Terminal Evaluation of the GEF/ UN Environment / UNDP Project
"Implementing Integrated Water Resources and Wastewater Management in Atlantic and Indian Ocean SIDS"

FINAL REPORT

Evaluation Office of UN Environment

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Terminal Evaluation of the project “Implementing Integrated Water Resources and Wastewater Management in Atlantic and Indian Ocean Small Island States”
10/2018

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ABOUT THE EVALUATION[1]

Report language: English

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Brief Description: This is a terminal evaluation of a UN Environment/Global Environment Facility (GEF) project co-implemented with the United Nations Development Programme (UNDP) in 6 countries: Cape Verde and Sao Tome and Principe in the Atlantic Ocean, and Comoros, Maldives, Mauritius and Seychelles within the Indian Ocean. The project consisted of 4 components: 1. national pilot Integrated water resources management (IWRM) demonstration project in each of the six countries; 2. national and regional IWRM indicator framework; 3. policy and institutional reforms; and 4. capacity building and communication. The evaluation was undertaken to assess project performance and determine the degree of achievement of results, outcomes, including their sustainability, and progress towards impacts, as well as recommendations for follow-up activities.

Key words: TE; Terminal Evaluation; GEF; GEF Project; International Waters; Integrated Water Resources Management; UNDP; Atlantic Ocean; Indian Ocean; Cape Verde; Comoros; Maldives; Mauritius; Seychelles and Sao Tome and Principe.

[1] *This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website*

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List of abbreviations and acronyms

ADS	Àguas de Santiago, Cape Verde
AFD	Agence Française de Développement
AIMS	Atlantic Ocean, Indian Ocean, Mediterranean Sea and South China Sea
AIO	Atlantic and Indian Ocean
ANAS	National Agency for Water and Sanitation of Cape Verde
BSP	Bali Strategic Plan
CWA	Central Water Authority, Mauritius
DEPI	Division of Environmental Policy Implementation (UN Environment)
EA	Executing Agency
EAH	East Africa Hub (UNOPS)
EM	Evaluation Manager
EOU	Evaluation Office of UN Environment
FAO	Food and Agriculture Organization
FFEM	French global environment facility
GCCA	Global Climate Change Alliance
GCF	Green Climate Fund
GEF	Global Environment Facility
GPA	Global Programme of Action on Protection of Marine Environment from Pollution of Land based Activities
GWA	Gender and Water Alliance
IA	Implementing Agency
IGO	Intergovernmental Organization
IPSA	IWRM Policy Support Analysts
IWRM	Integrated Water Resources Management
LWMA	Landscape and Waste Management Agency of Seychelles
MDGs	Millennium Development Goals
MEECC	Ministry of Environment, Energy and Climate Change of Seychelles
MEPU	Ministry of Energy and Public Utilities of Mauritius
MINRE	Ministry of Infrastructure, Natural Resources and Environment of Sao Tome & Principe
MTR	Medium Term Review
MTS	Medium Term Strategy
MUR	Mauritius Rupee
M&E	Monitoring & Evaluation
NAPA	National Adaptation Programme of Action
NFP	National Focal Point
NGO	Non-Governmental Organization
NPA	National Programmes of Action
NSC	National Steering Committee
OECD-DAC	Organization for Economic Cooperation and Development, Development Assistance Committee (OECD)
PCA	Project Cooperation Agreement
PCU	Regional Project Coordination Unit
PIR	Project Implementation Review
PM	Project Manager
POW	Programme of Work
PRODOC	Project Document
PSC	Project Steering Committee
RTA	Regional Technical Advisor

SCR	Seychelles Rupee
PUC	Public Utility Corporation of Seychelles
ReCoMaP	Regional Coastal Management Programme of the Indian Ocean Countries
RSC	Regional Steering Committee
SIDS	Small Islands Developing States
SNPA	Seychelles National Park Authority
SSC	South-South cooperation
TBD	To Be Determined
TE	Terminal Evaluation
TM	Task Manager
ToC	Theory of Change
ToR	Terms of Reference
UEO	UN Evaluation Office
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNOPS	United Nations Office for Project Services
WEC	Water and Energy Cluster (UNOPS)
WMA	Wastewater Management Authority, Mauritius
WRU	Water Resources Unit (Mauritius)
WSSD	World Summit on Sustainable Development
WUE	Water Use Efficiency
WWTP	(Municipal) wastewater treatment plant

Project identification table

Table 1: Project summary

GEF Project ID:	2706		
Implementing Agency:	UN Environment / UNDP	Executing Agency:	UNOPS WEC and EAH
Sub-programme:	UN Environment: Ecosystem Management UNDP: Key Result Area: 1. Mainstreaming environment and energy	Expected Accomplishment(s):	maintain ecosystem services and sustainable productivity; climate change adaptation; disaster reduction and mitigation; strengthened environmental governance; waste reduction and improved management, and improved resource efficiency
UN Environment approval date:	October 2010 (UN Environment) 23 August 2012 (UNDP: the date the letter of Delegation of Authority was issued by UNDP-GEF)	Programme of Work Output(s):	Climate Change, Disasters & Conflicts, Ecosystem Management, Environmental Governance, Harmful Substance, and Resource Efficiency
GEF approval date:	27 December 2010	Project type:	Full Size Project
GEF Replenishment Cycle:	GEF-4	Focal Area(s):	International Waters
		GEF Strategic Program:	IW SP3: Balancing overuse and conflicting uses of water resources in transboundary surface and groundwater basins
Expected start date:	Jan 2011	Actual start date:	UN Environment: May 2012 UNDP: October 2012
Planned completion date:	30 September 2016	Actual completion date:	31 March 2018
Planned project budget at approval:	$49,122,535 (including co-financing)	Actual total project cost reported as of 30 Sep 2018: $152,275,851	

GEF grant allocation:	$5,200,000 (through UN Environment) $4,500,000 (through UNDP) Total: $9,700,000	GEF grant expenditures reported as of 30 Sep 2018: $9,628,164	UN Environment: $5,133,510 (of $ 5,140,000) UNDP: $4,49,654 (of 4,500,000) Total: TBD (of 9,640,000)
Project Preparation Grant - GEF financing:	$290,000	Project Preparation Grant - co-financing:	$295,000
Expected Medium-Size Project/Full-Size Project co-financing:	$39,422,535	Secured Medium-Size Project/Full-Size Project co-financing:	$142,647,687
First disbursement:	UN Environment	Date of financial closure:	UN Environment: June 2018 UNDP: March 2019
No. of revisions:	2	Date of last revision:	May 2016
No. of Steering Committee meetings:	6	Date of last/next Steering Committee meeting:	Last: 30 Oct – 1 Nov 2017 / Next: N/A
Mid-term Review/ Evaluation *(planned date):*	April – June 2015	Mid-term Review/ Evaluation (actual date):	December 2015 to Feb 2016
Terminal Evaluation *(planned date):*	September – December 2016	Terminal Evaluation (actual date):	April – October 2018
Coverage - Country(ies):	Cape Verde, Comoros, Maldives, Mauritius, Sao Tome and Principe, Seychelles	Coverage - Region(s):	Atlantic and Indian Ocean SIDS
Dates of previous project phases:	Not applicable	Status of future project phases:	TBD

Executive summary

1. The Global Environment Facility (GEF) project "Implementing Integrated Water Resources and Wastewater Management in Atlantic and Indian Ocean SIDS" (hereinafter "IWRM AIO project") was designed to address issues related to the management of water resources in an integrated manner in six participating countries[2] through the development, adoption and demonstration of integrated water resources management (IWRM) mechanisms and water use efficiency (WUE) strategies.

