document, another time by the EIMS – Training Consultant. Baseline studies on data collection tools were apparently conducted to identify gaps to be filled in the existing data collection tools to close them later through trainings. However, later these two elements had not been well connected. Data collection gaps were not properly closed in the trainings, and no lessons were extracted from baselines of data base management systems in other institutions: In the view of the Terminal Evaluation it would have made sense, if lessons would have been taken from the experience of other institutions to decide upon a proper EIMS system to be installed at DEPC. But this has not been the case, it seemed that the Consultant had already predetermined to install the DevInfo system at EIMS. Here seems to lie an important gap in the fulfillment of Outcome 1: before installing an EIMS system, general requirements in the respective institutions should have been sorted out, first of all, to install the proper system that meets the needs of the institution, secondly also to create ownership through a basic understanding of data management. This would consist of only three basic activities: the mode of storing collected data, ordering them and browsing through them. Therefore, it would have been more appropriate in the baseline study, to sort out, where and how data are collected and stored within DEPC. For instance, storage of all data in one Central Computer at UNDP in different folders would have probably already fulfilled its purpose. Instead it was decided to install a system, which seemed to be alien and complicated to all staff, as we will see later, and lastly turned out to be completely inappropriate

### 5.2.2. OUTCOME 2: INDIVIDUAL CAPACITY BUILDING

Individual capacity building was implemented exclusively by conducting trainings. Therefore, they are major object to the evaluation.

- USER SATISFACTION

It was unanimously stated, that the consultants who provided the trainings were very conversant in several tools, particularly KOBO, EXCEL, QGIS etc., and were also very sociable persons.

25% of the participants interviewed about the training quality assessed the training as very good, another 25% as medium, while 50% did not even remember that they ever participated (Fig. 5).

Table 5: User Satisfaction with Trainings
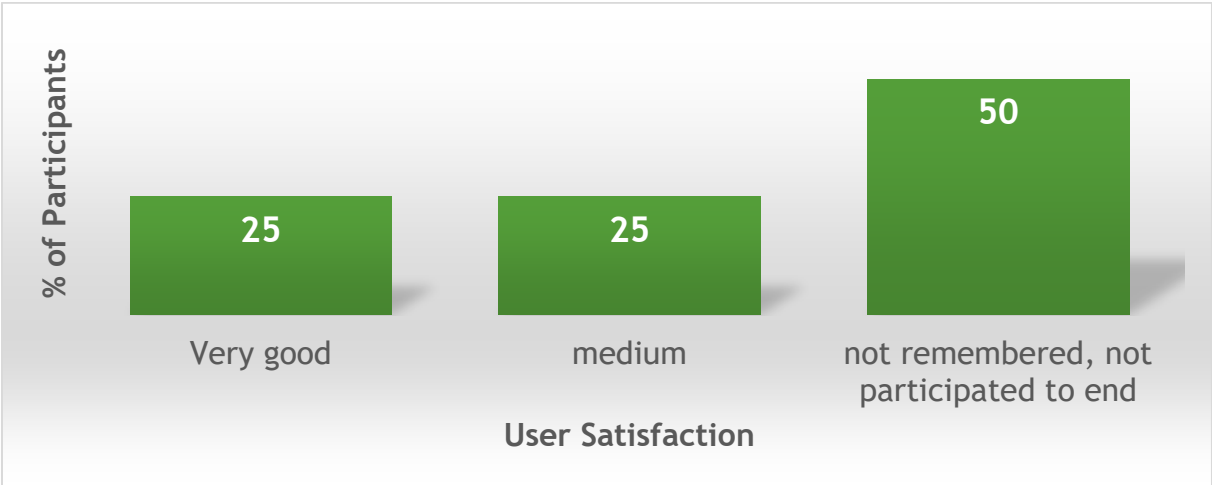
The perceptions of training quality effectiveness showed a high variation among participants and ranged from statements that trainings were very helpful, for instance in the way that some environmental topics were much better understood up to statements that training effectiveness was considered as doubtful. Several people mentioned, that trainings mainly gave a theoretical overview over data collection and analysis, reporting and dissemination, but that it was not really exercised, some found particularly this overview useful. It was also stated that the training was lacking focus, as it tried to respond to too many topics, which was overwhelming, while there was not enough time scheduled, to teach each module in full. Even those users, who in general appreciated the trainings, said that they – although useful – had no notable higher impact or effect than trainings received under other projects.

The rating of trainings was higher by women than by men, and women were less likely to say that they had known it all before.
In general the nature of satisfaction with the trainings for women was:

- ❖ Women were more appreciable about trainings and their added value than men
- ❖ Women were less likely to finish trainings before their end
- ❖ Women remembered more details about trainings and also applied more of it in their current work

It was only men, who mentioned that trainings were below their initial capacities.

- – APPLICATION OF SKILLS ACQUIRED IN TRAININGS IN DAILY WORK AND FOR EIMS SYSTEMS

Some participants confirmed that they used some of the skills acquired in their daily job, for instance of extraction of data from satellite images, some used some new EXCEL functions. The ones who further used what they had learned, did not use it for the collection of data to be fed into the new EIMS data system, or – with respect to the overall objective, for global data collection with respect to the Rio Conventions, but for the data collection they had done before, which also had an added value, but not the one originally envisaged. Around two thirds of participants did not further use what they were trained. Some trainees did not use the skills acquired, because they were not necessary for their work. Some users stated, that some tools were difficult to apply, such as tablet tools, which

would not withstand weather conditions during field work, others continued to use them or even refined them. For instance, the NGO Live and Learn preferred to program their own tablet tools, such as the Ranger Tool, which is an important tool for reporting to the CBD. Other trainees, who became trainers themselves were later on able to design new or more focussed tools, for instance by programming the KOBO toolfor biodiversity monitoring, or for rapid assessments right after disasters, to be used for contingency planning. This had partly a tremendous multiplication effect. For instance, one participant gave after receiving trainings from the CB2 project courses to 400 enumerators and 50 ToTs. But the actual multiplication effect was, that in most cases the confidence of participants was strengthened because they realized, they could do the same as the trainers.

– DETAILS ABOUT THE PERCEPTION OF DIFFERENT TRAINING MODULES

Among the individual modules, apparently, the EXCEL trainings were so successful, that the project funded their multiplication by CNS, a national training company. On the other hand, the time scheduled for the training workshops was considered as too short. For instance, the training on operation of a few statistical functions such as correlation, regression and ANOVA would not replace a full course on statistics, which would teach also the underlying equations and therefore enable a better understanding, when and for which purposes they could be applied for. Or the INVEST model, which was also introduced, is usually trained in three consecutive days at Stanford University, furthermore requires GIS knowledge, and is difficult to be applied, if not practiced. Therefore, no one had ever used it later on. On the other hand, for some people, who had already undertaken courses like these ones, welcomed some of the modules as a refresher. Some participants considered the trainings as below their levels, and said, more or less they rather learned from the shortcomings observed in the CB2 trainings and transformed them in their own courses they were giving later on, such as not distinguishing different knowledge levels in QGIS trainings..

To summarize training effects:

1. Some users were better able to understand the need and use of data for reporting, and to extract data from satellite images
2. Some users use advanced EXCEL functions in their daily work
3. Users who knew tools already were grateful for refreshments and could use certain tools and functions better after this refresher
4. Some users understood better why data analysis is important and why the dissemination of information contained in these data is important
5. The trainings gave participants confidence, because they knew, their level of understanding had been equal or better than required for the trianings.
   Gender Dimension

– TARGETING OF TRAINING PARTICIPANTS

No system could be identified by the evaluator, according to which participants in the trainings had been targeted. In general, it can be stated, that the trainings showed greatest effects for those participants who were in their early mid-career, with a background in modern tools from their University education and had already a certain experience in applying them. Later on in their career, they had already too much routine and knew how to analyse data, or they were too old to get additional benefits from the trainings. If they were too young, they sometimes did not know, how to apply new skills. In older age, sometimes that were rather involved into decision making, and no more responsible for analytical tasks, therefore, mistargeting of participants played also a role in reduce the effectiveness of trainings.

– UNDERLYING CONSTRAINTS TO EFFECTIVE TRAINING PERFORMANCE

It must also be said, that the consultants who conducted and designed the trainings were also left quite alone, as neither the Project Document gave proper guidance on the training, nor – according

to observers inside and outside of DEPC – the project coordinator, nor the UNDP programme officer based in Vanuatu.

In the view of the evaluator, the major constraint to effective training was, that they did not have a clear objective, because "filling gaps", is a very vague and proper target, which led to the fact, that more or less trainings were filled with contents, that partly covered contents which Universities teach, but in a much more rushed way, or open-source tools, which had often been known by participants, and if not, can normally also be learned through youtube or the attached electronic User Guides and Manuals. Therefore, it seems that the approach taken in the trainings was too widespread and not focussed enough, and in the view of the evaluator it would have been preferable, to focus really mainly on the needs of the three Rio Conventions, and otherwise to conduct on-the-job trainings in the institutions.

5.2.3 OUTCOME 3: INSTITUTIONALIZATION

I. EIMS Data Base Management System

The installation of the EIMS responds to the findings made during the scoping assessments for the ProDoc, that there was "the need for strengthening environmental information management in Vanuatu, including the collection of data, storage, analysis and reporting. Regarding the capacity of DEPC, the assessment found "that there is no cohesive or effective EIMS, information is scattered and unorganized." The installation of an effective environmental data basis presented therefore one of the core activities of the CB2 project, which was conducted by the IC hired by UNDP. As emphasised already in the Section on "Relevance", a nation-wide data base was awaited by many stakeholders for long and considered as very useful, which however led to a kind of a confusion, because having a central data base in DEPC would not necessarily have meant, that this would be "the" central data base management system. Regarding the fact, that initially DEPC was almost the only department without any data base management system it was probably also not appropriate to expect it to be the nation-wide data centre soon after.

During the time of the terminal evaluation, the EIMS served rather as a central data storage system for DEPC. This alone is a great merit, as for the first time, DEPC has its own data base management system, compared to other departments, who have this for long.

The installation of the EIMS system was not accompanied by a profound information on the structure of the system and how it could be used for data management, nor by a training of operating the system. Indeed, it was only the currently acting CB2 Project Manager in DEPC, who was able to open and operate the system for the first time, after the IC had already left. After that the Department hired a Data Entry Officer, who soon evolved also into taking over the role of the System Administrator. But what finally enabled him to operate the system was his background in Computer Science, not a special training of operating the EIMS System. Still at the terminal evaluation, he is the only one person who knows how to operate the system.

Data Base Management System

The EIMS system installed was actually the DEVINFO system. The system is mainly developed for Human Development Reporting to UN System, therefore would have been appropriate to be installed at UNDP. It is usually not used for environmental data management. Although it is considered as user friendly, and automatically creates graphs and maps from the data entered, it is not a relational data base and further processing of data is not foreseen by the system. The major constraint of the system is, that it is no more supported since 2017. Currently, the hardware for instance used in OGCIO, is more advanced than the hardware required for the DEVINFO system. In this way, the disadvantages of the system seem to outweigh its advantages. This leads to a severe loss of effectiveness in this Outcome, which is mainly rooted in the fact, that no conclusions or lessons learned for future selection of a proper EIMS systems were taken from the baseline studies on the data base management systems in the other Departments in Outcome 1.

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<u>Types of Data Entered into the EIMS</u>

Apparently, the IC hired for the installation of the data base management system had already entered some data into the system, which were only restricted to NEPIP indicators. The understanding in DEPC so far was therefore also, that only NEPIP indicators were to be installed in the system, indicating, that no full awareness was raised about the potential and capacities a data management system should have: being able to store all kind and types of data, and ordering them for distinctive purposes, for instance some for NEPIP, some for SoE, NSDP, Rio Conventions etc... This dismantled the effort to reach the original objective expressed in the ProDoc, for which the establishment of an EIMS was considered as important: to find a home for data cemeteries and to accommodate scattered data, ordering them and availing them for everybody's use.

<u>Networking</u>

The IC provided the illustration of the foreseen networking structure of the EIMS in DEPC and its connection with other departments. However, during the time of the final evaluation no networking outside the Desk of the System Administrator took place. Moreover, once online, the data are automatically shared with the UN system and its registered users, not with other Ministries within in the country. Fig. 4 illustrates the level of EIMS as it was planned contrasted to the level it had reached in DEPC during the time of the evaluation, showing that only a very small percentage was implemented of what was planned.

Figure 4: Structure of EIMS - Planned versus Implemented
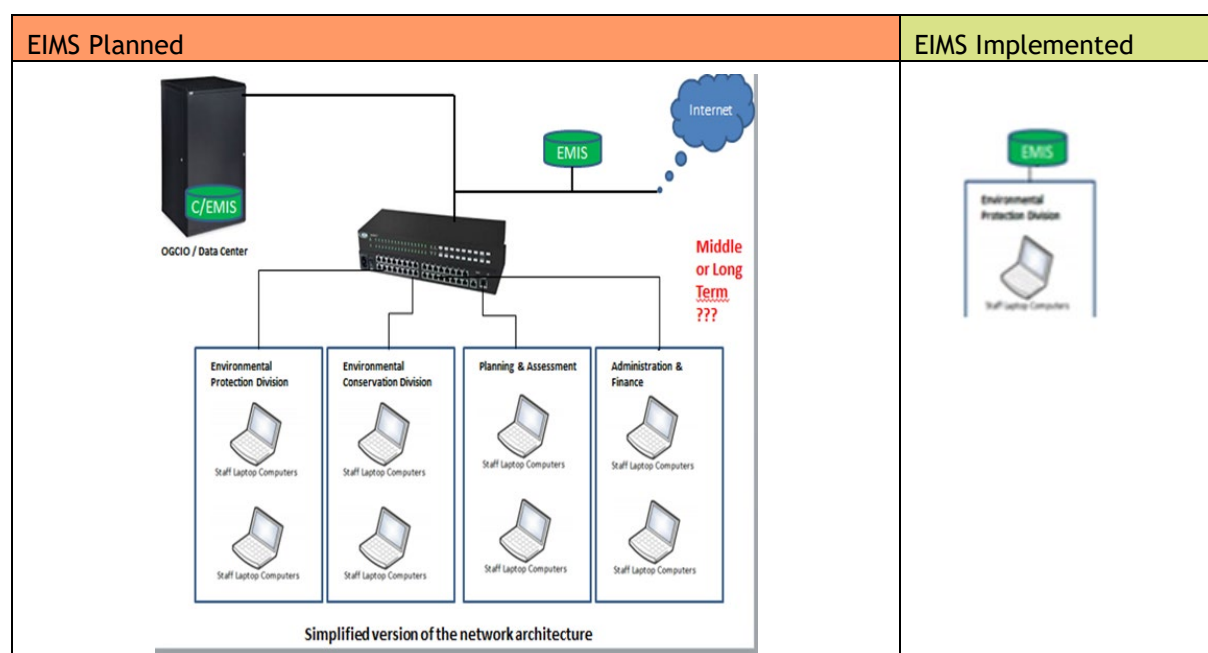
<u>Data Sharing and Partnership Arrangements</u>

The project has made some progress towards improved data sharing through the envisaged partnership arrangements, however, not to the extent, that data were really shared. The step which had already been properly accomplished during the time of the terminal evaluation was the formulation of proper MoUs to support partnership in data sharing (compare next section) in a very clear language and design, meeting all legal requirements for data sharing and data entry which would be required from other Departments or Ministries, which had been conducted by the IC on environmental law. At the stage of the final evaluation, no Department had yet signed the MoUs, although the Department of Forestry was said to be on the way to sign it. The reason for this situation was attributed to the fact, that the DEPC had not emphasized the importance of these MoUs strongly enough. On the other side, DEPC said that they had not really pushed for it, as

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normally the geospatial policy would have to be signed first for overall regulation of the data sharing (compare next Chapter). The other reason was, that also the EIMS development was too timid, to advertise data sharing to advertise data sharing to feed the EIMS very loudly. All these are understandable arguments not to push data sharing, however, are also indicators that the effectiveness of this activity was reduced.

In general, interviewees stated, that the data-sharing culture in the country – as in most other countries as well – would be rather awkward. Partly, because people would like to sell data, partly, because people were worried about the correctness of data, in the view of the evaluator also partly, because some people are simply too shy.

MoUs and the Outcomes of Partnership

Different versions of MoUs were availed to the evaluator, which are different in defining the requirements for data to be shared. The current text of the MoUs, which was indicated to the evaluator as the valid one, restricts data sharing to indicators for NEPIP, NSDP and SoE reporting only. Therefore, it does not meet the requirements formulated in the ProDoc that the EIMS in DEPC is also supposed to be used for reporting to the Rio Conventions and to accommodate "scattered data" and the ones currently forgotten in "environmental data cemeteries". Therefore, another version of MoUs reviewed by the evaluator seems more appropriate, as it foresees also the sharing of "other data", which leaves it open to other departments to decide, which other data they would consider as useful to share with DEPC, which would be more open and open the MoUs also for indicators of the Rio Convention. Currently, not even all data collected at DEPC are stored in the EIMS. For instance there are EXCEL files on invasive species, which are only stored on the Laptop of one specific expert. For data for new MEAs, which are currently being ratified, such as Basel Convention etc. no mechanisms are foreseen yet to be accommodated in the EIMS system, which has also to be accomplished. Therefore, it would already be a progress, if all these data would be accommodated in one central computer in the DEPC, in which ever format.

Spreadsheets for Reporting

The IC has developed a number of spreadsheets for international and domestic reporting in EXCEL format. These include spreadsheets to report on

    1. Reporting spreadsheet for MEAs
    a.   National Biodiversity Strategy and Action Plan
    b.   National Environment Policy and Implementation Plan – full plan
    c.   National Environment Policy and Implementation Plan – things that should be complete by 2020
    d.   National Invasive Species Strategy and Action Plan
    e.   National Sustainable Development Plan
    f.   National Waste Management and Pollution Control Strategy
    g.   Oceans Policy

    3.   Reporting obligations factsheet. This was turned into the booklet on DEPC and the NSDP.
    4.   Data collection powers report
    5.   Data guideline. This was turned into the booklet on records management.
    7.   Application form etc. for bioprospecting.

Reporting spreadsheet for MEAs – which is updated continuously according to new reporting needs. For instance, new spreadsheets will be developed for reporting to the Basel Convention or Stockholm Convention. It will also it will be updated for the RAMSAR Convention. (The various MEAs to be reported to are listed in Annex I).

While the quality of all these products is very high, particular in terms of completeness and content, apparently, they are currently not used in DEPC. The Spreadsheet for NEPIP is also well coordinated

with the data entry system into the EIMS, while all other spreadsheets do not foresee a column for EIMS reporting (compare Fig. 5).

Figure 5: Examples for Reporting Spreadsheets on Policy Implementation – NEPIP, upper picture, Oceans Policy, picture below

REPORTING SPREADSHEET: NEPIP implementation
Shows the EMIS indicator for the NEPIP target that needs to be reported on.
For cross references in other policies, lists the reporting spreadsheet used to calculate the figure that needs to be entered into EMIS (and reported on).
Point in time reference ONLY: progress and updates should be recorded in EMIS

Total count	Total to achieve by 2020	EMIS indicator	Lead agency	NEPIP target	Associated NSDP M&E indicator	Baseline @ 2016 For NSDP indicators only. Published in NSDP M&E framework: red = no baseline established, green = baseline	Progress tally @ 2019 Blank - not complete OR unknown 1 - complete	Comments/notes on 2019 progress	Progress tally @ 2020 Blank - not complete OR unknown 1 - complete	Comments/notes on 2020 progress	Progress tally @ 2021 Blank - not complete OR unknown 1 - complete	Comments/notes on 2021 progress	Progress tally @ 20... Blank - not comp... OR unknown 1 - complete
1	1	Number of effectively managed areas Number of Managed conservation areas Number of marine protected areas under the Fisheries Act Number of marine reserves protected under the Fisheries Act Number of proposed conservation areas Number of registered CCAs Number of Registered conservation areas Number of special areas of interest for management	DEPC	1.1.1/1.2.1/1.5.1/2.3.5/2.5.1/5.1.9/5.2.9: By 2020, there are 10 registered CCAs in Vanuatu	ENV 5.2.1: Total number of registered CCAs								
2		-	DEPC	1.1.2/1.2.2/1.5.3/2.3.6/2.5.2/5.1.10/5.2.10: Targets for conservation areas set in provincial strategic plans are achieved		n/a							
3	1	Number of threatened species legally protected	DEPC	1.2.3/1.5.4: By 2020, all threatened species identified on the IUCN Red List are protected by national legislation	ENV 5.3.2: Number of threatened species legally protected	IUCN Red List has 138 species. Of this 138, 13 are legally protected (excluding CITES).							
4	1	CITES Act and regulations reviewed and replaced	DEPC	1.2.4/1.5.11: By 2020, new regulations under the Convention on International Trade in Endangered Fauna and Flora (CITES regulations) are in place		n/a							
5		Biosecurity Bill passed Invasive species and biosafety officer appointed	DEPC	1.3.1: By 2024, 90% of the NISSAP is implemented	ENV 5.1.1: Proportion of NBSAP and NISSAP targets met								

REPORTING SPREADSHEET: Oceans Policy implementation
Tally for NEPIP targets 2.6.5 and 6.2.7: By 2020, 10% of the Oceans Policy is implemented
This spreadsheet calculates proportions by totalling the number entries in the progress tally columns.
If the policy action has not been completed, leave the entry blank. If the policy action has been completed, enter a '1'.
DO NOT enter any explanations or comments about progress to date in the progress tally columns.

Count	Oceans Policy: policy action	Progress tally @ 2019 Blank = not complete OR unknown 1= complete	Comments/notes on 2019 progress	Progress tally @ 2020 Blank = not complete OR unknown 1= complete	Comments/notes on 2020 progress	Progress tally @ 2021 Blank = not complete OR unknown 1= complete	Comments/notes on 2021 progress	Progress tally @ 2022 Blank = not complete OR unknown 1= complete	Comments/notes on 2022 progress	Progress tally @ 2023 Blank = not complete OR unknown 1= complete
1	3.2.1.1 Negotiate and formalise Vanuatu's maritime									
2	3.2.2.1 Recognise and support traditional marine resource management, use and governance systems									
3	3.2.2.2 Facilitate introduction of curriculum within schools that teaches traditional marine resource management, use and governance systems									
4	3.2.3.1 Establish and implement clear, coordinated institutional mechanisms for integrated marine management across relevant sectors such as fisheries, tourism, transport, mining and environment									
5	3.2.3.2 Update national legal frameworks to harmonise discrepancies and to give effect to reflect an integrated ecosystem-based approach to planning and management of marine space and, where appropriate, to provide legislative support to traditional management systems									
6	3.2.4.1 The Government will provide increased support for the maintenance of maritime sovereignty and security and amend relevant laws to make surveillance and enforcement of marine activities more effective.									
7	3.2.4.2 Promote local (traditional leader, Malvatumauri Council of Chiefs and provincial), national and international collaboration to prevent illegal activity and enforce traditional, national and international management systems and									

4. Geospatial Policy and User Group

a) Geospatial User Group

Besides the establishment and operation of the EIMS in DEPC, the development of the Geospatial User Group was probably the biggest success story of the CB2 project. What makes it particularly extraordinary is, that it was created as a solely national initiative, without any external push, and the CB2 project acted as the catalysator to make it happen. The Geospatial User Group is characterized by high commitment and enthusiasm, and it includes members of all Line Ministries and Departments which deal with land and sea, and is therefore highly interdisciplinary, and therefore fully in line with the objectives of the project.

The idea of the geospatial user group is to create a common data storage basis, in this case – different from EIMS at DEPC - of storing all spatial data in the Ministry of Land. The data base management software is the MySQL, which is one of the most commonly used data base management system worldwide. The Ministry of Lands and Natural Resources is planning to host the spatial data of all member Departments of the Spatial User Group in the GIS cadastral data centre. NAS is the Network Access Storage system in use, which acts just like file server.

Another important achievement of the Geospatial User Group is, that it took the initiative to organize the next Pacific GIS Conference in Vanuatu to be convened in October 2020. This is insofar a special achievement, as all former Pacific GIS Conferences have been conducted in Fiji. Therefore, by taking this over for the first time, the Geospatial User Group of Vanuatu demonstrates its high commitment and capacities also on regional level.

b) National Geospatial Data Policy

The Geospatial User Group was instrumental in developing the National Geospatial Data Policy document, which specifically outlines the policies and procedures that are intended to provide an

enabling environment for efficient and effective management and use of geospatial data throughout Vanuatu. In this way it is the core policy document to regulate future data sharing arrangements and therefore of high relevance to provide the legislative basis for all activities under CB2 as well.

It has therefore been one of the major merits of the CB2 project, to support the development of this policy. The vision and support to conduct the workshop came from the Director of the Ministry of Lands and Natural Resources. The special merit of the CB2 project in this respect was to catalyse the continuation of this initiative, which for a long time had been dormant since 2003, when the first draft of the policy had been finalized, and only had been revived for a short time in 2013, when a task force comprising of members from various line departments formed to finalize the Policy, but left it still in draft form. It was the initiative of the CB2 project to support the GIS User group, which decided to bring the National Geospatial Data Policy draft to its finalization and getting it endorsed by COM. In July of 2018, the Vanuatu GIS User Group held its first workshop to review the current draft policy. The second workshop in May 28-29th 2019 brought together technical people from various government line agencies that collect, store and use in their line of work some form of geospatial data, fully financed by the CB2 project. The Geospatial Data Policy is not yet endorsed by the Government, but very likely to be endorsed soon.

5. Capacity Building and Targets Reached

Figure 6: Improvement of Capacities according to Scorecard

Source: Evaluation
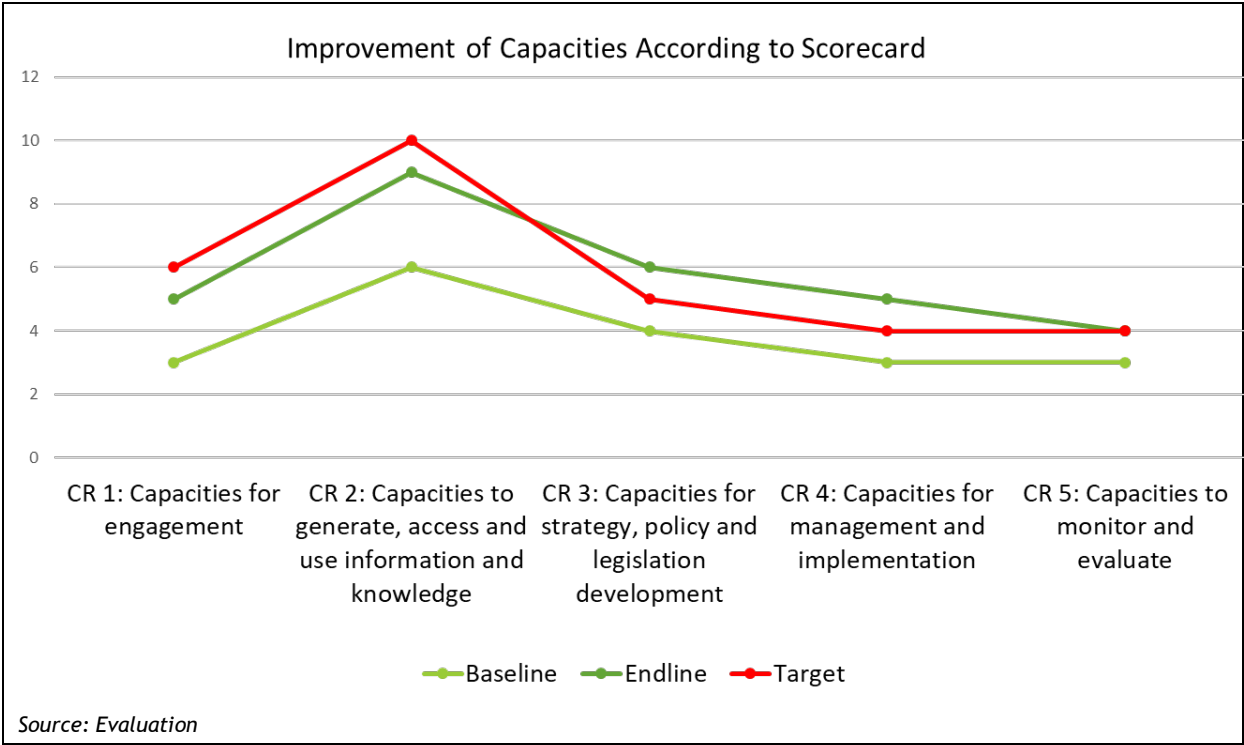
Capacity Development Activities were not fully satisfactory. In total, however, the achievements of targets was about 50%, as shown in Table 6.

Table 6: Achievements of Targets

Result	Indicator	Target	Achievement
Overall Objective	Reported availability of better environmental information	Up-to-date environmental information is being used by policy-makers and also by the public	Not reached
	Key environmental organizations stated as primary sources for environmental information in Vanuatu by a significant number of national, regional and international development partners	50% of stakeholders have benefitted from capacity development activities for better use of this information in decision-making and policy-making	Reached
	Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions	Reports present adequate disaggregated data at local level, are informative and present environmental trends over time	Not reached, but reports have also not yet been finalized
Outcome 1	Capacity development scorecard rating	Capacity for: • Engagement: 6 of 9 • Generate, access and use information and knowledge: 10 of 15 • Policy and legislation development: 5 of 9 • Management and implementation: 4 of 6 • Monitor and evaluate: 4 of 6 (Total targeted score: 29/45)	Reached for the total, but not in detail
	Adequate national standards, norms, procedures for collecting and storing environmental data are officially in place	Adequate official standards, norms and procedures are in place and use by the relevant organizations	Reached
	An environmental data repository architecture in place	Environmental data is collected and stored by key organizations in a harmonized and structured way and easily accessible	Partly reached
	Information technologies in place to collect, store and share giving access to up-to-date environmental information	Hardware, communication and networking equipment is in place to collect and store environmental data and provide easy access to this environmental information	Partly reached
	Agreements for data sharing in place	3-4 agreements are in place between key environmental	Not reached

|			
		organizations and 3-4 agencies/institutions to formally share data on a regular basis	
	An in-service training programme for public servants include course(s) covering environmental information management	Course(s) on environmental information management is institutionalized as in-service training for public administrators	Not reached
Outcome 2	Number of Environmental Officers (men and women) trained by taking the course(s) developed with the support of the project	50 Environmental Officers are trained using the new training programme with a minimum of 40% women	Reached
Outcome 3	Use up-to-date environmental information in decision-making and policy-making	3-4 policies, programmes or plans are developed using up-to-date environmental information	Reached
	An operational inter-sectorial coordination mechanism that build on existing instruments such as NAB, etc.	Coordinating MEAs implementation including a broader stakeholder involvement	Not reached, not properly targeted
	Endorsed action plans for implementing MEAs supporting government's MEA obligations.	Renewed commitments to implement MEAs in annual work plans with specific budgets and an improve multi-sectoral approach Greater national budget allocation to the environment sector	Not reached, not properly targeted

5.3. PROJECT IMPACTS

The Project had important impacts, which were expected, such impacts on policy development, which is introduced in the following and improved collaboration among institutions, also the expected impacts on Rio Reporting are analysed. Positive impacts were improved empowerment and an award received, the negative impact of the project was frustration and disappointment, mainly with respect to EIMS, as elaborated in the following:

5.3.1. CONTRIBUTION TO POLICY DEVELOPMENT

With respect to policy impacts, according to the informants interviewed, the CB2 project had a slight contribution to the development of the Ocean Policy, which was supported by coordination with the Ministry of Fisheries, Departments and Oceans, DEPC and IUCN. A very high contribution to policy formulation and development by CB2 was confirmed for the geospatial policy, which was mainly driven by the geospatial user group, which was supported under Outome 3, compare Fig. 7.

Figure 7: CB2 Project Impact on Catalyzing Policy Development

Source: Evaluation
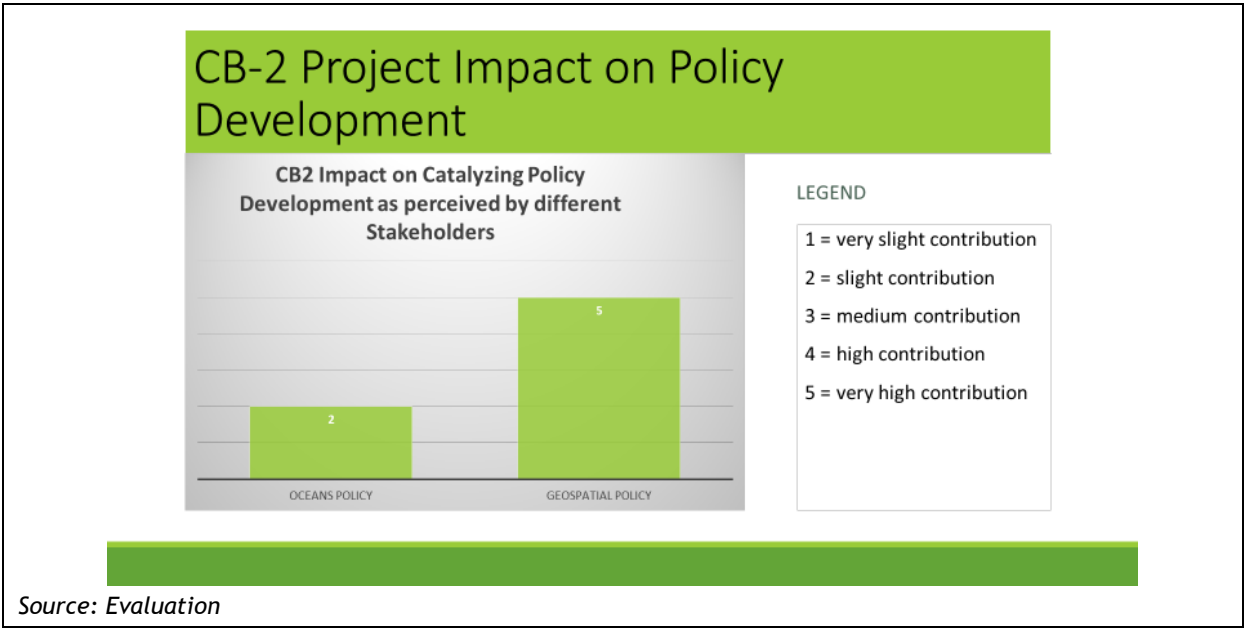
5.3.2. IMPROVED COLLABORATION AMONG INSTITUTIONS

This was mainly reached through the many efforts of integrating the various stakeholders, particularly for preparing the booklets, for the baseline studies, for preparing the booklets, for various meetings on data sharing, the trainings etc.