2. The catalytic role of the GEF funding was envisaged to provide scalable IWRM and WUE demonstrations, facilitate policy and IWRM planning frameworks, strengthen capacities and raise awareness across a wide range of stakeholders.

3. The project was jointly implemented by UN Environment (lead GEF agency) and UNDP, with UNDP as Implementing Agency (IA) for project component 1 (C1) (national pilot IWRM demonstration project in each of the six countries) and UN Environment as IA for the national and regional IWRM indicator framework (C2); policy and institutional reforms (C3); and capacity building and communication (C4). It started in May 2012[3] and was completed in March 2018, a period of 70 months, although it was planned to last 48 months.

4. The total planned GEF resources were USD 9,700,000 including USD 5,200,000 GEF allocation through UN Environment and USD 4,500,000 through UNDP. Total project expenditures reported through September 2018 are USD 9,628,164, approximately 99.3% of the total GEF implementation grant. The total reported co-financing was USD 142,116,682, which significantly exceeds the USD 37,636,535 confirmed at project endorsement.

5. The mid-term review of this project (MTR), undertaken from October 2015 to March 2016, identified several issues that were seriously impacting the project's progress and provided a constructive and timely evaluation of project progress. An overall MTR rating of Moderately Unsatisfactory (MU) was assigned to the project and specific recommendations were made to improve project efficiency and performance. The Terminal Evaluation (TE) was initiated in May 2018 and was undertaken to assess project performance and determine the degree of achievement of results, outcomes, including their sustainability, and progress towards impacts, as well as recommendations for follow-up activities.

Findings and conclusions

6. The AIO SIDS IWRM project design and implementation were relevant to the GEF, UN Environment and UNDP strategies, priorities and mandates, as well as national priorities and local needs in terms of water and sanitation. It was designed after similar programs in the Caribbean and Pacific were under implementation. The approaches and lessons learned on those two programs were certainly considered; although, each region and individual SIDS country has unique circumstances to factor into a development project.

[2] Cape Verde and Sao Tome and Principe in the Atlantic Ocean, and Comoros, Maldives, Mauritius and Seychelles within the Indian Ocean

[3] the UN Environment components started to be implemented in May 2012 for UNEP components and October 2012 for UNDP component

7. Overall, the project design was found generally coherent, even though there were shortcomings. The logical framework, workplan and indicative budget were found reasonable and well presented, but the 4-year allocated timeframe was insufficient for achieving behavioural and policy level changes required under IWRM approaches.

8. Project implementation faced several challenging operational factors and difficulties. The project implemented adaptive management measures, in response to the MTR recommendations in a proactive and effective way which certainly contributed to improved delivery of the project. This included the strengthening of the Regional Coordination Unit, with recruitment of a new Regional Project Coordinator and Project Officer who was responsible to directly liaise with the national implementation teams in each of the beneficiary countries.

9. The delivery of outputs under Component 1 has been overall effective. For Component 2, even though all 6 national IWRM indicator frameworks were delivered, the outputs were achieved to different degrees (diagnostics, baseline and targets). Component 3 can be considered as successfully achieved since each of the six countries integrated IWRM principles into policy and regulatory frameworks. For Component 4, a considerable amount of knowledge management work was done at national and regional levels during the second half of the project, but there was limited focus and monitoring on addressing the performance target of 25% of all stakeholder bodies (men and women) in the beneficiary countries having knowledge and experience in IWRM.

10. Overall, IWRM principles were successfully advocated among key sectors in the participating countries. The project strengthened awareness on IWRM and WUE and helped elevate water issues among the development priorities in the six participating countries.

11. The likelihood that the project results will accelerate the progress on WSSD targets related to WUE and access to safe drinking water is moderately likely for a number of aspects including water supply and sanitation, awareness raising and policy. The demonstrations in each of the six beneficiary countries have already demonstrated some progress with reduced pressure on water resources and environment at local level and delivered scaleable models of applying IWRM approaches. The national IWRM plans and indicators frameworks provided specific guidance on mainstreaming IWRM, and policy advances further increase the likelihood that the countries will fully adopt IWRM moving forward. Governmental investments and additional donor financing further demonstrate how IWRM principles are being implemented beyond the project. There are factors, however, that diminish the prospects that project results will be sustained. Lack of funding and uneven awareness have resulted in slow progress in providing access to water and sanitation in some of the countries. And, there is no agreed regional collaborative governance mechanism or approach in place with a specific role and mandate to promote further collaboration.

12. Regarding financial management, materialized co-financing exceeded the sum confirmed at project entry, but there was limited evidence of how the co-financing contributions were integrated or were complementary to the project outcomes. Expenditure reports are incomplete, and information contained in the available records were inconsistent between the executing agencies and GEF implementing agencies.

13. The M&E budget and plan were found to be satisfactorily prepared at project design. There were missing baseline figures in the project results framework that were not fully sorted out during the project inception phase. The GEF tracking tool lacked details and was not used as a M&E tool during design or implementation of the project.

14. Based on the terminal evaluation findings, the TE rating for the GEF IWRM AIO project is 'Moderately Satisfactory'. A summary assessment and ratings by evaluation criteria are presented in the following table.

Criteria	Summary Assessment	TE Rating
A. Strategic Relevance	**Strategic relevance of the project design and implementation**	**S**
1. Alignment to MTS and POW	Aligned to UN Environment 2010-2013 and 2014-2017 MTS and POW, as well as UNDP 2008-2011 and 2014-2017 strategic plans	S
2. Alignment to UN Environment /Donor/GEF strategic priorities	Aligned with GEF, UN Environment and UNDP strategies, priorities and mandates	S
3. Relevance to regional, sub-regional and national environmental priorities	Consistent with respect to national priorities identified by the governments and local needs in terms of water and sanitation	S
4. Complementarity with existing interventions	Regional synergies and complementarities fell short of what was outlined in the project design	MS
B. Quality of Project Design	**Found generally coherent, even though there were shortcomings**	**MS**
C. Nature of External Context	**Implementation of the project faced a number of challenging operational factors and operational difficulties**	**F**
D. Effectiveness	**Delivery of outputs and achievement of direct outcomes are 'Satisfactory'. Likelihood of impacts is hindered by some weaknesses. Drivers to support transition from intermediate states to impacts are overall partially in place.**	**MS**
1. Delivery of outputs	With some variations from country-to-country the achievement of outputs under component 1 was 'Moderately Satisfactory'. For component 2, even though all 6 national indicator frameworks have been delivered, the outputs have been achieved to different degrees. Results under Component 3 can be considered as successfully achieved since all countries have produced the regulatory tools that were expected. For Component 4, considerable work was done at national and regional levels during the second half of the project.	MS
2. Achievement of direct outcomes	Outcomes were fully or partially achieved: smoother implementation of the demonstration project, water supply and treatment systems established, and water resources management plans elaborated but effectiveness of the committees and monitoring system set-up is not yet demonstrated. National and regional monitoring frameworks developed, but their operationalisation hindered by some weaknesses. Work on the policy component was satisfactory; although additional efforts will be needed in some cases to finalise the legal review processes initiated. Work achieved on the awareness component is commendable.	MS
3. Likelihood of impact	Some progress demonstrated with reduced pressure on water resources and environment at local level, but, data not always available to ascertain these findings. Regional partnership and cooperation hindered by the absence of a structure/organization with a specific role and mandate to promote further collaboration.	ML