5.3.3. REPORTING AND OTHER INITIATIVES RELATED TO RIO CONVENTIONS

In the baseline study under Outcome 1, the consultants identified all MEAs to which reporting was required, which included also the Rio Conventions and different protocols that had to be reported to, including a huge collection of indicators for which data had to be collected under these agreements. However, as already indicated to the conventions was not particularly taken into account by the CB2 project, although apparently, a Convention Liaison Officer for UNCBD, UNFCCC & UNCCD had been foreseen to be hired for the project, according to the documents availed to the evaluator. Apparently, this has never happened. Nevertheless, it was tried by the evaluator to asses if the trainings had had some indirect impacts on improved reporting to the Rio conventions, which partly could be confirmed, as in the meantime MRV standards for reporting to the Rio Conventions had been addressed by other institutions and other initiatives.

At the time of the evaluation, responsibilities for reporting to the Conventions was divided among the different Departments and Ministries as follows:

UNCCD, which requires the indicators "land use change, NDVI and NPP (Net Productivity), is onitored by the Land Ministry (Land Use change), NDVI and NPP by MoF through the REDD initiative which is implemented at MoF with support by GIZ. It has been the director of the Land Ministry, who is responsible for reporting to the UNCCD, although up to now no report from Vanuatu has been uploaded at the UNCCD website. Thus is a minor issue, as the UNCCD is not in the focus of reporting for Vanuatu, as desertification or land degradation do not play such a paramount role in the country as other environmental problems.

DEPC and MoF contribute to the reporting of indicators for the CBD, the MoF particularly on Forest classification with support by GIZ, and DEPC monitors biodiversity indicators such as protect areas,

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invasive species etc.. The latter ones have also been part of the training by the IC for the CB2 project.

MCC is reporting to UNFCCC according to MRV guidelines, mainly based on data received form MetOffice, also the Energy Department plays a high role in contributing with data to UNFCCC reporting, MoF is taking over the main responsibility for REDD reporting, also supported by GIZ and other institutions.

Participants of all these institutions participated also in the trainings, meaning, the trainings given by CB2 should have been likely to have some effect on reporting qualities to the Conventions. This is illustrated in Table 8, which contrasts the barriers which existed for reporting to the Rio Conventions to the impacts of training activities received.

Table 7: Reporting barriers to the Rio Conventions contrasted to Training Contents

Reporting Requirements according to ProDoc	Training and Data Sharing Activities of the Project
The *National Biodiversity Conservation Strategy*	
The need to improve information on biodiversity, so that appropriate mechanisms for better management and conservation of biological diversity can be identified	Training on NDVI monitoring through satellite images
the need to collect information on changes that are taking place among species and their ecosystems	Training on invasive species via KOBO tool
the need to monitor the impact of development activities on biodiversity including the success and failure of conservation programmes/projects;	Could be covered by INVEST tool, which was introduced, apparently no training on using it
the need to encourage information sharing and cooperation within and between sectors and between local communities to conserve and wisely use natural resources.	MoUs designed for data sharing among sectors, with local communities only over collaboration with NGOs, such as Live and learn
NAPA, UNFCCC	
Under agriculture and food security: enhance the capacity to communicate information more effectively between different sectors and stakeholders.	Content on training was introduction on environmental reporting
Under the tourism and forestry sectors, need to document and disseminate success factors, lessons learned and barriers as well as good practices for replication and upscaling.	So far not covered by trainings
Under the water sector, there is a need to develop a database containing hydro-climatic and socio-economic information and the need for an integrated watershed management information system	The assessment of data base in water Ministry, no strengthening of that data base and integration of respective parameters
Better information on people living in rural areas to avoid risks to climate change	A generally acknowledge gap in reporting
UNCCD	
Not mentioned in ProDoc, but indicators to be monitored for PRAIS reporting are normally NDVI, NPP, and Land Use Change	NDVI was trained
EIMS	
This scoping assessment confirms the need for strengthening environmental information management in Vanuatu, including the collection of data, storage, analysis and reporting. Regarding the capacity of DEPC in this area, the assessment found that there is no cohesive or effective	EIMS established at DEPC and operating, with certain weaknesses

EIMS at the moment, information is scattered and unorganized.	

Comments given so far by the different Secretariats on the quality of the Rio reports were not accessed by the Consultant and could therefore not be reviewed. Nevertheless, to get an idea, if the shift of focus from international reporting towards national reporting was actually detrimental to the quality improvement of Rio reports, these reports themselves were checked.

- For the UNCCD, no reporting was found, such as the PRAIS report, but desertification and land degradation are also not the major environmental problems of Vanuatu, though also aggravating nowadays.
- There are five communications to the CBD, the last one 274 long, and in a very good shape.
- So far, the impression at the stage of the terminal evaluation was that according to some informants, UNFCCC reporting remained so far irregular, but standards could be improved. Apparently, the climate change team in Vanuatu seemed also to be very active. At least, during the period of the terminal evaluation, Vanuatu managed to receive high international attention by complaints about the financial allocation to the country via the Green Climate Fund (GCF), which was considered as insufficient to balance the damages from rising sea levels and cyclones. The Vanuatu UNFCCC team suggested therefore to charge countries who bear the major international responsibility on climate change at the International Court of Den Haag. Annex I shows an excerpt of a report about this initiative as reported by German media. What this excursus should demonstrate is, that strong existing dynamics within remarkable country-owned initiatives related to the UNFCCC (and probably other Rio Conventions) in the country exist, which emerged without external support on capacity building.

5.3.4. EMPOWERMENT: CATALYSING NATIONALLY DRIVEN INITIATIVES, PARTICULARLY GEOSPATIAL USER GROUP

Although the space this point covers is short, this probably the biggest impact of the project: That at the end it fuelled nationally driven initiatives, who are very likely to multiply and move forward the previous initiatives of the project. This empowered generally the self-confidence of national stakeholders and enhanced their self-confidence. As lack of self-confidence and empowerment was considered as the major bottleneck to higher effectiveness to achieve environmental and other political goals, this impact cannot be overestimated.

5.3.5. AWARD

Last not least: CB2 projects are in their design very theoretical and therefore difficult for many countries to fill with action, and it seems, that despite all shortcomings in the beginning, the project in the last 15 months compensated for it, so that it finally was considered as the best CB2 project in the Pacific Region, for which it was awarded for by UNDP. This shows, that despite some short-comings of the project in implementation, it has achieved highest success within the region.

5.3.6. FRUSTRATION AND DISAPPOINTMENT

An unforeseen and of course unintended impact of the project was the frustration and disappointment with the lacking feasibility of the EIMS system. This was the more pronounced as it had been awaited with so much hope, and where particularly the project manager in charge and the administrator had put in so much skills, energy and experience to get it running at all. There was also frustration, that no appropriate trainings to use the system had been received and no alternatives had been demonstrated, among which to select the proper one, which could have been easily done.

5.4. EFFICIENCY

5.4.1. QUALITY OF IMPLEMENTING AND EXECTING INSTITUTIONS AND THEIR MANAGEMENT EFFICIENCY

a) Management by DEPC as Implementing Agency and M&E activities

The PMU has fulfilled all its duty in providing an office located at DEPC and administering a full-time Project Coordinator and supporting a financial officer. Project coordinators changed two times, but nevertheless the consecutive implementation of the project could be ensured.

The successive project coordinators were successful in running the project on a day-to-day basis on behalf of the Implementing Partner and under the guidance of the PB. The Project Coordinators fulfilled their responsibilities in ensuring that all activities were accomplished. During the time of the terminal evaluation it can be confirmed by the evaluator, that director and coordinator managed to maintain a friendly, productive, and collaborative atmosphere within DEPC and also in their contacts to collaborating institutions. Indeed, it was confirmed by many interviewees, that the project in its last phase was managed best.

Project Administrative/Financial Officer as well as technical team worked according to their TOR. Particularly, the technical consultant on environmental law and governance delivered very clear and relevant products, including the design of the MOUs, various factsheets a well as spreadsheets on reporting.

The management acted activity-based, not result-based. This absence of result–based thinking in project coordination is probably the reason, why 50% of the targets have not been reached (Compare Chapter Effectiveness), despite the accomplishment of all activities. This might have had various reasons – on the one hand, CB2 projects are in general difficult to fill with content, secondly, the switch of the Objective from global environmental targets related to the Rio Convention towards national targets had even dismantled the originally more demanding shape the project could have taken. This lack of a vision could be observed particularly in the beginning of the project, both in the project coordination as well as in its supervising entities. Later, even developing this vision was outsourced to external consultants, who also had their struggles. While this move might have been appropriate given the early management vacuum, in the original project governance structure consultants were rather foreseen as technical arms within the project, not for contributing to project design, planning and management. The way the project proceeded then, involved consultants even into decision making about the ways and methodologies on data trainings, which management system was to be selected, which trainings were to be given, and which tools for which environmental reports were to be trained. Overall, the project was monitored and evaluated by the implementing agency, but no adaptive management followed this, as already shown in section 4.6.

The fact, that these critical activities were only properly implemented after the consultants were hired, meant also, that the real beginning of the project implementation did not start earlier than 2018. A more result-managed based management, with a stronger focus on targets than on activities could have remediated this lack of vision, but apparently there was some lack of experience in project management in the beginning.

Indeed, inside and outside of DEPC it was said, that hardly any directions were given by the first project coordinator, also not to the Consultants, who fully had to develop their own programme. The overall impression was, that the project improved since February 2019, when the new Director was put in place and with the new project directors in charge.

Some management inefficiency indicated by the doubling or tripling of conducting some activities, such as baseline studies, gap analysis, conducted once to set up the ProDoc, repeated in the beginning

of the project by the Project manager, and a third time by the Consultant hired. Also, for defining an Exit Strategy the IC on Environmental Law had been assigned by DEPC, another one by UNDP Fiji.

b) Management by UNDP as Executing Agency, M&E

The M&E and RBM framework was set up properly in the Project Document, therefore indeed UNDP shared its experience with development of indicators and developing a monitoring framework, albeit the ambiguous design of trainings as discussed above. UNDP participated in the Inception Workshop in early 2017, and also conducted the Introduction Training Workshop in the same week. Three UNDP staff were in Vanuatu for these back-to-back events. After this, apparently some difficulties appeared regarding sharing experiences and lessons from other CB2 projects, as apparently other Pacific countries had experienced great difficulties in implementing the CB2 project. This meant, that there were apparently only few lessons to be shared by UNDP to shape the CB2 project in Vanatu. Moreover, it was said, that the same DevInfo System, which had been installed as EIMS in Vanuatu, had also apparently been installed elsewhere, a statement, which however could not be further triangulated by the evaluator. Insofar, apparently UNDP had not monitored and evaluated the feasibility of the system properly, otherwise, the system should have been rejected from the beginning.

UNDP Pacific Office in Fiji itself has also not consulted the DEPC properly in planning project details, particularlyly in hiring consultants, starting from not discussing, if hiring external consultants would be necessary at all up to the point of not sharing CVs of consultants and getting their approval on their selection. On the other hand, activities by UNDP Vanuatu were hardly felt by the PMU, except the supply of some items, such as Desktops, T-Shirts etc.. Otherwise, communication was restricted to email contact. M&E activities or quality assurance apparently did not take place.

In general the impression was, that UNDP focussed much too much on formal issues than on important contextual problems, such as getting a proper data base management system installed.

5.4.2. VERTICAL INTEGRATION

In total, the activities conducted by the IC and NC hired in 2018 were the following ones

- Liaisons with the DEPC/MoCC CB2/CCCD Unit regarding the existing institutions and systems for the management of data and information relevant to the global environment.
- Discussions with key line ministries and stakeholders.
- Research on systems and methodologies that are effective in countries with similar context.
- Design of an Environmental Management Information System (EIMS
- Identification of environmental indicators and development of a Compliance Monitoring System (CMS).
- Presentation of the recommended methodologies.
- Conduct a Training Needs Analysis (TNA) (100%), develop training curricula and undertake training activities.

However, there were no proper linkages made between these activities. For instance, networking of existing institutions and systems for data management etc. was not very well connected with the identification of environmental indicators, and the development of training activities. It seems – both from the deliverables of the consultants as well as from the result side – that they were implemented as separate modules.

Another inconsistency in the vertical coordination is the separate approach to the EIMS to be installed in DEPC and the baseline study of existing data management systems, where a better alignment would have been beneficial, first to raise greater awareness that a common task had to be tackled, second, because updating and aligning the systems could have also supported the design of a proper system for EIMS in DEPC through a better exchange among data managers and IT personnel.

Therefore, while the sequence of activities in each outcome was properly designed, these were not linked satisfactorily. Therefore, it seems that the status quo on data collection tools and knowledge

which existed, versus the gaps which would have to be filled by the trainings were taken in account on the one had, but only partly linked to each other.

Furthermore, the fact that the responsibility on oversight and quality assurance to the CB2 project by UNDP was not located in Vanuatu, led to the problem that the contact between UNDP and DEPC had not bee as intensive as in other CB2 projects the evaluator had reviewed. In fact, it was considered by project partners in Vanuatu as minimal. Furthermore, the quality assurance team in UNDP Fiji did nothing to ensure, that the UNDP programme officer in Vanuatu really devoted one third of his time to support the CB2, as was foreseen in the co-financing agreement. Therefore, his role was restricted to the participation in board meetings, and in approvals of purchases of certain smaller hardware, and accompanying items, such as T-Shirts etc. (compare Chapter "Financial Efficiency").

5.4.3. HORIZONTAL INTEGRATION

The project conducted some stakeholder meetings to provide the basis for collaboration with other institutions and for horizontal integration. The meetings were organized in a way, that the former project manager met with one up to four representatives of the different institutions to talk about. The objective of the meetings was conducted to introduce the goals of the project, to identify the gaps the project could fill for these partner institutions, and to discuss, how these gaps could be addressed. The meetings were conducted with individual representatives from some departments of DELP (Biodiversity, EIA, Outreach, Ozone, Forestry (Dpt. Of Conservation), Environmental Health, Agriculture, VANGO, VNSO, Ports and Harbours). Apparently as it was not possible to assemble all stakeholders together at one time due to time constraints, this individual level was chosen, which, however, hindered effective horizontal integration from the beginning.

The organization of workshops with later on the hired consultants conducted, managed to bring more stakeholders together at one time, the consultants also took a successful approach in building working groups to design the further implementation, which was a proper initiative to improve horizontal integration.

The same applies for meetings organized with the Consultant on Environmental Law, to compile the booklet mentioned above.

Finally, what was missing from the beginning, was a common approach to integrate the EIMS system at DEPC into all other activities of the project. This chance had already been lost during the implementation of Outcome 1, in the baseline study on existing data systems, which should have been merged into the selection of a proper design for EIMS in DEPC. The baseline study itself could have created energies to catalyse improved horizontal collaboration on data management. As this chance has been missed, even now, at the end of the project, the EIMS in DEPC is a quite isolated system.

5.4.4. VISIBILITY OF THE PROJECT

The project has a low visibility outside DEPC. Several stakeholders, whose names were listed as attendants of project events had rather forgotten about the project, even project board members. One of the reasons is, that there are so many projects ongoing, which include similar activities as CB2, that stakeholders outside DEPC could not distinguish, which project funded which activities they were involved into. The other reason seems to lie in the fact, that DEPC staff themselves seemed to be a little bit or passive in promoting the project, apparently due to an attitude of modesty or reservedness. On the other hand, the project has a very high presence in the mind of members of the geospatial user group, as they did not forget that it had been the CB2 project, which catalysed it to a great extent as an initiative by the last project coordinator in charge, who is still the engine of the group and funded the meetings near to the end of the project.

GEF visibility, which was to be ensured by using the global GEF branding in all electronic and printed materials or by appearance of the GEF logo on all relevant project publications, including project hardware and other purchases with GEF funds, could not be obseerved by the terminal evaluator.