Criteria	Summary Assessment	TE Rating
E. Financial Management		**MU**
1.Completeness of project financial information	Expenditure reports are incomplete, and information contained in the available records were inconsistent between the executing agencies and GEF agencies	MU
2.Communication between finance and project management staff	Records kept by the executing agencies differ from the information compiled by the GEF agencies. The regional project coordinator had a relatively low awareness of the financial management inquiries made by the TE team	MS
F. Efficiency	**Delays in initiating project implementation diminished overall project efficiency. Some efficiency gains were achieved during the second half of the project, but the compressed time available near the end of the implementation phase due to the earlier delays affected project performance and sustainability**	**MS**
G. Monitoring and Reporting	**Overall monitoring design and budgeting, monitoring of project implementation found 'Moderately Satisfactory'. Reporting found 'Satisfactory'**	**S**
1. Monitoring design and budgeting	M&E budget and plan prepared using the standard templates for GEF-financed projects and found to be satisfactorily prepared	MS
2. Monitoring of project implementation	Missing baseline figures in the project results framework that were not fully sorted out during the project inception phase. GEF tracking tool lacked details and was not used as a M&E tool during design or implementation of the project.	MS
3.Project reporting	Two project implementation review (PIR) reports using different templates, were prepared each year. UNDP produced its PIR on Component 1 for its own internal reporting and UN Environment produced a consolidated version, integrating all components	S
H. Sustainability	**Socio-political, financial and institutional sustainability ML**	**ML**
1. Socio-political sustainability	Participatory approach, involving users, planners and policy-makers at all levels. Demonstration projects provide model frameworks that could be scaled up. Significant differences with respect to the social development in the six beneficiary countries to which water and sanitation infrastructure are closely associated	ML
2. Financial sustainability	Financial commitments to implement the activities in the IWRM plans, but financial provisions are unclear. Costs for monitoring and evaluating progress made towards achieving the IWRM plans do not seem to have been sufficiently vetted	ML
3. Institutional sustainability	IWRM plans institutionalized into national policies, laws and strategies, but some challenges associated with the IWRM plans and frameworks	ML
I. Factors Affecting Performance		**MS**
1. Preparation and readiness	Delays experienced as early as from the project document signature. Implementation complexity which weakened project start-up	MU
2. Quality of project management and supervision	Good technical and strategic support consistently delivered by UN Environment and UNDP. Good adaptive management after 2015. But separation of the management services into the different components has complicated the coordination of the activities and the multi reporting was burdensome for the national teams	MS
3. Stakeholders participation and cooperation	Multiplicity of actors involved that amplified the risks of discontinuity, incoherence, miscommunication and delays. But Stakeholder participation, country ownership and communication significantly improved during the second half of the project implementation	MS
4. Responsiveness to human rights and gender equity	The project document did not explicitly identify concerns with respect to human rights, although it was not a requirement at the time of project design. Gender aspects were reflected in the design. At	MS

Criteria	Summary Assessment	TE Rating
	national level, considering the uneven levels of integration, the countries have addressed women empowerment and gender mainstreaming in the water sector through several initiatives.	
5. Country ownership and driven-ness	Good country ownership and driven-ness.	S
6. Communication and public awareness	Good public outreach via the use of several culturally appropriate approaches	S
Overall Project Rating		**MS**

Lessons learned

15. The TE identify the following lessons learned, in terms of:

- Implementation modalities:
  - Lesson 1. Agreeing upon coordination roles and procedures among project partners is particularly important for projects having more than one IA and EA to ensure coherency and continuity; e.g., financial reporting, common use of budget codes, allocation of project management costs, reporting formats, etc.
  - Lesson 2. Pilot study interventions should be designed with comparability across different contexts in mind. Due consideration should be given to social/cultural values of the project countries, during the project design phase (Refer to paragraphs 112 and 316 in the main report for the context of this lesson learned)
  - Lesson 3. Recruitment of the regional coordinator position should be considered under more permanent contractual arrangements for this important function on the project
  - Lesson 4. Sustainable communication tools and strategies adapted to the regional project context should be considered
  - Lesson 5. Joint terms of reference for the national positions (national focal point and demo manager in the case of this project) should be developed, in order to clarify the reporting and coordination arrangements at national level
- Promoting IWRM approaches
  - Lesson 6. Implementation of IWRM principles requires SMART indicators and proper baseline data for an incremental process to be successful
  - Lesson 7. Consider a longer time frame for IWRM projects or design them as multiple phases
  - Lesson 8. Consider IWRM demonstrations plans to have common elements, e.g., catchment or basin level plans, coordination committees, etc. in future projects
  - Lesson 9. High-value equipment should be funded only against a detailed cost-benefit analysis and firm commitment for maintenance
  - Lesson 10. Consider installing EcoSan units in public sites of high frequentation and where maintenance could be regularly done
- Financial management:

- Lesson 11. Co-financing should be reported in a more transparent way
- Lesson 12. The financial management capacity of the national implementation partners should be assessed at the project development phase, and relevant capacity building and support structures built into the design of the project.

Recommendations

16. Based on the conclusions and lessons learned identified throughout this report, the TE team makes the following recommendations:

- Recommendation 1. Streamline the regional IWRM framework and facilitate formal approval.
- Recommendation 2. Carry out a critical review of the national IWRM indicator frameworks (e.g., according to current priorities, costs associated with monitoring, etc.) and streamline the frameworks accordingly, following more of an incremental process.
- Recommendation 3. Confirm IWRM lead agencies for each of the 6 beneficiary countries and establish a national coordination-facilitation committee for each of the 6 beneficiary countries.
- Recommendation 4. Assess current interventions that are complementary to the IWRM plans and identify potential collaboration opportunities.
- Recommendation 5. Design a multi-focal second phase covering land degradation, biodiversity, international waters and sustainable forest management.
- Recommendation 6. Simplify institutional arrangements for a second phase.

I. Introduction

I.1. Purpose of the Evaluation

17. In line with the UN Environment Policy and the Guidelines of the Global Environment Facility (GEF), the Terminal Evaluation (TE) of the project "Implementing Integrated Water Resources and Wastewater Management in Atlantic and Indian Ocean SIDS[4]" (hereinafter "IWRM AIO project") was undertaken to assess project performance and determine the degree of achievement of results, outcomes, including their sustainability, and progress towards impacts, as well as recommendations for follow-up activities.

18. The evaluation covers the entire duration of the IWRM AIO project from project development to CEO endorsement (December 2010) and through to the completion of the implementation phase (March 2018). The evaluation covers the 6 beneficiary countries, including Cape Verde, Comoros, Maldives, Mauritius, São Tomé and Príncipe and Seychelles, and takes into consideration the mid-term review completed in April 2016, among other documents listed in Annex 2.

19. The TE was carried out in accordance with the terms of reference (ToR) presented in Annex 6 and GEF-approved guidelines[5]. It assesses the project along the five basic criteria for aid effectiveness defined by the Organization for Economic Cooperation and Development, Development Assistance Committee (OECD-DAC), i.e., relevance, effectiveness, efficiency, impact and sustainability, while integrating the performance criteria and key strategic questions defined in the ToR and further elaborated in this inception report. The evaluation provides ratings on the performance criteria as per the TE guidance.