5.4.5 LACK OF MIDTERM-EVALUATION

The omission of conducting a mid-term evaluation is a mistake, which is commonly made, so here as well, although this was recommended 3 times in the Project Document. A midterm evaluation is always helpful to rectify the directions of a project, even if at midterm it is still far behind schedule or still remaining in a planning stage. A timely and proper midterm evaluation could have corrected the project approach of addressing solely national goals and not international goals, it could have also clarified the necessary basis for data management and trainings and could have given recommendations to improve vertical and horizontal integration.

5.4.6 TIME EFFICIENCY

The project was supposed to be started in 2015. This alone is a surprise, as the NCSA the project is based upon, was already finalized already in 2007. Although the ProDoc emphasizes, that the constraints and barriers in environmental reporting identified in the NCSA in 2007 would still apply in 2014, when the ProDoc was written, it is the view of the terminal evaluator, that already a lot of capacity gaps were closed between 2007 and 2014 through own national initiatives or other ongoing projects. Therefore, it is the impression of the evaluator, that the late start of the project after the NCSA constitutes a general efficiency loss, as seven years were lost, and in the meantime also the planned interventions had partly lost their urgency. The envisaged start of the project in 2015 could also not be realized, as this was the year of the devastating Cyclone Pam, which was binding most of the working capacities of staff in post-disaster assessments and rehabilitation measures. Between 2016 and 2017 more or less only administrational and formal activities were conducted. It was only 2018 – 11 years after the NCSA - when external consultants were hired to implement almost all envisaged activities within six months, based apparently upon a revised workplan, supported by a no-cost extension of 17 months. This is also noted by the IC in one communication with the former Project Manager, that he had to accomplish activities within six months, which were originally scheduled for a project period of three years, and definitely, the consultants had also been overstretched with this task. At any rate, with the work of the consultants and the revival of the geospatial user group by the following project managers, the project speeded up, and finalized all its activities until the terminal evaluation. The only remaining activity – the definition and installation of a proper EIMS, data migration from the current DEVINFO system into the suggested new system and an installation of a backup version at OGCIO is likely to be conducted until the end of project on March 31st.

5.4.7 FINANCIAL EFFICIENCY

The project had received a fund of USD 550,000 USD from the GEF. Table 9 gives an overview of annual project expenses per outcome. Table 10 gives an overview how these were spent during the years on the different Outcomes.

Around 95% of the cash resources have been spent during the time of the terminal evaluation, the remaining funds are supposed to be spent to finance the exit strategy. All this indicates a proper use of the finances. There were remarks, that the IC hired for training was not fully paid, until the EIMS system was installed properly also at OGCIO, which is also supported by the difference of amount to be paid mentioned in the contracts of actually both of the Consultants and the documents on actual payments. Therefore, if all documents provided to the Evaluator are complete, about 50 – 75% of their payments have not been finalized yet. There was also no document availed to the evaluator, if this would be based on activities which still would have to be completed, which forever could be the finalization of EIMS up to its full operation including the installation of a proper backup system in at least one second institution, such as OGCIO, Ministry of Lands and Statistical Office.

There was also a delay of transfer of funds from UNDP Pacific Office in Fiji to the IP, leading to implementation problems, for instance GIS and Drone trainings could not be provided due to these

delays. The fact that management expenses amounted to only 7% of total expenses shows, that the project spent really most of its resources to achieve the Outcomes.

Otherwise the distribution of expenses is not different from other projects. The partly reduced effectiveness at the end leads nevertheless to a reduced total financial efficiency of the project.

Table 8: Overview of Project Expenditures (GEF Resources)

Outcome Areas	2016	2017	2018	2019	2020	Total
Outcome 1		43,578.92	102,944.96	29,556.11		176,079.99
Outcome 2		17,808.50	103,384,33	45,844.79		167,036.72
Outcome 3	4,370.99	15,662.77	58,045.17	29,992.61		108,071.54
Project Management	925.32	10,469.44	21,124.05	2,188.95	207.16	34,915.82
Unrealized Gain/Loss	81.14	597.78	6,638.79	1,135.23		8,45294
Total	5,377.45	88,116.01	292,137.70	108,717.69	207.16	494,556.01

Co-Financing by UNDP

The contribution to co-financing by UNDP as foreseen in the Project Document was supposed to be 100,000 USD by UNDP as part of its commitment to supporting the Government of Vanuatu in the CB2 project to strengthen its environmental information system. This amount had been conferred from cash into in-kind for the allocation of staff time for provision of additional quality assurance required by the project, which was calculated on the basis, that the UNDP programme officer in Vanuatu devoted one third of his working time to the CB2 project and the support of EIMS installation and operation. According to information by DEPC, the contact with the programme officer of UNDP was very restricted, as mentioned already above. Given furthermore the fact, that UNDP staff works highly effectively and efficiently, and comparing this with the low outcome of the EIMS installation, the confinancing by UNDP is estimated not to be more than 20,000 USD.

Co-Financing by Government of Vanuatu

The Government of Vanuatu through the Ministry of Climate Change was supposed to contribute USD 2,552,947 in kind, for human resources and salary support as well as office furniture and space, and inputs from other related projects implemented by this Ministry. The figures provided by DEPC on cofinancing were, that co-financing amounted in total 2,265,500 USD, which were composed of contributions to the GIS User Group Activities, DEPC staff who contributed to the project except the staff hired directly for the project and inputs from other Departments. The Ministry co-financed also the Board Meetings and Trainings and Workshops. All these positions together amount to about 130,000 USD. The additional DEPC office services provided were estimated to amount to more than two million USD (exactly 2,100,613,24). The value of the latter services seems to be a little bit overrated, as it is in the order of the sales price of Real Estates in Vanuatu. Butin any case the commitment for co-financing by the MoCC was higher than actually required according to GEF regulations, and indeed, it can be confirmed by the evaluator, that the project received full support by the Government of Vanuatu in the DEPC premises and access to all its functions, such as cars, copy machine, publications, administration, knowledge exchange.

Table 9: Cofinances Sources and Spending

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual
Grants						
Loans/Concess ions						
In-kind support	100,000	20,000	2,552,947	2,265,537	2,662,947	2,285,537
Other						
Totals	100,000	20,00	2,552,947	2,265,537	2,662,947	2,285,537

Usually, the co-financing resources should not all be only in-kind, but in this project, which is much relying on human resources etc., it was considered as appropriate by the Terminal Evaluator.

5.5. SUSTAINABILITY

5.5.1. FINANCIAL SUSTAINABILITY

a) EIMS

There were ideas raised by a consultant hired to formulate exit strategies for the CB2 project, to mainstream the EIMS project with the ongoing INFORM project by SPREP to ensure its financial sustainability, but this turned out to be unfeasible, as INFORM itself lacked financial capacities.

But financial resources to maintain and manage the EIMS system at DEPC itself are available, as DEPC receives among the financial resources from different incoming projects also regular governmental financial support. These resources will even be enough to hire a data manager and a person to feed in the data into the system in future. There are even remaining resources from the project to finance the renewal of the system.

b)   Geospatial User Group

There are some issues with respect to financial sustainability with respect to the aim of establishing a central data base for spatial data in the Geospatial User Group, which up to now was financed by CB2. Currently the data storage capacities within the Ministry of Land are around 10 Terrabytes, which are already used up to their limits. Therefore, to meet future storage capacities to accomodate all spatial data in a common data base at the Ministry of Lands requires capacities of additional 10 – 20 Terrabytes every two years, and the same amount also to accommodate all other spatial data in future. The Ministry of Lands is almost exclusively using non-licensed software, which saves financial resources, but might phase out in future, which will enhance the amount required in future.

5.5.2. TECHNICAL SUSTAINABILITY

The question of the Type of the EIMS system to be continued is certainly the most critical one, as there are many reasons not to maintain the DEVINFO system. In any case, every computer and therefore every data base management system in DEPC – and this applies already for the current DEVINFO system – can be accessed by the IT specialist at OGCIO, which also guarantees its sustainability. It is therefore suggested to consult this IT specialist at OGCIO on the future of the EIMS at DEPC. He would also try to provide the software for data migration from the DEVINFO to another system. Of course, the first source to be consulted, would be the IC hired on this by UNDP, however, if he cannot be reached, in the view of the Evaluator the capacities within the country are sufficient to solve this problem on country level. Otherwise, DEVINFO itself offered to support data migration, but apparently this offer is also outdated (compare Fig 8).

Figure 8: Screenshot of DevInfo homepage, March 25th, 2020

Home

The DevInfo initiative is no longer supported. If you are a member of a national statistical agency, and the administrator of an active DevInfo instance interested in migrating your data, please complete the following form, clearly stating your needs. **Please note that only official government email addresses will receive a reply.**

DevInfo Data Request

Name *

First

Last

Screenshot of DevInfo Homepage.

5.5.3. INSTITUTIONAL SUSTAINABILITY

Two exit strategies for the project have been formulated, one by the IC on environmental law, who has been employed on a long-term basis at DEPC, another one by a short-term IC hired by UNDP Fiji. Both put a special focus on the institutional sustainability of the EIMS, and both see the duplication of the EIMS as a backup version, or even as the major focal data base in another Institution, as critical to ensure its sustainability. In this way, one strategy recommends the merging of the EIMS system into the INFORM project which is also implemented by DEPC, the other one recommends the duplication of the system in the National Statistical Office. None of the recommendations addresses the feasibility of the system itself and the two consultants apparently doubt that the sustainability of the system could be maintained by leaving it within DEPC only.

This was again discussed within DEPC and other relevant departments during the terminal evaluation, and the results of the discussions about the suggested exit strategies gave a slightly different, respectively more complex picture with more suggestions on concrete implementation of this strategy, which in this way had already been discussed during the first Working Groups convened by the IC under Outcome 1:

Firstly, all stakeholders would agree, that it is necessary to install a backup system in another institution. In the view of DEPC, the administration of operation of the system should be left in DEPC, which is also necessary in the view of the Evaluator, as it fulfils central needs of DEPC, and therefore needs to be actively managed and operated from there. There were even strong concerns, that the EIMS would not survive, if not also installed in the VSNO. In the view of the evaluator, the chances for survival of the EIMS does not have so much to do, where the backup system installed, which could also be forgotten, but would be greater, the more people would use it. This would necessarily not require the need to change location of the central management unit for EIMS, but to stimulate its future use. As said above, currently the EIMS is used only for storing NEPIP indicators, and there is a need for expanding this. Once this expansion would be guaranteed, there is no need to fear, that the data basis management system itself would no more be used. In this context, also the Statistical Office does not seem to be the appropriate central organ, as it is mainly collecting NISSIP indicators, which also include environmental indicators. Therefore, it seems to be more consistent, if the EIMS in DEPC would also start to store data on NISSIP Indicators to share it afterwards with the VSNO, especially since currently still 85% of environmental data for the NISSIP are missing. Another option to stimulate the further use of the EIMS is to obligate the future Experts who will write the SoE report,

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to store and upload all data to and from the EIMS in DEPC, and to accommodate also scattered environmental data according to above suggestions.

This, however, will touch two other sustainability risks with respect to the EIMS: the operating staff and the type of the EIMS envisaged:

- There is currently only one staff member responsible and able to operate and administrate the system, who is planning to leave DEPC by project end. So far there is not yet any other person in the Department, who would have the mandate or would be able in taking over this role. The DEPC is planning to fill this gap in future, by recruiting a senior data management officer for the management of the data base and a junior officer for data entry. In the view of the Evaluator this, however, would only make sense, if the above conditions will be fulfilled, that DEPC takes a strategy of populating the system with far more data than just the current NEPIP indicators. This would certainly be facilitated if all relevant offices would be linked through the network envisaged (see Fig. 5) for all DEPC staff and related Ministries and Departments, to upload or download data, or, for people non-internal users, a link to a website etc.

- The environmental law IC recommended therefore also to merge the system directly with the data base management system of the INFORM project, which is using actually the SPREP data base https://pacific-data.sprep.org/dataset/wdpa-protected-dataset, https://www.sprep.org/resources The underlying data base management system of SPREP is the DKAN system, which is used as the EIMS by line ministries in Australia and Europe as well. It seems therefore highly recommendable to use it for Vanuatu as well. The question is then not primarily, if the EIMS would have to be merged with the INFORM data base, which presents only a subfolder of the SPREP system, but if it could be merged with the SPREP system or to get its own node in the DKAN environmental data management system. (By the way, any concerns raised, that the SPREP system would only accommodate reports etc. are not valid). Again, as there is also the geospatial user group hosting these data in the Ministry of Lands and Natural Resources, this would still mean establishing two systems. Therefore, in the view of the evaluator, the exit strategy to be taken should take into account the coordination and finalization of the operation of both systems simultaneously.

MoUs and Data Sharing Culture

It is generally acknowledged, that the final signature of MoUs is the major ingredient for future sustainability of data sharing, and of using the EIMS. There is a high likelihood, that the geospatial user group will continue, and there is a medium likelihood that the EIMS will be continued to be used, once the technical problems have been solved. In the view of the evaluator it would enhance future sustainability of data sharing, if the two activities – MoU signature under the Geospatial User Group and under the DEPC, would be merged as a common effort to make data sharing more powerful and sustainable due to the common goal of the Geospatial User and its spirit, which might unite all stakeholders and improve the data sharing culture in the related institutions.

Ownership Issues

The outsourcing of most project activities had the downside of losing ownership. For comparison, two other CB2 projects which had been evaluated by the consultant, had achieved their capacity-building though improved collaboration among national institutions, not through outsourcing, which had a strong impact to strengthen ownership. As highest capacities are built in the persons involved into capacity building processes theselves, these chances were missed through the outsourcing process. Also, the baseline studies and gap analyses could have immediately led to better intersectoral collaboration within the country, if conducted by DEPC staff or PMU staff itself, as firstly, national

staff is more familiar with the local institutions, secondly, the contacts established during those studies could have been directly converted into negotiations for more focussed collaboration.

5.5.4 ENVIRONMENTAL AND SOCIO-POLITICAL SUSTAINABILITY

Environmental sustainability is strengthened by the project through the fulfilment of its objectives. The project itself is not affected by environmental issues. The government is in support to the project, therefore, there are not socio-political obstacles to present sustainability risks to keep the momentum or move forward the project achievements.

6. CROSS-CUTTING ISSUES

6.1. REPLICABILITY

As the project addresses the need for improved environmental information as an urgent nationwide need, it was anticipated in the Project Document that the project would provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national fora etc. as activities to replicate these outputs. Indeed, on national level the trainings in QGIS and EXCEL were replicated, as shown above, and the project replicated also the different MoUs and spreadsheets for data entry into the EIMS systems in an adapted way, which could also further be used, as indeed they have a model character.

As a recommendation of project experience which could be replicated in other countries, all project activities which have been conducted under the third Outcome of institutionalization have the potential to enhance the outputs of institutionalization of environmental issues also in other Pacific countries, except the DEVINFO system itself. But the way to develop MoUs and spreadsheets for data entry into the system, and the formation of the Geospatial User group, which the project has developed, can create benefits also in other countries, if replicated there.

6.2. LESSONS LEARNED FROM OTHER PROJECTS

As the Prodoc says, the project should also benefit from lessons learned in the region but also in other parts of the world, particularly when it will come to identifying how to improve nationally the current environmental management information systems. As the evaluator was informed, the DEVINFO system had been installed in other countries, and had led to frustration as well. However, this – negative - lesson had not been transported to Vanuatu. Otherwise, data collection and analysis tools taught in the trainings were open-source tools and no lessons from other projects were included into this.

6.3. MITIGATION OF RISKS AND UNDERLYING ASSUMPTIONS

Risks and assumptions in the ProDoc were formulated in a slightly inappropriate way, as they had not been related to external shocks, which would have to be mitigated (for instance political turmoil, Corona etc.) They were rather related to risks of not fulfilling outcomes and objectives through implementation of the foreseen activities, not related to external risk factors, which were to be mitigated, therefore their formulation was slightly inappropriate.

Nevertheless, in the following Table 12 it is elaborated, how far these risks could be mitigated, or if they were realized.

Table 10: Risks, and how far they have been addressed by the project

Risks formulated in ProDoc	Mitigation Realized

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Ready availability and active use of (new) environmental information	Partly realized
Governmental support of key environmental governmental organizations, necessary resources for environmental monitoring granted (main indicators: financial allocation, new regulations)	Partly realized
Timely submission of national reports and communications with updated environmental information	Hardly improved
Effectiveness of project activities in developing environmental information	Partly realized
Full integration of standards, norms and obligations in environmental information management	Hardly improved
Project implementation and recruitment of relevant national expertise monitored and gaps timely filled	Realized
Updated hardware and network equipment through appropriate specification requirements	Realized in DEPC
Data sharing among GOs and NGOs	Only partly realized
Timely and effective training through timely contact of related institutions, development of partnerships and developing course design in common	Realized
Commitment of decision makers to support training in the environmental data, support to implementation of MEAs, using information and integrating it into policies and decision making	realized

It could not be confirmed in all cases, that unforeseen risks were timely adressed and a realignment of activities happened, where it was foreseeable that goals would not be reached.