20. The TE assesses the following:

- The level of achievement of project results, according to the performance metrics outlined in the project results framework.
- Progress towards impact, including available qualitative and quantitative evidence on environmental stress reduction and environmental status change.
- The TE also provides information contributing towards accountability requirements and operational improvement, learning and knowledge sharing among UN Environment, the United Nations Development Program (UNDP), United Nations Office for Project Services (UNOPS) and other project partners.
- The financial aspects of the project, variances between planned and actual expenditures, and findings of financial audits, as available.
- The monitoring and evaluation systems including a review of the appropriateness of the M&E plan, as well as a review of how the plan was implemented, e.g., compliance with progress and financial reporting

[4] GEF ID 2706

[5] Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects, Approved by the GEF IEO Director on 11th of April 2017.

requirements, how adaptive measures were taken in line with M&E findings, and management response to the recommendations from the mid-term review.

- The quality of execution by both the implementing agencies and the executing agencies, including assessment of whether there was enough focus on results, review of the level of support provided, quality of risk management and the candour and realism represented in the progress reports.
- The need for follow-up, the materialization of co-financing, environmental and social safeguards, gender concerns, and the effectiveness of partnerships and the degree of involvement of stakeholders.

21. The TE was conducted in accordance with the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation. The evaluators ensure the anonymity and confidentiality of individuals who were interviewed and surveyed. With respect to the UN Declaration of Human Rights, results are presented in a manner that clearly respects stakeholders' dignity and self-worth.

22. Finally, TE report also provides a set of conclusions, lessons and recommendations on how the project was effective at complementing the broader UNDP / UN Environment project portfolio, and how this could potentially be replicated or scaled up.

II. Evaluation Methods

II.1. Evaluation framework and rating criteria

II.1.1. Evaluation Framework

23. Based on reflection of the objectives of the TE mandate as described in the ToR, the following analytical framework was developed to guide the evaluation process. The evaluation was based on an evaluation matrix (see Annex 1) which served as a tool to structure and direct both the content and strategy for gathering information needed to make an informed evaluation. The matrix is built around a series of 12 evaluation questions that were developed and grouped under the evaluation criteria described in the ToR, as described below in Box 1.

Box 1: Evaluation criteria and questions

A. Strategic relevance

Q1. To what extent is the project relevant to UN Environment strategies, priorities and mandate, UNDP Strategy, as well as to the national objectives of the 6 project countries and the local priorities and needs?

B. Quality of Project Design

Q2. To what extent was the project design internally coherent, and relevant within a broader external context?

C. Nature of External Context

Q3. What challenging external factors affected the project performance and were there taken in consideration at project design and mitigated?

D. Effectiveness

Q4. How has the project been effective in achieving its main objective, expected outputs, and outcomes?

Q5. How has contributed to, or enabled progress toward its intended impacts?

E. Financial management

Q6. To what extent did project budgeting and financial performance proceed according to plan and according to the financial management policies of the UN Environment, UNDP, UNOPS and national government partners?

F. Efficiency

Q7. To what extent was the project cost effective and executed in a timelymanner?

G. Monitoring and Reporting

Q8. To what extent was the M&E plan well-conceived and sufficient to monitor results and track progress toward achieving objectives?

Q9. To what extent was the M&E plan effectively and efficiently implemented?

H. Sustainability

Q10. What is the likelihood that project results will be sustained, with respect to institutional framework and governance, financial, socioeconomic and environmental considerations?

Q11. What lines of evidence demonstrate that the benefits generated through the project will continue to be delivered after GEF funding ceases?

I. Factors and Processes Affecting Project Performance

Q12 What factors and processes have affected the project performance at the different stages of the project cycle?

24. In addition to this, the 5 strategic questions outlined by UN Environment and UNDP in the ToR were addressed by the TE team in an integrated way across the above-mentioned evaluation questions.

    - To what extent were findings and learning from previous GEF funded, UN Environment (from different Sub-Programmes), and UNDP IWRM projects' evaluations/reviews incorporated into the project design and its implementation?
    - To what extent are UN Environment projects on IWRM designed to (or implemented to) complement or support each other to achieve a collective effect?
    - To what extent were management actions following the recommendations from the mid-term review applied and is there evidence to suggest that they contributed to improved delivery of the project?
    - To what extent are the demonstration projects in each of the six countries able to support scaling up and replication in other areas in the same countries and in other countries? How have they helped further enhance the integrated water resource management approaches?
    - The mid-term review and some other IWRM evaluation report findings suggest that normative solutions such as framework formulation and development, policy, legislation, knowledge exchange and learning, capacity building, etc. are better placed/suited to start after demonstration project activities have been completed or as separate project. To what extent do the benefits of this approach apply to the outcomes and impacts of change achieved in the revised work plans of this project?

II.1.2. Rating Criteria:

25. Except for the two aspects of sustainability and nature of external context, project performance parameters were rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U) Highly Unsatisfactory (HS).

26. Sustainability was rated on a six-point scale, ranging from Highly Likely (HL) down to Highly Unlikely (HU), and nature of external context was rated on a six-point scale, ranging from Highly Favourable (HF) down to Highly Unfavourable (HU).

II.2. Methodology

27. Using the evaluation matrix to anchor and guide the evaluation process, the TE was divided into three phases: 1) documentation review, 2) data collection and analysis and 3) reporting.

28. To analyse baseline conditions, trends and counterfactuals of the project and assess its performance as well as its degree of achievement, likelihood of sustainability, progress towards impacts and promote the lessons learned, the TE combined a desk review of available project and context-related documentation, field missions to three of the six beneficiary countries and additional stakeholder interviews.

29. The evaluation was conducted between May and October 2018 and was broken down into the following steps:

II.2.1. Desk Review

30. The TE team conducted an in-depth documentation review and analysed background information of the project, including design documents, project reports, and output deliverables, as well as strategic documents and policies of GEF, UN Environment and UNDP. The goal of this phase was to understand as much as possible the characteristics of the project, its executed activities, and elements of project performance that were recorded and reported on. Additionally, national and regional documents were reviewed to understand the context within which the project was operating and to position the project within the larger country and regional framework.

31. A list of documents reviewed is provided in Annex 2. It should be noted that the evaluation of project documentation was made difficult and iterative by the plurality of reporting channels and procedures variably executed by the countries (UN Environment, UNDP, UNOPS, Regional Steering Committee (RSC), National Steering Committee (NSC), reports for the component 1, reports for the Comp 2-4, etc.). Moreover, for the case of Cape Verde, the documentation shared was only limited to the final deliverables, annexed in the final regional report and only available in Portuguese.

II.2.2. Data collection and Analysis

32. A semi-structured interview protocol was designed and used for data collection during the field mission and phone/Skype interviews. Consultations with relevant stakeholders were conducted in three ways:

- Phone or Skype for the regional implementation and execution stakeholders, namely UNDP, UN Environment and UNOPS staff (Project Coordination Unit members and consultants), mostly based in Nairobi, Addis Ababa, and Copenhagen as well as the stakeholders in the countries that could not be visited by the evaluation team.
- Field missions were undertaken to three of the six countries. They took place between 2nd and 14th of July in São Tomé and Príncipe, Mauritius and Seychelles and allowed for collection of primary data. The selection of these countries was identified in the ToR for the TE; based on discussions and recommendations the Evaluation Office of UN Environment (EOU) previously had with the project team, UNDP evaluation team and the Steering Committee. A maximum of three countries were selected for field visits that best represent the range of different interpretations of the Theory of Change, which forms the basis of the evaluation approach. The missions conducted in 3 out of 6 countries allow the assessment of an example of the Theory of Change in action.
- The Team Leader and the Support Consultant met the various stakeholders. During the field missions, the evaluators organized individual interviews as well as focus group meetings when more suitable. The list of interviewees along with the mission plans are provided in Annex 3 and 4.

33. The data collected were compiled and analysed using the evaluation matrix. Triangulation of the information was applied to all the data collected through documentation review, interviews and on-site observations.

34. Preliminary findings from the field mission and individual interviews were presented in a PowerPoint file and discussed during a joint call on August 23rd.

II.2.3. Preparing the Evaluation Report

35. The findings, conclusions and recommendations of the TE are documented in this TE report. As an "audit trail" of the TE reporting process, review comments to the draft TE report will be compiled along with responses from the TE team as an annex separate from the TE report. Relevant modifications to the report will be incorporated into the final version.

36. Finally, after submission of the final report, the TE team will draft a 2-page summary of the key findings and submit it to the UN Environment Evaluation Office for online dissemination.

III. The Project

A. Context

37. The Small Islands Developing States (SIDS) of the Atlantic and Indian Oceans (AIO) are facing similar challenges, such as high levels of land-based pollution; contamination of scarce water supplies; overexploitation and poor management of freshwater surface and groundwater resources; pressure on limited agricultural production; loss of unique and endemic biodiversity; poor quality drinking water; lack of access to sustainable sanitation services and poor waste management systems.

38. The project was designed to address issues related to the management of water resources, both freshwater and coastal and marine areas in an integrated manner in the six participating countries through the development, adoption and demonstration of integrated water resources management (IWRM) mechanisms and water use efficiency (WUE) strategies. By doing this and according to the project document (PRODOC), the project also aimed to contribute to the achievement of the Millennium Development Goals (MDGs), namely the target to halve by 2015 the number of people without access to basic sanitation, and to halve by 2015 the proportion of people without sustainable access to safe drinking water. It also aimed to develop national IWRM and WUE plans by 2015.

Figure 1 - Beneficiary Countries

39. The beneficiary countries included Cape Verde and Sao Tome and Principe in the Atlantic Ocean, and Comoros, Maldives, Mauritius and Seychelles within the Indian Ocean (see Figure 1).

40. The project started in May 2012[6] and was completed in March 2018, a period of 70 months, although it was planned to last 48 months.

41. The project was jointly implemented by UN Environment (lead GEF agency) and UNDP, with UNDP as Implementing Agency (IA) for project component 1 (C1) (national pilot IWRM demonstration project in each of the six countries) and UN Environment as IA

[6] More precisely, the UNEP components started to be implemented in May 2012 and October 2012 for UNDP component.

for the national and regional IWRM indicator framework (C2); policy and institutional reforms (C3); and capacity building and communication (C4).

B. Objectives and components

42. The GEF alternative addressed several barriers that were identified in the project design as hindering adoption of IWRM approaches in the AIO SIDS. Firstly, insufficient knowledge on water resource distribution, flow and management had led to inefficient capture, storage and distribution of water resources. One of the root causes of the knowledge barrier was insufficient education, training and capacity in the field of IWRM and water use efficiency, at various levels of government, as well as in the private sector and among local communities, and exacerbated by difficulties in retaining qualified and experienced staff, namely at government level. Moreover, the AIO SIDS had a lack of access to and awareness of appropriate IWRM and WUE technologies, and there had been a lack of clear examples IWRM and WUE implementation at national and catchment levels. There were also shortfalls in the enabling environments for facilitating IWRM and WUE, with inappropriate policy and legislative frameworks and inadequate governance structures. These inefficiencies were compounded by weak coordination mechanisms between sectors and between government, private sector and civil society.

43. The stated goal of the project was to "contribute to sustainable development in the Indian and Atlantic Ocean Small Island Developing States through improvements in natural resource and environmental management"[7].

44. The overall objective of the project was to "*accelerate progress on World Summit on Sustainable Development (WSSD) targets and IWRM and WUE plans and water supply and sanitation MDGs for the protection and utilization of groundwater and surface water in the participating countries*"[8]. The objective was designed to be achieved through nine outcomes distributed across the following four mutually supporting components:

Component 1: Demonstration and Implementation of Targeted Demonstrations in IWRM and WUE

- **Outcome 1.1**: (Cape Verde): Protection of groundwater resources, stabilization of coastal terrains and promotion of productive activities at coastal areas through the integrated planning and management of wastewater collection, treatment and reuse demonstrated in Tarrafal in the Island of Santiago
- **Outcome 1.2**: (Comoros): Improved water source protection through IWRM Planning and management in Mutsamudu on the island of Anjouan
- **Outcome 1.3**: (Maldives): Protection of the freshwater lens of Thoddoo Island from salinization and agrochemical pollution, with improved drought season aquifer yields
- **Outcome 1.4**: (Mauritius): The protection and sustainable utilization of the Northern Aquifer of Mauritius demonstrated through the integrated planning and management of wastewater collection, treatment and reuse

[7] Project Document, Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS (PIMS 3524), November 2010
[8] Ibid

- **Outcome 1.5**: (Sao Tome and Principe): Integrated River basin management plan for the Rio Provaz Basin developed to enable equitable water resources allocation and protection, contributing to sustainable economic development, public health and environmental protection
- **Outcome 1.6**: (Seychelles): Protection of a coastal gravel aquifer through integrated land and water management measures (water demand management, land use, flood management) demonstrated in the island of La Digue

Component 2: IWRM and WUE Indicator Framework and Monitoring

- **Outcome 2.1**: IWRM & WUE indicators, baselines and targets discussed, agreed and adopted into long-term monitoring programs at national and regional levels

Component 3: Policy, Legislative and Institutional Reforms for IWRM and WUE

- **Outcome 3.1**: SIDS employ new plans, policies tools and approaches in implementing IWRM commitments

Component 4: Capacity Building, Learning, Knowledge Exchange and Replication

- **Outcome 4.1**: Strengthened capacity allows stakeholders and institutions in SIDS to fulfil their role in local, national and regional IWRM processes and exchange best practices.

45. The catalytic role of the GEF funding was envisaged to provide scalable IWRM and WUE demonstrations, facilitate policy and IWRM planning frameworks, strengthen capacities and raise awareness across a wide range of stakeholders.

46. The project strategy focused on important water resources issues in the AIO SIDS with implementation of IWRM and WUE approaches, with a broader development objective of delivering mutually beneficial outcomes, ensuring water as livelihood for local communities while maintaining economic efficiency among water users and protecting fragile freshwater, coastal and marine ecosystems.

47. A breakdown of the project strategy, illustrating components, outcomes and outputs, is shown below in Figure 2. Also, it should be noted that the logical framework used by the countries in their national final reports, in the UN Environment PIR FY17 and the Regional Final Report, differs namely at the output level. In particular, it is observed that 1 output is added in the regional final report for 4 of the 6 demonstration projects, while they are not always reported neither in the national reports nor in the UN Environment PIR 17 and UNDP PIR 17. The additional outputs are generally focused on participatory planning and multi-stakeholder engagement. As this decision to add these outputs is linked with the recommendations of the MTR and implementation review, the evaluation team decided to take them into consideration.