6.4. GENDER ISSUES

The project was by design not very relevant to gender issues. The only Result Area, where gender issues were targeted, was the minimum rate of 40% of participants, which should be women, which was reached. As the evaluation of the trainings has shown, women were apparently also the better "students" in the trainings, as they appreciated the trainings more than women, which might be the caused by the fact, that they did not enter the training already with an overwhelming self-confidence, that they "would know it all anyway."

With respect to gender equity of staff, women were well presented in DEPC and obtained also the leadership. The same could be confirmed for the partner NGO "Live & Learn", but not for all other organizations.

With respect to empowerment, it was observed, that women in DEPC had a strong voice, but it was said in other departments, they were not pushy enough to pursue their goals, therefore this gives a a hint, that women in leadership need further empowerment.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. CONCLUSIONS

Relevance

- Outcome 1 and 3 were highly relevant to meet the overall Objective, however, with respect to Outcome 2, the project did not seem to meet fully the country needs, as individual capacities seemed to be quite high. The formulation is tackles alleged

individual and in-country deficits from a top-down perspective, which can be counter-productive.

- The project put rather a focus on domestic reporting than on capacity building to meet the requirements of the Rio Conventions, which does not fully meet the project objective.

Effectiveness

- Apparently, the strengthening of ongoing dynamics within the country is more effective than external interventions. The great success of the Geospatial User Group lies certainly in the fact, that it is engined by the dynamics of an ongoing-country owned initiative, which the CB2 project has successfully catalysed

- As has been shown, trainings on new tools and methods conducted were mostly beneficial for early-midcareer participants. The similar was also proven by experience from other countries (f.eg. UNU Progam of Land Degradation, University of Reikjavyik, who train early midcareer students on similar issues).

- Gaps in terms of effective coordination and information policy were a higher constraint to achieve maximum effectiveness rather than gaps in technical or scientific skills and knowledge.

- An observation made by the terminal evaluator is, that it seems a kind of inconsistency of the project, that here centralization of data basis for spatial data and other data in EIMS are separated. The same applies for data sharing agreements.

- Low readiness of data sharing seemed to be partly rooted in a certain attitude of doubt about correctness of data and of general reservedness in sharing own results, which will require a certain empathy and sensitivity by the upper project management, which was not shown.

- Apparently, the awareness of environmental problems in Vanuatu is high, as well as the commitments to solve these problems.

- The project was successful in establishing for the first time a central data base in the DEPC.

Efficiency

- Certainly, one constraint in selecting the proper consultants was, that proposals of consultants were not shared with the national institutions, so that the approaches and strategies cannot be discussed on national levels, which bears the risk, that UNDP Fidji, which is geographically relatively remote and contextually not fully related to environment, does not select the proper consultants.

Sustainability

- Ownership building, relying on own existing capacities and strengthening own national initiatives seems to be the key in creating sustainability.

- One of the major drivers to promote future sustainability is the formation of the geospatial user group, which has the potential to move the project forward, if it also accommodates the missing activities with respect to the finalization of EIMS installation at DEPC under its umbrella and includes also its administrator or future staff working with EIMS and the IC on Environmental Law based in DEPC.

Project Planning and Designing

- This project has illustrated, that project planning based on problem and gap analysis seems to be inappropriate, particularly when it comes to individual capacity gaps, if it is recognized that all project stakeholders are equal partner. The focus on gaps and problems is not only discouraging any form of empowerment, and detrimental to project

partners who are anyway still a little bit reserved in raising their voices - the project has also shown, that focussing on existing strengths and catalysing the energies of ongoing national initiatives and interests is much more effective and efficient.

Trainings

- The project has also shown, that conventional trainings to educated staff are widely outdated and should at maximum be limited to very specialized trainings, where new emerging tools are taught, such as special GPS, drone training, programming etc.. Training contents which refresh contents from University teaching should be avoided.
- Before hiring external consultants, it should be screened, which national capacities exist to fulfil and how these national capacities could be unleashed and combined to create synergies, if put together, to reach the envisaged objectives.

EIMS

- Looking on existing national capacities first and defining fully the demands would also avoid the installation and acquirement of non-functionable, non-useful infrastructure, to ensure ownership and effectiveness. This applies especially for the selection, installation and oeration of an appropriate EIMS system. If stakeholders are not involved into definition of their expectations of and requirements for an infrastructure element such a data base management system and participate in its acquisition and selection, it is very unlikely that they will receive the one they really need and are able to operate.

Adaptive Management

- As mentioned above, the project was not managed effectively in the beginning, so that external consultants were hired. Probably, supporting the project manager in monitoring and evaluating from UNDP side, and conducting a mid-term review would have been a more proper solution than externalizing the majority of project management. This is indicated by the fact, that project implementation took speed and synergies were fuelled, after the geospatial user group started to organize itself.

Role of UNDP

- UNDP has not fully realized its added value of international experience in conducted CB2 projects for GEF, the attribute which made it unique to receive GEF funds. Therefore more or less the project was left alone in shaping its activities. The major omissions UNDP made in overseeing the project and ensuring the quality of executing were:
  - In Result 1 not appropriately managing the scope of the baseline studies, which should have first addressed the needs and specification of the EIMS system in DEPC itself and not in all other departments. secondly, defined the data collection tools and methods which were needed to supply data to the system, instead of reviewing all data collection systems in all departments. This led to the fact, that UNDP had not been aware, that no progress in networking the system had been made, and that the whole system installed was outdated.
  - In Result 2 hiring external consultants at all, where national capacities were available, was inappropriate, secondly not monitoring and evaluating efficiently the quality of trainings
  - In Result 3: the UNDP did not intervene from the beginning, when the project focus did not or only to a small degree addressed the Rio Conventions and did not share any advice on institutionalization.
  - Finally, the way UNDP Fiji presents itself is top-down, with little client orientation. This can lead to a bias in assessing needs or getting feedback, particular where partners are rather reserved in raising their voices.

Knowledge Management

- Future capacity building should focus more on self-learning from virtual resources as well as leaning directly from senior staff, as this kind of knowledge management could better fulfil individual training demands. If trainings are provided by external trainers, on-the job trainings are preferable, as they would ensure, that knowledge which is acquired is applicable and used. It would also help to close the human resources gap, as staff would less frequently have to leave their working place.
- For effective knowledge management, the organization of internal conferences and workshops where staff presents findings and methods should be preferred, as these could be more effective than attending trainings, as this enhances ownership of knowledge and empowerment
- To keep the momentum on trainings given by the ICs hired for the project, it is recommendable to compile the presentations on trainings on tools and instruments for environmental reporting into a pdf file which can be made accessible by everybody upon request will improve the sustainability of training effects.
- Future efforts still should unleash, collect and integrate the current information and knowledge existent and acquired in different departments, and avail it to decision makers so that they can mainstream it in their future decisions.
- Future trainings should mainly concentrate on the group of staff in their early mid-career to ensure maximum effectiveness.

Effectiveness

It is urgently recommended to install a new EIMS system at DEPC and migrate all data currently stored in DEVINFO to this system. As it is recognized, that the current IT staff in other Departments has the capacity to take care for this, it is recommended that this staff is installing one of the systems which has proven to be feasible on other departments will also be stored in DEPC. As a precondition to this, all data created in DEPC should be collected and stored in one central computer.

- It is also recommended to link the EIMS at DEPC and related staff (data base manager, consultant who prepared spreadsheet) to the activities of the Geospatial User Group and the most capable IT persons in the Departments. This will enhance data-sharing and collaboration of DEPC with other departments, enhance the consistency of data management in the country and ensure the future sustainability of the EIMS.
- It is recommended to establish a digital network or intranet within the DEPC and other relevant departments linked to the EIMS.
- It is recommended to encourage the team which will in future be reporting to the State of Environment report to store all data in the EIMS system at DEPC, whichever shape it might take in future, so that the future use and sharing of data will be strengthened, as the use of the data base system is apparently one important ingredient for its future sustainability and the basis also for collaborative data sharing at DEPC.
- Probably at the end it would be better, also to accommodate the EIMS of DEPC and its administrator within the Geospatial User Group, as also data for this EIMS will have to be extracted from the spatial data base, and vice versa, spatial data fed or generated by this EIMS system could be fed into the spatial data storage system.
- To DEPC, Ministry of Lands, OGCIO and others who accommodate intersectoral data management systems which have to be accessed by other Departments: Provide an easily accessible link to the system and/or a network, which should be established by one of the IT persons in the Departments

Gender

- Empowerment of women in leadership positions should be strengthened.

Management

- Giving the UNDP programme officer based in Vanuatu a stronger role in project supervision and quality assurance is recommended to ensure that the added value of UNDP as an entity with overall knowledge in filling projects with proper contents is better realized for the benefit of improved project implementation and financial efficiency.
- It is recommended to request from future consultants a full inception report with a proper description of the approach and methodology to be undertaken, to share this information with the relevant institutions in Vanuatu and involve them in the final selection of consultants, as this will enhance the probability that the most appropriate consultant will be selected according to country needs.
- Improving coordination skills and intersectoral collaboration as well as knowledge management and information flow should in future be given higher attention than the improvement of individual skills and capacities
- For better project outcomes in future, it is recommended, that future project planning should rather focus on strengths and potentials of stakeholders and support them rather than on focussing on gaps and weaknesses. Particularly ongoing national dynamics should be harnessed from the beginning to reach project outcomes.
- Do not outsource activities to external consultants, where national capacities are available or even better.
- Integrate into future projects also a focus on Rio Conventions and improve science policy linkages, include academic institutions
- Use bottom-up instead of top-down approaches not only in policy development, but also in data and knowledge management
- Include better indigenous knowledge into data systems

8. ANNEX I: DOCUMENTS TO SUPPORT EVIDENCE FOR THE EVALUATION

AI-1: Baseline Situation of environmental information management systems (SOURCE: PRODOC)

Based on the Project Document, the assessment made previously, presents the current situation of environmental information management systems in place in critical organizations involved in environmental management in Vanuatu with their respective strengths and weaknesses (see detail in table below / the mains points of the findings). This scoping assessment confirms the need for strengthening environmental information management in Vanuatu, including the collection of data, storage, analysis and reporting. Regarding the capacity of DEPC in this area, the assessment found that there is no cohesive or effective EIMS at the moment, information is scattered and unorganized. Hard copies of reports and data are reportedly spread across multiple offices. The VANRIS (Vanuatu Resource Information System) started at the Ministry of Lands but has not been kept up-to-date with relevant environmental data since 1999.

Umbrella Agency	Institution	Environmental Information Management Systems
Ministry for Climate Change Adaptation, Meteorology, Geo-hazards, Environment, Energy and Disaster Management *(MCC)*	**DEPC**	☐ State of EIMS: No cohesive or effective EIMS at the moment, information scattered and unorganized. Hard copies of reports and data reportedly spread across multiple offices, with an intern from USP volunteering to manually enter / scan some data into digital format. ☐ VANRIS (Vanuatu Resource Information System) started at the Ministry of Lands with input from Department of Forests & DARD, but not kept up to date with relevant environmental data. It contains information related to: places, transportation links, coastline, contours, climate, erosion, coil, land use (E.g. Farming suitability and land use intensity), temperature, topography (E.g. Land Form, Rock Type, slope) and vegetation. However, no comprehensive update since 1999. ☐ Dissemination of some environmental data at public awareness meetings, at stalls set up at public events and on NAB Portal & national website for those with online access. ☐ Potential for better integration with online NAB Portal. DEPC materials available such as environmental projects, policies and legislation but difficult to navigate website and clearly distinguish DEPC materials from other sectors. ☐ Collection of data at DEPC (and line agencies) is "project driven", with limited available capacity or resources to collect general data that might prove valuable for governance purposes ☐ DEPC does not have ready access to data from Fisheries, Agriculture, Forestry or other line agencies ☐ Government website contains basic data on international conventions and legislation updates posted in DEPC section (http://mol.gov.vu/index.php/en/others/environment) ☐ Environment Registry: Environmental Management and Conservation Act No. 12 of 2002 requires Director of DEPC to establish, operate and maintain an Environmental Registry (s.6) on which information about prescribed documents, applications, permits, approvals, regulations, standards, guidelines, codes, reports and plans will have to be registered and ensure transparency in the system.
	PMU / NAB	☐ Ongoing iCLIM data management project with $1.94 million USD from AusAid, implemented by Griffith University & facilitated by SPREP, seeking to improve access to multi-sector climate related data by all stakeholders. Will seek to integrate GIS layers from different departments and increase PMU access to data systems. ☐ NAB Portal: Online data source for sharing of resources from the National Advisory Board on Climate Change & Disaster Risk Reduction. Managed by the PMU to share any data regarding CC and DRR in Vanuatu, with administrative duties often supported by GIZ Vanuatu. Policies, legislation and reports from projects and line agencies also posted but not up to date when reviewed in December 2014. ☐ NAB Portal has been intermittently functioning and information from the

Umbrella Agency	Institution	Environmental Information Management Systems
		MCC has been unavailable at times (www.nab.vu)
		☐ Full time Communications Officer employed as part of PMU to serve as the staff responsible for creating brochures, PR for newspaper media, and to oversee approval process from NAB for climate change communications materials employed by NGO's or other government agencies.
		☐ Multitude of DRR / CCA projects arriving in Vanuatu simultaneously, PMU unable to provide public access to information regarding NAB approved projects in a timely or efficient manner.
		☐ Vanuatu is currently developing its Second National Communications (*Climate Change Draft Policy).*
	VMGD	☐ Dedicated Geo-Hazards website with real-time monitoring (http://www.geohazards.gov.vu)
		☐ Active use of social media (Facebook) to send out warnings and information regarding Meteorology and Geo-Hazards
		☐ Dedicated website with real-time meteorological data and information for public access (http://www.meteo.gov.vu)
		☐ Climate Change Policy (Draft) from 2014 states as a priority: Improving and strengthening the Vanuatu Meteorological Service, Lands Department and associated parties collection, analysis and use of data to monitor climate and sea level change patterns; & Protecting historical data archives and current monitoring sites.
		☐ Experienced problems in terms of processing historical data fro Meteorology Service, which is problematic, as this data is necessary to gauge potential impacts of climate change over time.
		☐ *ClimSoft* (AusAid funded): Stores all weather/climate elements, i.e. rainfall, temperature (grass minimum, dew point, maximum, minimum), cloud cover, sunshine hours (radiation), evaporation, atmospheric pressure, relative humidity, wind, visibility etc.
		☐ Pilot Program for the Climate and Oceans Support Program in the Pacific (COSPPac) – VMGD will actively collect local weather and climate indicators from at least 4 sites around Vanuatu and a database will be created to host the data collected. The process will be divided into 5 parts. Collection of traditional climate and weather indicators, Management of the information collected and storage, Monitoring and Evaluation of the local indicators as part of a validation process, Integration of traditional indicators and conventional seasonal forecasts Dissemination of information.
		☐ *Vanuatu Rainfall Network*: This voluntary network has been established for over 5 years and is comprised of over 80 community individuals whose role is to monitor rainfall and other aspects of the climate and submit this data to VMGD.
	NDMO	☐ Limited content from NDMO available on NAB Portal. No website for NDMO observed.
		☐ Mapping exercise of disaster risk areas using GIS data collection performed in select trial locations in cooperation with Geo-Hazards.
	Department of Energy	☐ Limited content displayed on NAB portal. No website.
		☐ GIS data stored internally related to solar power, wind power, hydropower sites and committees, etc.
	V-CAP	☐ GEF Project with $8 million USD in funding, to start implementation in 2015, around $1 million USD knowledge management funding
		☐ To support DEPC in collection of environmental data in select sites
		☐ To supported small-scale Dept of Fisheries / IRD in collection data at select project sites
	Integrated Sustainable Land and Coastal Management	☐ GEF project with $5 mil USD in funding, currently in PIF phase
		☐ Should support M&E system for biodiversity, climate change and sustainable forest management in target watersheds established and used to guide decision making for development activities.
Ministry of Internal	Department of Local Authorities	☐ No organized information management system at DLA. Potential for DLA to take lead in initiative in collecting data from grassroots level and the Director has expressed desire to start database with community and provincial