Objective	Components	Outcomes	Outputs
Accelerate progress on WSSD targets and IWRM and WUE plans and water supply and sanitation MDGs for the protection and utilization of groundwater and surface water in the participating countries	Targeted IWRM Demonstration projects	1.1(Cabo Verde): Protection of groundwater resources, stabilization of coastal terrains and promotion of productive activities at coastal areas through the integrated planning and management of wastewater collection, treatment and reuse demonstrated in Tarrafal in the Island of Santiago	1.1.1 Improved wastewater management systems 1.1.2: Increased treated wastewater used for irrigation 1.1.3: Awareness raised on WUE for domestic use as well as tourism sector 1.1.4: Water quality monitoring system established and operational
		1.2 (Comoros): Improved water source protection through IWRM Planning and management in Mutsamudu on the island of Anjouan	1.2.1: Sustainable water management through integrated participatory planning and multi-stakeholder engagement 1.2.2 Water resource assessment and monitoring systems established 1.2.3: Water quality improved through solid waste management and water source protection 1.2.4: Reservoir protected from the effects of small-scale farming practices 1.2.5: Watershed management plan for Mutsamudu developed 1.2.6: Awareness raised on IWRM and catchment management
		1.3(Maldives): Protection of the freshwater lens of Thoddoo Island from salinization and agro-chemical pollution, with improved drought season aquifer yields	1.3.1: Sustainable water management through integrated participatory planning and multi-stakeholder engagement 1.3.2: Water resources management plan developed for Thoddoo 1.3.3: Integrated sustainable water supply system established and operational 1.3.4: Awareness raised on groundwater protection from pollution by agro-chemicals and promotion of WUE in Thoddoo 1.3.5: Participatory groundwater quality monitoring system established and operational
		1.4(Mauritius): The protection and sustainable utilization of the Northern Aquifer of Mauritius demonstrated through the integrated planning and management of wastewater collection, treatment and reuse	1.4.1: Water Resources Assessment conducted to determine and monitor the safe yield and water quality of the aquifer 1.4.2: Improved water quality protection of the groundwater and lagoon water quality 1.4.3: Reduced stress on the aquifer 1.4.4: Capacity strengthened and awareness raised among government, private sector and civil society for aquifer protection against over-extraction and contamination with special focus on climate change and gender empowerment
		1.5(Sao Tome & Principe): Integrated River basin management plan for the Rio Provaz Basin developed to enable equitable water resources allocation and protection, contributing to sustainable economic development, public health and environmental protection	1.5.1: Sustainable water management through integrated planning and stakeholder engagement 1.5.2: Quality and quantity of water resources in the Rio Provaz basin assessed 1.5.3: Institutional capacity strengthened and decentralized water management fostered 1.5.4: Water pollution reduced 1.5.5: Awareness raised of IWRM at the basin level to strengthen community participation in IWRM and to ensure sustainability
		1.6 (Seychelles): Protection of a coastal gravel aquifer through integrated land and water management measures (water demand management, land use, flood management) demonstrated in La Digue	1. 6.1: Water abstraction reduced 1.6.2: Groundwater availability and quality improved
	IWRM and WUE monitoring and Indicators framework	2.1 IWRM and WUE indicators, baselines, targets and monitoring protocols discussed, agreed and adopted into long-term monitoring programs at national and 'regional' levels	2.1.1: Inventories of national monitoring practices related to IWRM, WUE and environment 2.1.2: Indicator Framework including process, stress reduction, environmental and socio-economic status, WUE, catalytic, governance and cross-cutting indicators; gender disaggregated data and participatory monitoring protocols agreed nationally and 'regionally" 2.1.3: Baselines and Targets established at national and 'regional' levels for Indicator Framework 2.1.4: Indicator framework and monitoring protocols tested and in use at demonstration sites, national and 'regional' levels 2.1.5: Institutional capacity for monitoring strengthened
	Policy, legislative and institutional reforms for IWRM and WUE	3.1. SIDS Employ new plans, policy tools and approaches in implementing IWRM commitments	3.1.1 SIDS IWRM Diagnostic Analyses strengthened and IWRM Road maps developed 3.1.2: National IWRM plans and WUE strategies developed and endorsed with attention to sustainability, financial mechanisms and replication strategies for demo projects 3.1.3: Functioning IWRM Partnerships within SIDS at national and other levels established or strengthened and among SIDS
	CB, learning, knowledge exchange and eplication	4.1. Strengthened capacity allows stakeholders and institutions in SIDS to fulfill their role in local, national and regional IWRM processes and exchange best practices commitments	4.1.1 Awareness on roles and responsibilities of IWRM across governments, civil society, education systems and private sector created 4.1.2: Targeted training and communications platform evolved to strengthen stakeholder groups' capacity to fulfil mandate in IWRM, including apex bodies and water champions (men and women) 4.1.3: Twinning or exchange programmes promote learning and transfer of experience in support of IWRM implementation 4.1.4: Replicable practices from demonstration projects and national IWRM processes identified and promoted
	Project Management	5.1. Project implemented effectively and efficient to the satisfaction of partners	5.1.1: Capable human resources and efficient systems supporting project implementation 5.1.2: Monitoring, consultation and advisory mechanisms supporting project implementation.

Figure 2: Breakdown of project strategy (components, outcomes, outputs)

C. Stakeholders

48. At regional level, the main stakeholders were the implementing and executing agencies:

Table 2: Main stakeholders at regional level

Key stakeholders	Role in the project
UN Environment (Science Division, Ecosystem Division, UN Environment Live Unit)	Lead GEF Agency, Implementing Agency for Components 2-4. Collectively responsible for the successful delivery of the overall project through technical, strategic and operational guidance given to the PCU directly and through the PSC.
UNDP	GEF Agency, Implementing Agency for Component 1 Responsible for the successful delivery of Component through their technical, strategic and operational guidance given to the PCU directly and through the PSC. (both UNEP and UNDP were jointly responsible for the successful implementation of the project, C5)
UNOPS East Africa Hub (EAH)	Executing Agency for Components 2-4
UNOPS Water and Energy Cluster (WEC)	Executing Agency for Component 1

49. At national level, the following governmental bodies were key stakeholders, as lead agencies for the implementation of the national activities.