Umbrella Agency	Institution	Environmental Information Management Systems
Affairs	**(DLA)**	information that can be readily accessible.
	Provincial Governments & Municipalities	☐ Shefa Province has initiated "Community Profiling" or Vulnerability and Needs Assessments, which include much environmental data within the multi-sector data collection tool. ☐ Lack of human capacity to analyze this data and provide needed reporting, potential for DLA to serve in this capacity. ☐ Area Secretaries are field officers employed by the six provincial government councils. They could play a valuable part in environmental data collection. Their basic duties include the following services: tax collection, voter registration, government awareness duties, statistics enumeration duties and assisting development projects within their respective Area Councils.
Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity **(MALFFB)**	**Vanuatu Fisheries Department (VFD)**	☐ Established monitoring sites to assess the impact of pollution from land-based activities on coastal ecosystems around Efate and is looking at replicating this work in other islands of Vanuatu. The Department is also involved in the NAB. ☐ Works in close partnership with IRD, whose results are published in international journals. Involved in some dissemination efforts of data, such as with invasive species studies (Crown of thorns star fish). Scientific monitoring of coral reef ecosystems. ☐ Involved with JICA research of coral reef ecosystems ☐ No longer participating in community-based "Reef-check" program that allowed for "unscientific" but affordable and community-based data collection and monitoring of marine resources by community members themselves. ☐ Website listed at (http://www.fisheries.gov.vu) but no information available for download online at time of report, December 2014. ☐ No participation in using NAB portal or cooperating with MCC to date. V-CAP project with UNDP / GEF expected to be first CCA project incorporating Dept of Fisheries. ☐ Limited data on known vulnerabilities (like exposure to extreme climate events). Missing data included sea temperatures, wind strengths, lowland area subject to sea level rise, pathogens and algae blooms, introduced species, overfished fish stocks, sulphur dioxide EIMSsions, mineral extraction, sanitation, genetically modified organisms, fragmentation of vegetation, migratory species, and landslides. (*Pratt and Mitchell 2003).
	Department of Agriculture (DARD)	☐ Vanuatu Agriculture Research Training Centre (VARTC): implements agricultural research and development activities for farmers with the guiding principles outlined in the VARTC Act [CAP 286]. The VARTC does not have specific policies, strategies, legislation, management plans that address biodiversity conservation and protection. However their research activities program involves conservation of germplasm and research regarding important food crops. ☐ No website for DARD. Limited integration with NAB portal, mainly with food security based CCA projects.
	Department of Forests	☐ Reporting on Vanuatu's performance under the CCD has been minimal under the limited national sectoral programmes on re-forestation control of logging operations, conservation of forested areas such as Kauri on Erromango and measures such as COLP and national forest policy and related forestry laws. In need of both technical and financial assistance to assist the country in meeting some of the obligations as well as benefit from the opportunities that exists such as the Articles on financial mechanisms and of course research (Forestry Policy). ☐ Forest Resource Information System (FRIS) --- contains confidential information regarding Vanuatu's commercial timber species and volumes. Data was developed during the 1993 National Forest Inventory. ☐ Urgent need for update the forestry data and FAO's "Strengthening Monitoring, Assessing and Reporting on Sustainable Forest Management Project" that has been reclassifying vegetation maps of Vanuatu, will require more funding to obtain reliable data. ☐ Maintains website with much information available for download (http://forestry.gov.vu) ☐ Vanuaflora database has just recently been established in the Department of Forestry's website. The database records a total of one hundred and seventy one (171) families of Vanuatu plants and eight hundred and forty two (842)

Umbrella Agency	Institution	Environmental Information Management Systems
		genera with more than 1,000 species.
	Department of Livestock (DOL)	☐ No know collection of environmental data or integration with DEPC, although information about livestock and feed supply (species of grass, etc.) may be of relevance.
	Department of Biosecurity	☐ Weed Management Project: with funding by Australian Aid, the overall objectives of the project are to reduce targeted weed infestation through biological means, and to provide training on weed management. Activities for the project include importation of bio-control agents, field releases of these agents in the islands of Vanuatu, and the development of a weed database.
Ministry of Finance & Economic Management	VNSO	☐ Primary environmental data currently recorded by Statistics includes progress towards MDG's such as access to clean and reliable drinking water, housing conditions (considered urban "slum). ☐ Section 8.3 of Climate Change Policy (Draft) states that VNSO shall "*extend its duties to coordinate the collection, collation and analysis of greenhouse gas EIMSsions and sinks data and will be the secondary depository of this data. With this responsibility and capacity as the focal point for Vanuatu National Greenhouse Gas Inventory Network, the National Statistics Office will maintain a presence*" in the NAB. ☐ Although stated in the draft, VNSO is not currently recording GHG EIMSsions at this time. ☐ Record and share import / export data in "Overseas Trade" reports regarding natural resources sold including fisheries products, timber and agricultural produce, which can be useful for analysis regarding sustainable resource management. Available on website. ☐ Has a mandate to serve as a central data and information focal point for the Government of Vanuatu. ☐ Website very accessible, providing up-to-date content on VNSO's works at (http://www.vnso.gov.vu) ☐ Vanuatu Population GIS System or (PopGIS): information on all household and individual records collected during Censuses. Uses spatial data to display relevant information.
Ministry Lands and Natural Resources	Department of Rural Water Supply	☐ Water resource database: Water Resource Inventory (WRI) System mapping performed by Rural Water Supply supported by UNICEF and partnered with Akvo, an NGO. Uses smart phone and GPS data to record water resource information. Collection of data to continue throughout provinces in 2015. No known linkage with DEPC EIMS at this point in time. Tracks the condition of water points such as wells and pumps, but as surveys are custom-designed, they can be used to collect additional data as deemed necessary, such as water quality. ☐ Hard copies of reports and much data was lost due to a fire in the previous office that housed Rural Water Supply around a decade ago ☐ Data from WRI System does not link to Lands Department database
	Geology & Mines	☐ Recent initiative in 2014 to create digital database of Geology and Mines data through SOPAC
	Lands Department	☐ Cadastral GIS Database for whole of Vanuatu ☐ Australian Defense Force (ADF) GIS Data: GIS Data created by the ADF in 2008 consists of: transportation links, coastline, land elevation, bathymetry, Human Land Use Data (Settlement Areas, landmarks, Quarries, Resorts, Rubbish Dumps), Places (Settlements, Villages, Area Council HQs, Bungalows, etc.), Plantations, Vegetation and Crop Planting Areas, Hydrographic Features (Lakes, rivers, fords, rivers, Inundation Areas and inland shorelines), Physical Features (E.g. Peaks, Caves, points, ridges, Volcanic and Geothermal Features). This data replaces some of the data that VANRIS houses but no application in place to house and centralize this data effectively. ☐ Web-based GIS System was being developed by IRD and the University of New Caledonia (UNC) in 2010 to interlink GIS data from various governmental and nongovernmental agencies in Vanuatu. Lands Department was the lead agency to set up this system. Most important potential aspect of this system is that it could interlink GIS data from agencies but allow agency control of data to be shared on GIS servers. A data-sharing framework would

Umbrella Agency	Institution	Environmental Information Management Systems
		need to be put in place before this system could be implemented.
Prime Minister's Office **(PMO)**	**Department of Strategic Planning, Policy & Aid Coordination (DSPPAC)**	☐ Overarching Productive Sector Policy: Strategy 5.7 calls for strengthening "*of capacity to collect appropriate natural resources data (land, freshwater and marine) to improve land use planning and fisheries management, and to monitor impacts and sustainability of activities in the productive sector*" ☐ PAA: To date, there has been no attempt to identify environmental performance indicators across key sectoral agencies, although this would be an important way to mainstream environmental responsibilities into government agencies other than the Environment Unit. The PAA 2006-2015 states that "*little data is available to measure performance in achieving the objectives*" set for the environment sector. ☐ PAA calls for data to be collected regarding conservation areas: the number and size of protected areas with a map, survey, and management plan and management committee.
	Office of the Government's Chief Information Officer (OGCIO)	☐ This office was created by the Council of Ministers and sits under the PMO with a mandate to serve in a technical capacity to assist government ministries in managing their data systems through ICT technology. Has primarily focused on the Ministry of Health and the Ministry of Education and Training but will shift to the MCC amonth other ministries within 2015. ☐ Creates and manages servers / content for national government department websites ☐ Maintains tele-communications hardware and software for government partners
NGOs and other	**Live & Learn**	☐ Involved in Programme for provision of information and education to local groups to advocate nationally and internationally for responsible policies on climate change. ☐ Invasive species funding from EU, over $1 million USD with project component to generate environmental data on invasive species in Vanuatu.
	GIZ Climate Change Vanuatu	☐ Supports government departments and has a small staff that oversee pilot projects, collecting data to produce resources that can be shared with the public. As an example, GIZ has supported initiatives to raise awareness on climate change adaptation techniques, tilapia aquaculture projects, improved farming techniques, improved toilets, improved farming techniques, etc.
	IUCN	☐ Mangrove Rehabilitation for Sustainably Managed, Healthy Forests (MARSH), a USAID / Pacific Islands project awarded in Sept of 2012 for 2013-2017. One objective of the project involves environmental data collection: strengthening technical and scientific capacity of local universities and public institutions to conduct forest carbon monitoring, reporting and verification.
	SPREP	☐ Pacific Climate Change Portal (PCCP) was recommended at the Pacific Climate Change Roundtable meeting in 2008 and incorporated into PIFACC. The aim of the portal is to bring together all existing climate change information in the region. The portal will also build on existing regional initiatives by forming partnerships with climate change partners to avoid duplication and ensure that information is timely, correct and relevant to the Pacific.
	SOPAC	☐ The most comprehensive effort to tabulate environmental indicators for Vanuatu has been undertaken by SOPAC as part of its global assessment of an Environment Vulnerability Index (EVI) (Pratt and Mitchell 2003) (Appendix 1). The EVI consists of 54 separate indicators to estimate the vulnerability of the environment.
	VANGO	☐ No readily available EIMS, although as umbrella agency for NGO's, does have access to much environmental data from across Vanuatu
UN	**UNDP**	☐ The MDG 2005 Report indicates that for MDG Goal 7 on "ensuring environmental sustainability" Vanuatu has only fair to weak monitoring and evaluation capacity (Table 12).

Annex 1: Gender participation in training workshops during quarter 1.

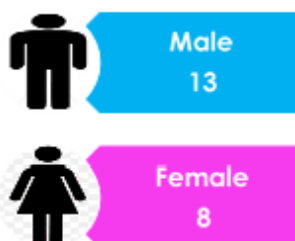| Type of Activity	Date	Total Gender Participation
GAP Analyses workshop	12th Feb 2018	17 11
Provincial consultation awareness	26th Feb - 3rd March 2018	Wider audience (schools and general public in Torba Province)
Training Workshop on Environmental Data Collection, Data Sharing and Sharing Arrangement	26th March - 27th March 2018	14 11

Gender participation is highly targeted in terms of capacity building in learning additional skills in developing new data collection strategies, methodologies and analyses using online free open sources and software in data management and dissemination.

Refer to project twitter account: https://twitter.com/vanuatu_cb2 and

Gender Analyses

List of attendees to the Inception & Induction training by gender

INCEPTION WORKSHOP

Male 13

Female 8

INDUCTION TRAINING

Male 3

Female 6
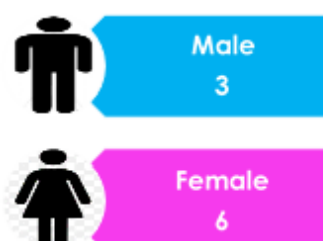
AI-3: SCREENSHOT OF DEVINFO SYSTEM

CBD	Convention on Biological Diversity																			
Nagoya	Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilisation to the Convention on Biological Diversity																			
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora																			
IPP	International Plant Protection Convention																			
Dolphins	Agreement on the International Dolphin Conservation Program 1998																			
Dugongs	Memorandum of Understanding on the Conservation and Management of Dugongs and their Habitats throughout their Range																			
Cetaceans	Memorandum of Understanding for the Conservation of Cetaceans and their Habitats in the Pacific Islands Region																			
Migratory sharks	Memorandum of Understanding on the Conservation of Migratory Sharks																			
UNCCD	United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification																			
Stockholm	Stockholm Convention on Persistent Organic Pollutants																			
Rotterdam	Convention on Hazardous Pesticides																			
Basel	Convention on Hazardous Wastes																			
Waigani	Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region																			
Minamata	Convention on Mercury																			
MARPOL	International Convention for the Prevention of Pollution from Ships																			
Vienna	Vienna Convention for the Protection of the Ozone Layer																			
Montreal Protocol	Montreal Protocol on Substances that Deplete the Ozone Layer																			
SPREP	Agreement Establishing the South Pacific Regional Environment Programme																			
UNCCC	United Nations Framework Convention on Climate Change																			
Kyoto Protocol	Kyoto Protocol to the United Nations Framework Convention on Climate Change																			

Cultural and natural heritage	Convention Concerning the Protection of World Cultural and National Heritage														
Intangible cultural heritage	Convention for the Safeguarding of the Intangible Cultural Heritage														
Ramsar	Conventions on Wetlands														

„..the Money from the Green Climate Fund, 24 Mio. USD.. is not enough to cushion the damage caused by storms and rising sea levels, criticizes Ralph Regenvanu:

'It's unfortunate to admit it, but it just didn't work. The money is not enough. If they were, we wouldn't be acting like that.'

Individuals or organisations have therefore often claimed compensation payments in the past. So far, the US has ruled out 305 climate lawsuits in more than 28 countries. They are often directed against companies responsible for greenhouse gas emissions, so-called "carbon majors". Experts now speak of a "new wave of legal action." The plaintiffs' bench is no longer just A.N. for Western citizens or organizations, but could also be owned by states like Vanuatu.

There are no precedents for Vanuatu

"We have not had a single case before an international tribunal or court, which has dealt with the question: What are the consequences of climate change? Is there any liability of states that are most responsible? And that is why Vanuatu's advance would be an absolute sensation. And it's absolutely overdue."

Hermann Ott, who was a spokesman for the Greens in the Bundestag until 2013, now heads the Berlin site of the environmental and legal organisation Client Earth. Hermann Ott explains why it could be risky for Vanuatu, which wants to sue other states:

"The biggest obstacle is that no state has dared to do anything because they are afraid of punitive measures by economically strong states, that they will no longer receive development aid, and that economic relations will be frozen. . This fear is not entirely unfounded and, unfortunately, has led to the fact that there is still no case before the International Court of Justice."

There are also some legal hurdles. Climate law is still quite young. For Vanuatu, there are no precedents that the country can follow in order to negotiate its right before an international court in The Hague, in short: ICJ, explains Ralph Regenvanu at the Ministry of Foreign Affairs in Port Vila:

"We had to do a lot of background research to find out exactly what's the best option for us."

First step: A legal opinion in The Hague

The law firm Blue Ocean Law is taking over the case. It is located about 4,000 kilometers north in the Pacific Guam, a U.S. territory. Through an anonymous donor, Vanuatu can pay for the legal research. Two years after Regenveu's announcement, Vanuatu decides to take a first step: the island state wants to seek legal advice from the International Court of Justice. Helmut Aust, a legal scholar at the Free University of Berlin, explains what such a procedure means:

"There are two different ways of dealing with the International Court of Justice in principle. One is contentious proceedings where one state is suing another state, and then there is the possibility that the UN General Assembly, the UN Security Council or other UN bodies will request an opinion from the International Court of Justice."

Original Text: Sie reicht aber nicht aus, um die Schäden durch Stürme und ansteigenden Meeresspiegel abzufedern, kritisiert Ralph Regenvanu:

„Es ist bedauerlich das einzugestehen, aber es hat einfach nicht funktioniert. Die Gelder sind nicht genug. Wenn sie es wären, würden wir nicht so handeln."

Einzelpersonen oder Organisationen haben deshalb in der Vergangenheit schon häufig Kompensationszahlungen eingeklagt. Bisher gab es, die USA ausgeschlossen, 305 Klimaklagen in über 28 Ländern. Sie richten sich oft gegen Unternehmen, die für den Treibhausgas-Ausstoß verantwortlich sind, so genannte „Carbon Majors". Experten sprechen nun von einer „neuen Welle von juristischen Schritten". Auf der Klägerbank sind nicht mehr nur westliche Staatsbürger oder Organisationen, sondern könnten auch Staaten wie Vanuatu sitzen.

Für Vanuatu gibt es keine Präzedenzfälle

„Wir hatten bisher kein einziges Verfahren vor einem internationalen Tribunal oder Gericht, was sich mit der Frage beschäftigt hat: Was sind eigentlich die Folgen des Klimawandels? Gibt es eine Haftung von Staaten, die am meisten verantwortlich sind? Und deshalb wäre ein Vorstoß Vanuatus eine absolute Sensation. Und ist absolut überfällig."

Hermann Ott, bis 2013 für die Grünen im Bundestag, leitet heute den Berliner Standort der Umwelt- und Rechtsorganisation Client Earth. Hermann Ott erklärt, warum es für Vanuatu, das gegen andere Staaten klagen will, riskant werden könnte:

„Das größte Hindernis liegt darin, dass sich bisher kein Staat getraut hat, etwas zu machen, weil sie Angst haben vor Strafmaßnahmen der wirtschaftlich starken Staaten, dass sie keine Entwicklungshilfen mehr bekommen und dass die wirtschaftlichen Beziehungen eingefroren werden. Diese Befürchtung ist nicht ganz unbegründet und hat leider eben dazu geführt, dass es noch keinen Fall vor dem Internationalen Gerichtshof gibt."

Auch rechtlich gäbe es einige Hürden. Das Klimarecht ist noch recht jung. Für Vanuatu gibt es keine Präzedenzfälle, an denen sich das Land orientieren kann, um sein Recht vor einem internationalen Gericht in Den Haag, kurz: IGH, zu verhandeln, erklärt Ralph Regenvanu im Außenministerium in Port Vila:

„Wir mussten viel Hintergrundrecherche betreiben, um herauszufinden, was genau die beste Option für uns ist."

Erster Schritt: Ein Rechtsgutachten in Den Haag

Die Anwaltsfirma Blue Ocean Law übernimmt den Fall. Sie liegt rund 4000 Kilometer nördlich im pazifischen Guam, einem US-amerikanischen Außengebiet. Über einen anonymen Spender kann Vanuatu die juristische Recherche bezahlen. Zwei Jahre nach Regenvanus Ankündigung entscheidet sich Vanuatu für einen ersten

Schritt: Der Inselstaat will ein Rechtsgutachten beim Internationalen Gerichtshof anfragen. Helmut Aust, Rechtswissenschaftler an der Freien Universität Berlin erklärt, was ein solches Verfahren bedeutet:

„Es gibt vom Grundsatz her zwei unterschiedliche Möglichkeiten, den Internationalen Gerichtshof zu befassen. Das eine sind streitige Verfahren, wo ein Staat einen anderen Staat verklagt, und dann gibt es noch die Möglichkeit, dass die UN-Generalversammlung, der UN-Sicherheitsrat oder auch andere UN-Organe beim Internationalen Gerichtshof ein Gutachten anfordern." https://www.deutschlandfunk.de/der-suedpazifik-und-der-klimawandel-inselstaat-vanuatu-will.724.de.html?dram:article_id=472556&fbclid=IwAR0BBFRmZYkHT_h5YF_vmAT9bodEWkTPJlSsthS1SolQIU8LmfKkIoc16UY

AI-6: CO-FINANCING POSITIONS

Activity	Cofinancing Estimate 2017 – 2020 [Vatu]	Cofinancing Estimate 2017 – 2020 [US$]
GiS User Group Activities	8,500,000	73,781.87
DEPC Staffs	5,500,000	47,741.21
Other Departments	2,000,000	17,360.44
Board Meetings	500,000	4,340.11
DEPC Office Services	242,000,000	2,100,613.24
Trainings – Workshops	2,500,000	21,700.55
Total	261,000,000	2,265,537.42

AI-7: WORKING GROUPS ESTABLISHED BY IC AND NC TO DESIGN THE PROJECT

Group 1 outlined the following ideas on the output 1.
- Work with VNSO and stakeholders to define/detailed data for collection
- Standard Operating Procedures to be in place
- Training provided for Standard Operating Procedures implementation
- System requirement document to be designed
- Utilise OGCIO to host the environment data
- MOU signed between data providers/stakeholders (Government and NGO's)

Group 2 outlined the following ideas on the output 2.1

Indicator
- Training should be provided to data officers within the respective stakeholders

Target end of Project

- Data management module to be developed should be utilized by OGCIO/GTC, for future data officers. (Frequency of training depend on each stakeholder needs)

Group 3 outlined the Outcome 3: Institutionalized monitoring and evaluation capacities

What does this mean?

- How will data continue to be managed and updated once the project ends – what arrangements should/need to be put in place?
- No existing staff – Who is responsible, how to get people, who will be responsible.

Output 3.1 Key agencies and DEPC mandates have been revised and strengthened to be catalyse improved decision-making for the global environment

- Need to be clear who is responsible for what and who should take the lead?
- Collectively work to strengthen existing bodies
- Need to link to national Priorities: DEPC, VNSO, OGCIO, FINANCE, DSPPAC, MALFFB
- More additional staff needed?
- To collect data or
- To maintain updated data

Risks and assumptions- tables captures main ones

- Department to have a nominated staff member responsible for data and for sitting on the board etc…
- Key challenge now – board etc... Used Directors and it is hard to get a forum/quorum together.
- To ensure funds are available – where will they come from?

9. ANNEX II: TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) for the project of Vanuatu: "*Mainstreaming global environmental priorities into national policies and programmes (VAN CB2")* (PIMS 5051.)

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

PROJECT SUMMARY TABLE

Project Title:	*Mainstreaming global environmental priorities into national policies and programmes*			
GEF Project ID:	5655		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	00088732 00095279	GEF financing:	550,000	550,000
Country:	VANUATU	IA/EA own:	100,000	100,000
Region:	Asia and the Pacific	Government:	2,552,947	2,552,947
Focal Area:	Mutiple Focal Area	Other:	N/A	
FA Objectives, (OP/SP):	CD2, CD5	Total co-financing:	2,652,947	2,652,947
Executing Agency:	UNDP	Total Project Cost:	3,202,947	3,202,947
Other Partners involved:	Department of Environment & Conservation, Ministry of Land and Natural Resources (DEC/MLNR)	ProDoc Signature (date project began):		11 September 2015
		(Operational) Closing Date:	Proposed: 11 September 2018 Revised: 10 March 2020	Actual: not yet

OBJECTIVE AND SCOPE

The project was designed to allow Vanuatu to address its' long outstanding national environmental information needs and in doing so, it would assist the government of Vanuatu to harmonize existing information systems, integrate internationally accepted measurement standards and methodologies, and develop the capacity for a more consistent environmental reporting both at national and global level.

The goal of the project is to provide leaders and decision-makers in the government and at the community level, with the relevant information needed to take appropriate action and to make informed decisions regarding the environment and sustainable resource management in Vanuatu. The objective is to strengthen Vanuatu's capacities to meet national and global environmental commitments through improved management of environmental data and information. In doing so, the project has focused on the three following outcomes:

1. Improve management information system to measure achievements towards global environmental objectives. This is to allow existing management information systems to improve measurements of achievements towards global environmental objectives. Under this outcome, the project has focused on assessing and strengthening those sets of measurement methodologies, negotiated agreements towards harmonizing these and institutionalized them within the relevant agencies and have shared protocols in a cost-effective manner.
2. Strengthen individual capacities to monitor and evaluate impacts and trends on the global environment: This outcome has helped strengthens technical capacities to monitor and evaluate the state of the environment in Vanuatu. While the first component focuses on strengthening the institutional and organizational capacities for improving data and information collection, management and sharing, this outcome has focused on the strengthening of human capacities to use improved data and information for strategic decision-making in the interest of meeting global environmental obligations.
3. Improved decision-making mechanisms for the global environment institutionalized: This third outcome has focused on enhancing the institutional sustainability of capacities developed under the project through the assessment and targeted strengthening of monitoring and evaluation processes. As such, this outcome has been strategically implemented alongside outcome 1 to strengthen the institutional linkages of data and information systems across agencies and stakeholder organizations. Lessons learnt and best practices have been shared in the region.

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. It will cover the entire programme under this project.

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

EVALUATION APPROACH AND METHOD

An overall approach and method[4] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.   A set of questions covering each of these criteria have been drafted and are included with this TOR (*Annex C*) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, particularly the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Vanuatu. Interviews will be held with the following organizations and individuals at a minimum: Ministry of Climate Change, Department of Environmental Protection and Conservation, Department of Energy, Vanuatu Meteorological and Geo-Hazard Department, NAB, National Disaster Management Office (a list of stakeholders can also be referenced from the project document).

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

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

Evaluation Ratings:

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

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:	

PROJECT FINANCE / COFINANCE

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	100,000	xx	2,552,947	xx			2,662,947	xx
• Other								
Totals	100,000	xx	2,552,947	xx			2,662,947	xx

MAINSTREAMING

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

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[5]

CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

IMPLEMENTATION ARRANGEMENTS

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

EVALUATION TIMEFRAME

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

Activity	Timing	Completion Date

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

Preparation	*3* days	*13ᵗʰ November 2019*
Evaluation Mission	9 days	*29ᵗʰ November 2019*
Draft Evaluation Report	*5* days	*12ᵗʰ Dec 2019*
Presentation Mission	*2 days*	*17ᵗʰ Dec 2019*
Final Report	2 days	*19ᵗʰ Dec 2019*

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	CB2 PMU, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

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

TEAM COMPOSITION

The evaluation team will be composed of *1 international evaluator.* The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- A Masters Degree in environmental science/environmental affairs or related discipline that directly pertains to the three conventions of the UNFCCC, the UNCBD and the UNCCD (points or %)
- Minimum 5 years of relevant professional experience in the area of Development, Environment and Sustainable Development with required technical knowledge in the targeted GEF focal areas: Multi-Focal Areas and Cross Cutting Capacity Development for MEAs (20%....or points)
- Minimum of 5 years of project evaluation and/or implementation experience in the result-based management framework and adaptive management, with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP-GEF . (20%...or points)
- Knowledge and experience with UNDP/GEF MTR and/or TE procedures and has conducted a satisfactory evaluation process (points or %)
- Has worked in the Pacific and is familiar some of the PI's country CCCD issues (points or %)
- Excellent English writing and reporting skills (present at least 3 references of documents prepared). (points or %)
- Good communication skills and positive interrelation. (points or %)

EVALUATOR ETHICS

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

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At contract signing and submission of workplan
40%	Following submission and approval of the final draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online (indicate the site, such as http://jobs.undp.org, etc.) by October 31st, 2019 Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

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

ANNEX A: PROJECT LOGICAL FRAMEWORK

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Objective: to strengthen Vanuatu's capacities to meet national and global environmental commitments through improved management of environmental data and information	1. Reported availability of better environmental information	• Collection and use of up-to-date environmental management information is ad-hoc and poorly coordinated	• Up-to-date environmental information is being used by policy-makers and also by the public	• Reports publishing environmental information • Information products such as newsletters, flyers, articles, etc. • Policies referring to this new environmental information	*Risk*: • New information is not used and stays stored in computers within organizations *Assumption*: • Better environmental information is readily available and actively utilized and used
	2. Key environmental organizations stated as primary sources for environmental information in Vanuatu by a significant number of national, regional and international development partners	• Capacity of key stakeholders for translating environmental data into information useful by decision-makers is low and dispersed over many organizations	• 50% of stakeholders have benefitted from capacity development activities for better use of this information in decision-making and policy-making	• Reference to environmental datasets in project documents; national strategies, programmes and plans; national assessments • State of the environmental reports and communications/ national reports sent to Conventions	*Risk*: • Political will to provide environmental government organizations with the necessary resources to sustain the environmental data collection, storage and reporting *Assumption*: • Government will support key environmental government organizations and provide them with necessary resources to monitor the environment
	3. Quality of environmental monitoring reports and communications to measure implementation progress of the Rio Conventions	• Current reports are produced with limited data, weak analysis and weak trend analysis and are not fully responding to national and	Reports present adequate disaggregated data at local level, are informative and present	• National strategies such as national planning strategy, medium term development plan, etc. • Environmental reports such as the	*Risk*: • Communications and national reports are not submitted on time

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		international requirements.	environmental trends over time	State of Environment and Communications to Conventions	*Assumption*: • Communications and national reports are submitted on time and include up-to-date environmental information
	4. Capacity development scorecard rating	Capacity for: • Engagement: 3 of 9 • Generate, access and use information and knowledge: 6 of 15 • Policy and legislation development: 4 of 9 • Management and implementation: 3 of 6 • Monitor and evaluate: 3 of 6 (Total score: 19/45)	Capacity for: • Engagement: 6 of 9 • Generate, access and use information and knowledge: 10 of 15 • Policy and legislation development: 5 of 9 • Management and implementation: 4 of 6 • Monitor and evaluate: 4 of 6 (Total targeted score: 29/45)	• Mid-term review and final evaluation reports, including an updated CD scorecard • Annual PIRs • Capacity assessment reports	*Risk*: • Project activities and resources do not translate in increasing the capacity of key organizations to provide better environmental information *Assumption*: • The project is effective in developing the capacity in the area of environmental information management
OUTCOME 1: Improved management information system to measure achievements towards global environmental objectives.					
Output 1.1: Harmonized collection and measurement methodologies of key data and information **Output 1.2:** Existing databases and	5. Adequate national standards, norms, procedures for collecting and storing environmental data are officially in place	• There is limited unified set of standards, norms and procedures to collect data, conduct observations and make sampling	• Adequate official standards, norms and procedures are in place and use by the relevant organizations	• List of official standards, norms and procedures • Assessment reports • Final Evaluation report	*Risk*: • New standards, norms and procedures are identified but might not be adopted by the government

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
information systems are strengthened and networked to improve access to environmental data and information **Output 1.3:** Agencies' data management protocols are revised to improve access					*Assumption*: • The government pursues its policies to integrate the 3 Rio Conventions obligations in the environmental information management and monitoring approach in Vanuatu
	6. An environmental data repository architecture in place	• No data architecture is in place to structure environmental information at national level in Vanuatu	• Environmental data is collected and stored by key organizations in a harmonized and structured way and easily accessible	• Technical report • PIRs • Web pages	*Risk*: • Lack of relevant expertise in local market may result in delay of required outputs and distortion of targeted deadlines *Assumption*: • Implementation of project activities and recruitment of relevant national expertise is monitored and actions will be identified if the lack of expertise is affecting the timely implementation of the project
	7. Information technologies in place to collect, store and share giving access to up-to-date environmental information	• Limited technology is in place to support data management for an effective sharing of environmental information	• Hardware, communication and networking equipment is in place to collect and store environmental data and provide easy access to this environmental information	• Equipment procured • PIRs • Observations	*Risk*: • Acquire inadequate hardware and develop an IT architecture that is not addressing the data sharing needs *Assumption*: • Specification requirements will be done carefully to identify the adequate hardware, communication and network equipment that are needed

Objectives and Outcomes	Indicator	Baseline	Targets\n\nEnd of Project	Source of verification	Risks and Assumptions
	8. Agreements for data sharing in place	• Information is shared on an ad-hoc basis among institutions mostly on an informal basis	• 3-4 agreements are in place between key environmental organizations and 3-4 agencies/institutions to formally share data on a regular basis	• Agreements in place • Procedures to share data	*Risk*: • Political will to agree sharing data among government and non-government organizations *Assumption*: • Government will see the benefit of sharing data through cabinet support
OUTCOME 2: Strengthened individual capacities to monitor and evaluate impacts and trends on the global environment.					
Output 2.1: Training on new and improved data and information collection and measurement methodologies **Output 2.2:** Training on analytical skills to analyze/measure environmental trends	9. An in-service training programme for public servants include course(s) covering environmental information management	• There is no training programme for public administrators on environmental information management	• Course(s) on environmental information management is institutionalized as in-service training for public administrators	• Catalogue of in-service training programme • Other training programmes • PIRs	*Risk*: • The in-service training system for public servants might not be interested in integrating into its catalogue the training curricula developed with the support of the project *Assumption*: • The related in-service training institution(s) will be contacted early on to establish a partnership with the project and involved them in designing and delivering the course

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	10. Number of Environmental Officers (men and women) trained by taking the course(s) developed with the support of the project	• 0	• 50 Environmental Officers are trained using the new training programme with a minimum of 40% women	• Proceeding of courses delivered • PIRs • Project management reports	*Risk*: • No interest in better integrating environmental information in government decision-making *Assumption*: • There is sufficient commitment from decision-makers to maintain long-term support to training in the environmental area, including support for the implementation of MEAs in Vanuatu
	11. Use up-to-date environmental information in decision-making and policy-making	• Limited environmental information is used to develop policies and programmes	• 3-4 policies, programmes or plans are developed using up-to-date environmental information	• Policy, programme and plan documents • SOEs	*Risk*: • No interest from decision-makers to use better environmental information *Assumption*: • Benefits of using better environmental information and support from Cabinet will encourage decision-makers to use it
OUTCOME 3: Institutionalized monitoring and evaluation capacities.					
Output 3.1: Key agencies and DEPC mandates have been revised and strengthened to catalyze improved	12. An operational inter-sectorial coordination mechanism that build on existing instruments such as NAB, etc.	• Existing mechanisms are operational, however inter-sectorial coordination is limited.	• Coordinating MEAs implementation including a broader stakeholder involvement	• Government decision(s) to structure an operational inter-sectorial coordination mechanism • Policy papers	*Risks*: • Unclear approval mechanism for an inter-sectorial coordination body and unwillingness to participate in the inter-sectorial coordination body.

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
decision-making for the global environment				• National assessment reports	*Assumption*: • An inter-sectorial coordination mechanism is in-place and supported by high level in the government
	13. Endorsed action plans for implementing MEAs supporting government's MEA obligations.	• Existing action plans are operational but are focused on specific sectors with limited multi-sectoral approaches	• Renewed commitments to implement MEAs in annual work plans with specific budgets and an improve multi-sectoral approach • Greater national budget allocation to the environment sector	• MEAs action plans • Government communications • Assessment reports • Minutes of inter-sectorial committee meetings • National budget	*Risk*: • Limited participation of government in improving the implementation of MEAs *Assumption*: • Willingness to coordinate and collaborate for effective implementation of MEAs in Vanuatu

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

General documentation

- UNDP Programme and Operations Policies and Procedures (POPP);

- UNDP Handbook for Monitoring and Evaluating for Results;

- UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects;

- GEF Monitoring and Evaluation Policy;

- GEF Guidelines for conducting Terminal Evaluations.