Table 3: Key stakeholders at national level

Key stakeholders	Role in the project
National Agency for Environment, Ministry of Agriculture and Environment, **Cape Verde**	Lead agency for the implementation of the demonstration project at national level
National Water and Sanitation Agency (ANAS), Ministry of Environment, Housing and Land Use, **Cape Verde**	Lead Agency for the National components on Indicator Monitoring framework (C2), Policy (C3), and communication and outreach (C4)
Directorate General for Forest and Environment, Ministry for Production, Environment, Energy, Industry and Artisan, **Comoros**	Lead agency for the implementation of the demonstration project at national level Also Indicator Monitoring framework (C2), Policy (C3), and communication and outreach (C4)
Water and Sanitation Unit, Ministry of Environment and Energy, **Maldives**	Lead agency for the implementation of the demonstration project at national level Indicator Monitoring framework (C2), Policy (C3), and communication and outreach (C4)
Water Resources Unit, Ministry of Energy and Public Utilities, **Mauritius** Ministry of Energy and Public Utilities, **Mauritius**	Water Resources Unit (WRU) being the technical arm of the ministry was lead agency for the implementation of the demonstration project at national level Indicator Monitoring framework (C2), Policy (C3), and communication and outreach (C4)
Directorate of Natural Resources and Energy, Ministry of Infrastructure, Natural Resources and Environment, **São Tomé and Príncipe**	Lead agency for the implementation of the demonstration project at national level. Also Indicator Monitoring framework (C2), Policy (C3), and communication and outreach (C4)
Ministry of Environment, Energy and Climate Change, **Seychelles**	Main project partner with advisory role and co-financing

	Ministry was fully responsible (as the lead) for the Indicator Monitoring framework (C2), Policy (C3), and communication and outreach (C4)
Public Utilities Corporation (PUC), Ministry of Environment, Energy and Climate Change, **Seychelles**.	Lead agency for the implementation of the demonstration project at national level

D. Project implementation structure and partners

50. At the time of GEF CEO endorsement, the UN Environment's Division of Environmental Policy Implementation (DEPI) (now Ecosystems Division) was the designated Executing Agency (EA) for the UN Environment components. UNOPS' International Water Cluster (now Water and Energy Cluster) based in Copenhagen was the EA for the UNDP component.

51. Following internal restructuring of UN Environment in 2012, the EA role was reassigned from DEPI to UNOPS East Africa Hub for the UN Environment components to ensure compliance with GEF Policies and the establishment of a firewall between implementing and executing functions. Ultimately, the execution of the overall project was under UNOPS but administered by two different units, the East Africa Hub (EAH) for the UN Environment components and the Water and Energy Cluster (WEC) for the UNDP component. Such a significant structural re-organisation of the project implementation and execution modalities resulted in delays experienced in the beginning of the project[9].

52. The Regional Project Steering Committee (RSC) was the primary decision-making body for the project. Membership included national Focal Points from each of the six countries, nominated within the government, and representatives from the implementing and executing agencies. The Project Coordination Unit (PCU) was the secretariat of the RSC and was responsible for all activities related to project management and execution of activities at the national and regional levels.

53. At the national level, National Steering Committees (NSC) were established to be responsible for the project oversight and implementation, ensuring alignment with national strategic priorities. These bodies aimed to ensure effective coordination among activities across all Components at national level. They included internal state and relevant non-governmental stakeholders, UNDP representatives, the National Focal Points, and the IWRM Policy Support Analysts (IPSA) when relevant.

54. At national level, national lead agencies conducted the implementation of the demonstration projects under UNOPS managerial supervision, with the substantive oversight by UNDP. UNDP Country Offices provided technical assistance in each of the beneficiary countries (technical and strategic guidance) and exceptionally provided operation support in the hiring process and procurements.

55. In Comoros, Maldives, Sao Tome and Principe, and Seychelles, Demonstration Project Managers, hired by the lead Government agencies under the Project Cooperation Agreement (PCA) budget, and reporting to the National Focal Points, were responsible for the day-to-day management of the demonstration projects (Component 1 implemented by UNDP and executed by UNOPS WEC). Cape Verde and Mauritius had different arrangements. In Mauritius, a project manager was hired the

[9] GEF, AIO SIDS Regional Final Project Report, April 2018

first year, but after his departure a team of staff within the Water Resources Unit (WRU) were seconded to manage the demonstration project in Component 1. In Cape Verde, the governments appointed the National Agency for Water and Sanitation (ANAS) and National Environment Agency in collaboration with Agriculture to lead the implementation of the Component 1[10].

56. With respect to the UN Environment components, National Governance Coordinators were initially planned for the facilitation and coordination of activities at national level. For different reasons including complexity of tasks, sensitivity of the title and capacity challenges, the position was renamed to Governance Coordination Assistant and eventually to IWRM Policy Support Analyst (IPSA). IPSAs were finally hired in some of the countries. Final arrangements are described below:

    - In Cape Verde, the ANAS appointed a team of the following experts: National Coordinator, Communication Officer and Finance and Administration Officer;
    - In Comoros, an IPSA was hired, and after he resigned, the position was replaced, and a consultant was contracted by UNOPS;
    - In Maldives, the IWRM Demonstration Project Manager assumed the role of overall project management;
    - In Mauritius, an IPSA came on board in January 2016, contracted by UNOPS. After the first year, the contract was not renewed, and the government appointed an officer to coordinate activities under the guidance of the NSC;
    - In Sao Tome and Principe, a Governance Coordination Assistant was hired in July 2015. The position become vacant in March 2016 and the government took leadership in coordination of project activities; and
    - In Seychelles, a National Project Manager led national consultation on the policy work as well as support on indicator framework development. In addition, a communication officer led the activities under communication and awareness raising.

57. In addition to this, National Focal Points (NFP) were appointed in each country usually inside of the lead government agency. Maldives is the only country were there has been a single NFP permanently in charge of all components from the inception phase to the end of the project. In contrast, due to high turn-over in Government Officials and staff reshuffling, Seychelles used 5 NFPs over the duration of the project (although most of the NFPs are still working with the Ministry). The project organizational structure is illustrated in Figure 3 below.