Project documentation

- Signed Project Document: Mainstreaming global environmental priorities in to national policies and programmes
- Annual Project Review: 2016 – 2017
- Quarterly Progress Report: what years are in record to put here
- Inception Workshop Report
- Signed AWP 2016-2019
- Financial Audit Report 2018
- Project board meeting minutes: what years are in records to put here
- Co-financing letters

ANNEX C: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			

Evaluative Criteria Questions	Indicators	Sources	Methodology
• To what extent is the project suited to local and national development priorities and policies?	•	•	•
• To what extent is the project is in line with GEF operational programs?	•	•	•
• To what extent are the objectives and design of the project supporting regional environment and development priorities?	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
• Has the project been effective in achieving the expected outcomes and objectives?	•	•	•
• To what extent has the project increased institutional capacity (at national and island level) to increase the resilience of coastal areas and community settlements in Tuvalu?	•	•	•
• How was the project been able to influence monitoring and evaluation for coastal resilience?		•	•
• What were the risks involved and to what extent were they managed?		•	•
• What lessons have been learned from the project regarding achievement of outcomes?		•	•
• What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?		•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
• How cost-effective were project interventions? To what extent was project support provided in an efficient way?	•	•	•
• How efficient were partnership arrangements for the project and why?	•	•	•
• Did the project efficiently utilize local capacity in implementation?	•	•	•

Evaluative Criteria Questions	Indicators	Sources	Methodology
• What lessons can be drawn regarding efficiency for other similar projects in the future?	•	•	•
• Was project support provided in an efficient way?	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
• What risk have affected/influenced the project and in what ways?	•	•	•
• How were these risks managed?	•	•	•
• What lessons can be drawn regarding sustainability of project results?	•	•	•
• What changes could have been made (if any) to the design of the project in order to improve the sustainability of the project results?	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
• To what extent has the project contributed to, or enabled a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.	•	•	•
• What lessons can be drawn regarding contributions towards reduced environmental stress and/or improved ecological stress?	•	•	•
• What changes could have been made (if any) to the design of the project in order to improve the reduction of environmental stress and/or improve ecological status?	•	•	•

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings:	Relevance ratings
6: Highly Satisfactory (HS): no shortcomings	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)	2. Moderately Unlikely (MU): significant risks	
3. Moderately Unsatisfactory (MU): significant shortcomings	1. Unlikely (U): severe risks	*Impact Ratings:*
2. Unsatisfactory (U): major problems		3. Significant (S)
1. Highly Unsatisfactory (HU): severe problems		2. Minimal (M)
		1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A		

Evaluators:

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

Evaluation Consultant Agreement Form[6]

Agreement to abide by the Code of Conduct for Evaluation in the UN System
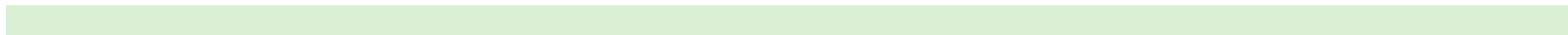
Name of Consultant: __Ingrid Hartmann_____

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[6]www.unevaluation.org/unegcodeofconduct

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

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

Signed at *place* on *date*

Signature: _____

ANNEX F: EVALUATION REPORT OUTLINE[7]

i.   Opening page:
- Title of UNDP supported GEF financed project
- UNDP and GEF project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements

ii.   Executive Summary
- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii.   Acronyms and Abbreviations

(See: UNDP Editorial Manual[8])

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

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

[8] UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

3.   Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated[9])

3.1   Project Design / Formulation
- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

3.2   Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3   Project Results
- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4.   Conclusions, Recommendations & Lessons
- Corrective actions for the design, implementation, monitoring and evaluation of the project

---

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

- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5.   Annexes
- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

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

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____   Date: _____

UNDP GEF RTA

Name: _____

Signature: _____   Date: _____

10. ANNEX III: OTHER DOCUMENTS REQUIRED TO BE ANNEXED BY THE CONTRACT

AIII-1: ITINERARY OF MEETINGS AND PERSONS MET

Date	Persons Met and Schedule of Debriefing Activities
February 2020	
25	Donna Kalfatak, DEPC, Director Rolenas Baereleo, Acting Project Coordinator CB2, DEPC Roline Guila, DEPC Nigel Batie, EIMS Administrator, DEPC
26	Paul Anderson, SPREP, Coordinator for Pacific Region(by Skype), Trinison Tari, DEPC Rontextor Mogeror, DEPC Anna Bule, MCC

27	Sven Selbert, Vanuatu REDD+ Programme, GIZ
	Sandrine Cevuard, VMGD
	Tofau Kalsakau, Department of Forestry
	Vai Jungblut, Consultant to SPREP
28	Kate McPherson, IC Environmental Law, DEPC
	Brad Eichelberger, Consultant to SPREP
	Neil Molosu, DoWR
	Roslyn Bue, DEPC
29	Saturday
March 2020	
1	Sunday
2	Vatu, Molosa, IUCN
	Linda Kwari, VSNO, former CB2 Project Cordinator
	Jimmy Tamkela
	Charlington Leo VSNO
3	Brooks Rakau (Commissioner of Geology & Mines Unit, Ministry of Lands)
	Tony Kanas, Ministry of Lands and Natural Resources
	Tom Naku, Ministry of Lands and Natural Resources
	Osborne Melemanu, DEPC
4	Phyllis Kamasteia, Department of Forestry Office
	Karae Vurobaravu, (OGCIO)
	Glarinda, Live and Learn
	Jessie Kampai, Live and Learn
	Mimosa Bethel, DEPC
	Rolenas Baereleo, DEPC
5	Preparation of Presentation for Debriefing
	Debriefing: Attendants Donna Kalfatak, DEPC; Linda Kwari, VSNO, former project coordinator CB2; Rolenas Baereleo, Nigel Batie, DEPC

	Continuation of Meetings
	Jayven Ham, Department of Fishery
	Mathias Bule, Ministry of Agriculture

Criteria	Main Questions
Project Management	- **Are the Project Management arrangements appropriate at the team level and Project Board level?**
Project Design	e. To what extent did the design of the project help in achieving its own goals? f. Were the context, problem, needs and priorities well analyzed while designing the project? Were there clear objectives and strategy? g. Were there clear baselines indicators and/or benchmarks for performance? h. Was the process of project design sufficiently participatory? Was there any impact of the process?
Relevance, Coherence and Appropriateness	d. Was the project relevant, coherent, appropriate and strategic to national goals and challenges? e. Was the project relevant, coherent, appropriate and strategic to the mandate, strategy, functions, roles, and responsibilities of the MoEnv as an institution and to the key actors within that institution? f. Was the project relevant, appropriate and strategic to UNDP mandate?

Effectiveness and Efficiency	d. Were the actions to achieve the outputs and outcomes effective and efficient?
	      o Were the outputs achieved in a timely manner?
	      o Were the resources utilized in the best way possible?
	e. Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
	f. How did the project deal with issues and risks?

Impact and Sustainability	Will the outputs/outcomes lead to benefits beyond the life of the existing project? The following questions are considered as indicators: e. Were the actions and results owned by the local partners and stakeholders? f. Was capacity (individuals, institution, systems) built through the actions of the project? g. What is the level of contribution of the project management arrangements to national ownership of the set objectives, results, and outputs h. Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the results achieved?

AIII-3: EVALUATION MATRIX

Criteria	Main Questions	Main Evaluation Activities	Methodology and Level of Analysis
Project Management	- Are the Project Management arrangements appropriate at the team level and Project Board level?	- Description of roles and responsibility of project team and board. Evaluation of effectiveness of board structure to reach objectives (in respect to UNDP/UNDAF, national goals in regard to GE conventions)	- Project reports, discussion with Project Staff
Project Design	i. To what extent did the design of the project help in achieving its own goals? j. Were the context, problem, needs and priorities well analyzed while designing the project? Were there clear objectives and strategy? k. Were there clear baselines indicators and/or benchmarks for performance? l. Was the process of project design sufficiently participatory? Was there any impact of the process?	e. Description of project design and goals, context, problems, needs and priorities of the project. f. Measurements of effectiveness and efficiency in reaching the goals by comparing activities with achievements through project design, comparison of objectives and strategies with project goals. g. Descriptions of baseline indicators and benchmarks h. Analysis of stakeholders involved into project, analysis of modes of involvement, impact assessment ,	e. Analysis of project reports, discussion with project staff on project design, discussions with line ministries and research institutions on goals f. Discussion with project partners (research institutions, line ministries etc. to assess stakeholder' needs and satisfaction g. Progress reports of the project, discussion with project staff h. Project reports, stakeholder interviews, interview of project staff

Relevance, Coherence and Appropriateness	g. Was the project relevant, coherent, appropriate and strategic to national goals and challenges? h. Was the project relevant, coherent, appropriate and strategic to the mandate, strategy, functions, roles, and responsibilities of the MoEnv as an institution and to the key actors within that institution? i. Was the project relevant, appropriate and strategic to UNDP mandate?	d. Description of national goals and challenges and comparing them to relevant project inputs and impacts e. Description of MoEnv mandate, strategy, functions, roles and responsibilities of MoEnv and comparing them to the respective project inputs and impacts f. Description of respective UNDP mandate and comparing them to the respective project inputs and impacts	d. Review of NAPs and other documents regarding the objectives in respect to GE conventions and their cross-cutting issues in regard to operational and technical issues e. Discussion with MoEnv and other line ministries related to the GE conventions to assess their perceptions on the relevance of the CB-2 project f. Discussion with UNDP staff on the same

Effectiveness and Efficiency	g. Were the actions to achieve the outputs and outcomes effective and efficient?
	
	   o Were the outputs achieved in a timely manner?
	
	   o Were the resources utilized in the best way possible?
	
	h. Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
	
	i. How did the project deal with issues and risks?
		-	a.b.c. Reviewing project reports, particularly cost and action plans, benchmark analysis, cost-benefit analysis, project staff interviews

Impact and Sustainability	**Will the outputs/outcomes lead to benefits beyond the life of the existing project? The following questions are considered as indicators:** i. **Were the actions and results owned by the local partners and stakeholders?** j. **Was capacity (individuals, institution, systems) built through the actions of the project?** k. **What is the level of contribution of the project management arrangements to national ownership of the set objectives, results, and outputs** l. **Were the modes of deliveries of the outputs appropriate to promote**	Various indicators will be used to assess sustainability and impact of the project through: a.b.c., Analysis of actions and incorporation of research results, new legal framework into local networks, actions, policies etc., analysis of new initiatives created by partner organizations and other stakeholders as a result of the project, analysis of new, Rio-Convention related research projects on own initiatives by the partners, analysis of law and policy framework innovations in regard to the GE-conventions as consequence of the project, analysis of participation of national	- Analysis of relevant documents created by partners and other stakeholders, stakeholder interviews

		stakeholders from Vanuatu within events of the GE conventions, as well as receiving benefits from the conventions now and before.
national ownership and sustainability of the results achieved?		b.c.d.: Indicators for operational and technical ownership: Knowledge and knowledge networks initiated, controlled and replicated on national level, laws and policy frameworks initiated, controlled and implemented by nationals
		Analysis of modes of deliveries, analysis of stakeholder satisfaction in regard to appropriateness

AIII-4: LIST OF DOCUMENTS REVIEWED

Primary Data

Particulars	Year	Document	Source
Project Approval	2015	• Project Document with Annexes • Letter of Approval from the GEF CEO • Signed Project Document • Delegation of Authority	UNDP

Project Start-Up	2017	• PMU Staff contracts for the following positions:
		  - First and Former Project Coordinator
		  - Project Financial Officer
		  - Data Entry Officer – Extension of Contract
		  - Contract IC
		  - Contract NC
			DEPARTMENT OF ENVIRONMENT

Project Planning and Implementation	2017	• Inception Workshop Report • Annual Workplan and Budget • Inception and induction minutes / list of attendees • Signed AWP	CB-2 PMU

		• Budge 2017	
	2018	• Annual Workplan and Budget • Signed AWP • Budget 2018	CB-2 PMU
	2019	• Annual Workplan and Budget	CB-2 PMU
	2020	• Annual Workplan and Budget	CB-2 PMU
Project Monitoring	2017	• 3rd Quarter Progress Report/FACE form • 4th Quarter Progress Report/FACE form and/or Annual Progress Report. • 2016/2017 signed CDR	QPRs sourced from CB-2 PMU FACE and CDRs forms sourced from UNDP
	2018	• 1st Quarter Progress Report/FACE form • 2nd Quarter Progress Report/FACE form • 3rd Quarter Progress Report/FACE form • 4th Quarter Progress Report/FACE form and/or Annual Progress Report. • 2018 signed APR	QPRs sourced from CB-2 PMU FACE and CDRs forms sourced from UNDP
	2019	• 1st Quarter Progress Report/FACE form • 2nd Quarter Progress Report/FACE form • 3rd Quarter Progress Report/FACE form • 4th Quarter Progress Report/FACE form • 2019 signed CDR	QPRs sourced from CB-2 PMU FACE and CDRs forms sourced from UNDP
	2020	• 1st Quarter Progress Report/FACE form • 2nd Quarter Progress Report/FACE form • 3rd Quarter Progress Report/FACE form • 4th Quarter Progress Report/FACE form and/or Annual Progress Report. • 2020 signed CDR	QPRs sourced from CB-2 PMU FACE and CDRs forms sourced from UNDP

Project Oversight		Project Board Meetings: - Agenda -Presentations and Working Papers - Minute Reports - Letters requesting and approving no-cost extensions. Minutes Board Meetings 2017, 2018, 2019 Letter for approval of no cost extension	QPRs sourced from CB-2 PMU FACE and CDRs forms sourced from UNDP
Asset Management		Project Asset List/Register	QPRs sourced from CB-2 PMU FACE and CDRs forms sourced from UNDP
Deliverables of Consultants	2018	Deliverables IC – 16 documents Deliverable NC – 4 documents Deliverables IC Environmental Law: 7 Spreadsheets, 7 Factsheets, MoUs	DEPC
Financial Reports		Audit Report Final Report on Project Expenses	UNDP FIJI
Exit Strategy	2019	IC report	UNDP Fiji

Secondary Literature

Bellamy, Jean-Joseph: Capacity Development Study - CB2. Final Report- December 2013

CSIRO 2005: The State of Environment Report Vanuatu (VANRIS)

DEPC 2015: Vanuatu National Environment Policy and Implementation Plan 2016 – 2030
FAO 2000 Forest Resource Assessment. Vanuatu Country Report

Gibson, D: Reporting on National Priority Actions of the Pacific Islands Meteorological Strategy (PIMS) 2012-2021

Government of Vanuatu 2015 and 2017: The Peoples' Plan. National Sustainable Development Plan 2016 – 2030

Government of Vanuatu 2007: REDD Strategy

Government of Vanuatu 2015: Vanuatu Climate Change and Disaster Risk Reduction Policy 2016-2030

Government of Vanuatu 2017: Fifth National Communication on Biodiversity to the CBD

Huntley, B.J. and Redford, K.H. (2014). 'Mainstreaming Biodiversity in Practice: A STAP advisory document'. Global Environment Facility, Washington, DC.

National Advisory Committe on Climate Change and Desaster Risk Reduction: Report of the Vanuatu Delegation from the Twenty First Conference of the Parties (COP21) of the United Nations Framework Convention on Climate Change (UNFCCC)

Maiai, Loau Meapelo, Pacific Resilience Consortium. 12/6/2019 : GEF-UNDP Medium Size Project: Mainstreaming Global Environmental Priorities into National Policies and Programmes

Republic of Vanuatu (2015): Intended nationally Determined Contribution (INDC) to UNFCCC

Sahe, V. (2018): Impact of Tropical Cyclone Pam on Housing Characteristics in Vanuatu. Vanuato National Statistic Office.

Secretariat of the Pacific Community: Issue 20 - December 2006 Traditional Marine Resource Management and Knowledge Information Bulletin

SPREP: Vanuatu National Environment Policy and Implementation Plan 2016–2030. Final Version

Tamoyan, Jimmy Tamkela (2017): Livestock, Industry in Vanuatu. Research Project Report

UNFCCC: Climate Change. Small Island Developing States.

Vanuatu Meteorology and Geohazards Department 2017- Country Report

Vanuatu National Assessment Report 5 Year Review of the Mauritius Strategy for Further Implementation of the Barbados Programme of Action for Sustainable Development

Vanuatu National Biodiversity Strategy and Action Plan Project 1999: National Biodversity Conservation Strategy.

Vanuatu National Communication to the Conference of the Parties to the United Nations Framework Convention on Climate Change 1999

VNSO 2015: Impact Analysis of international Visitor Arrivals to Vanuatu Pre and Post Cyclone Pam

Evaluation Consultant Agreement Form[10]

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

Name of Consultant: __Ingrid Hartmann_____

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

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

Signed at Berlin on May 22nd

Signature: _____

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[10]www.unevaluation.org/unegcodeofconduct

AIII-6: EVALUATION REPORT CLEARANCE FORM

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

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____