[10] GEF, AIO SIDS Regional Final Project Report, April 2018

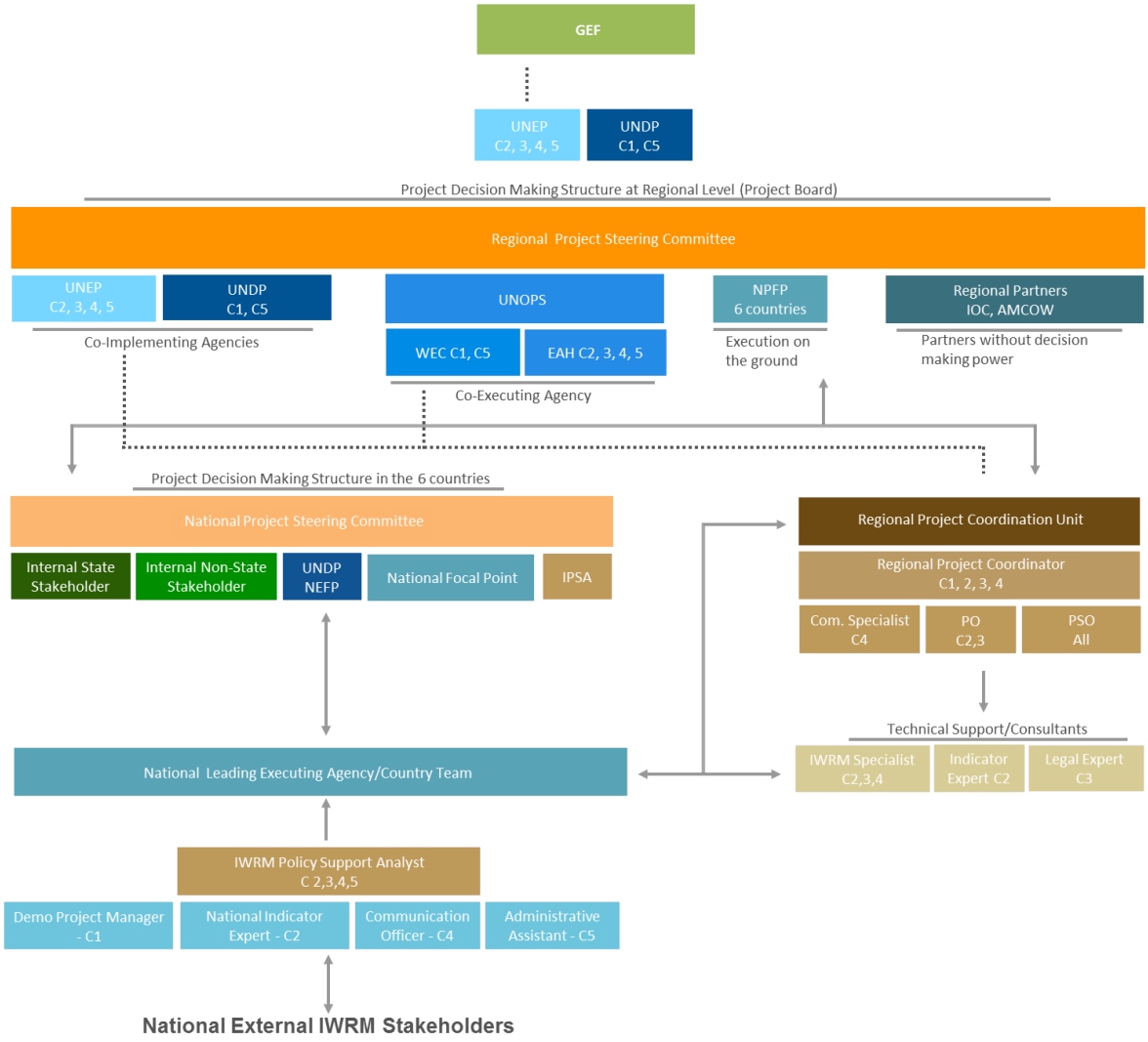

Figure 3: Project structure with details on the regional and national bodies[11]

E. Changes in design during implementation

58. No formal changes were made to the project design during implementation.

59. The scope of the demonstration project in the Maldives was revised to an integrated water supply approach for Thoddoo Island, involving desalination and rainwater harvesting with respective governmental co-financing, from the original focus on installing groundwater infiltration galleries

60. The project secured a no-cost 18-month time extension to compensate for the delays at project inception and to allow project activities to be completed. This did not only apply to the regional components. Also, at national level, adjustments were made. In Seychelles, for example, the decision was made to extend the completion date of the project and to extend the legal review and institutional review outside the timeline of

[11] Source: final project report, April 2018

the project due to the complexity and longer timeline required for governmental adoption and to 'bring to life' the outputs[12].

F. Project financing

61. The total planned GEF resources was USD 9.700.000 including USD 5.200.000 GEF allocation through UN Environment and USD 4.500.000 through UNDP. Co-financing commitment is presented in the table below:

Table 4: Co-financing commitments

Country/ Institution	Co-Financing commitment (USD)
Cape Verde	115,250
Comoros	515,952
Maldives	512,200
Mauritius	33,426,633
Sao Tome and Principe	795,000
Seychelles	2,271,500
Indian Ocean Commission	356,000
UN Environment	980,000
UNDP Cap-Net	450,000
Total	**39,422,535**

62. Additional information on budget at design and expenditures by component as well as planned and actual sources of cofinancing are presented under chapter IV.6 Efficiency (see Table 15 and Table 17).

[12] Final National Report Seychelles for Components C2 to C4, September 2017

IV. Theory of Change

63. The approach to evaluating project interventions in UN Environment is extensively based on the logical framework of the project. To clearly understand the intervention in terms of the causal pathways that the project pursues towards the intended long-term effects we make use of Theories of Change. Often the Theory of Change has to be 'reconstructed' from the logical framework and the associated narratives found in relevant project documentation.

64. The project design did not include a theory of change, as this was not a requirement at that time. The MTR included discussions on the importance of orienting the project strategy according to a theory of change approach, and recommendations were made to modify the logical results framework, particularly clarifying end of project targets. The reconstructed theory of change was confined to the project outcomes and did not identify impact drivers, intermediate states and envisaged long-term impacts.

65. Based on the documentation review (project document, midterm review report, PIR reports and final project report), the TE team reconstructed a ToC at evaluation for the project (see Figure 4) for use as a framework to guide the evaluation.

66. Through the process of reconstructing the theory of change, the TE team recommend rephrasing four main outcomes of the project to better reflect the intended added value of the GEF funding:

    - Outcome 1: Viable IWRM and WUE approaches tested and validated through field demonstrations;
        - Driver to support transition from outputs to direct outcome: Strong ownership at the local and national level to facilitate upscaling.
    - Outcome 2: Water sector development guided by IWRM indicator frameworks;
        - Driver to support transition from outputs to direct outcome: Roles and responsibilities agreed upon for ensuring frameworks are mainstreamed into development planning and budgeting.
    - Outcome 3: Policy and institutional enabling environment for IWRM approaches enhanced;
        - Driver to support transition from outputs to direct outcome: Cross-sectoral coordination mechanisms in place to advance policy reforms.
    - Outcome 4: IWRM capacities and knowledge management systems strengthened.
        - Driver to support transition from outputs to direct outcome: Mainstreaming learning and knowledge management at national and local level.

67. Progress towards achieving long term impacts will require sustained willingness of national and local governments to implement the develop IWRM plans, secure funding for maintaining incentive mechanisms and continued capacity building. The

project was designed to help build an enabling framework for implementing IWRM approaches as an integral part of water sector development. National level government agency stakeholders will need to advance the policy reforms instituted, ensure that cross-sectoral coordination mechanisms remain in place and use the IWRM indicator frameworks to guide incremental improvements in the management of water resources. Local government stakeholders and community groups also have responsibilities to expand upon the IWRM demonstrations, through maintaining and increasing partnerships with public and non-governmental stakeholders and mobilizing available local resources.

68. Assumptions for the change process from direct outcomes to intermediate states include:

    - From outcomes 1.1-1.6 to first intermediate state (Strategic water resources in the 6 beneficiary countries under IWRM arrangements): Sufficient buy-in by local stakeholders of IWRM and WUE practices and mechanisms

    - From outcome 2.1 to second intermediate state (Mechanisms for monitoring water resources and informing water management and development decision implemented): Strong willingness of stakeholders to invest in monitoring; and

    - From outcome 3.1 and 4.1 to third intermediate state (Plan, strategies, work programmes and budget of ministries are in line with the IWRM/WUE strategies): Governments will make provisions in their work plans and budgets to continue IWRM activities after the project

69. Under the theory of change scenario, focusing on strategic water resources in the AIO SIDS with implementation of IWRM and WUE approaches is expected to deliver mutually beneficial impacts, ensuring water as livelihood for local communities while maintaining economic efficiency among water users and protecting fragile freshwater, coastal and marine ecosystems. Broader socioeconomic and environmental benefits will be generated through continued engagement by national and regional stakeholders through formal and informal collaboration platforms that facilitate knowledge exchange, promote economies of scale and provide entry points for technical and financial cooperation. Drivers to support transition from intermediate states to impact are the following:

    - Awareness raised, mechanisms, technologies and practices disseminated at local level are broader promoted and bought-in;

    - Political commitment for promoting inter-sectoral cooperation within the country at each participating state; and

    - Political commitment for promoting cooperation between AIO SIDS countries.

70. Transitioning from the first intermediate state to the impact is also under the assumption of cultural acceptability of ECOSAN practices and effluence reuse. Furthermore, transitioning from the second and third intermediate states to the impact is under the assumption of high level of political will to support the IWRM process.

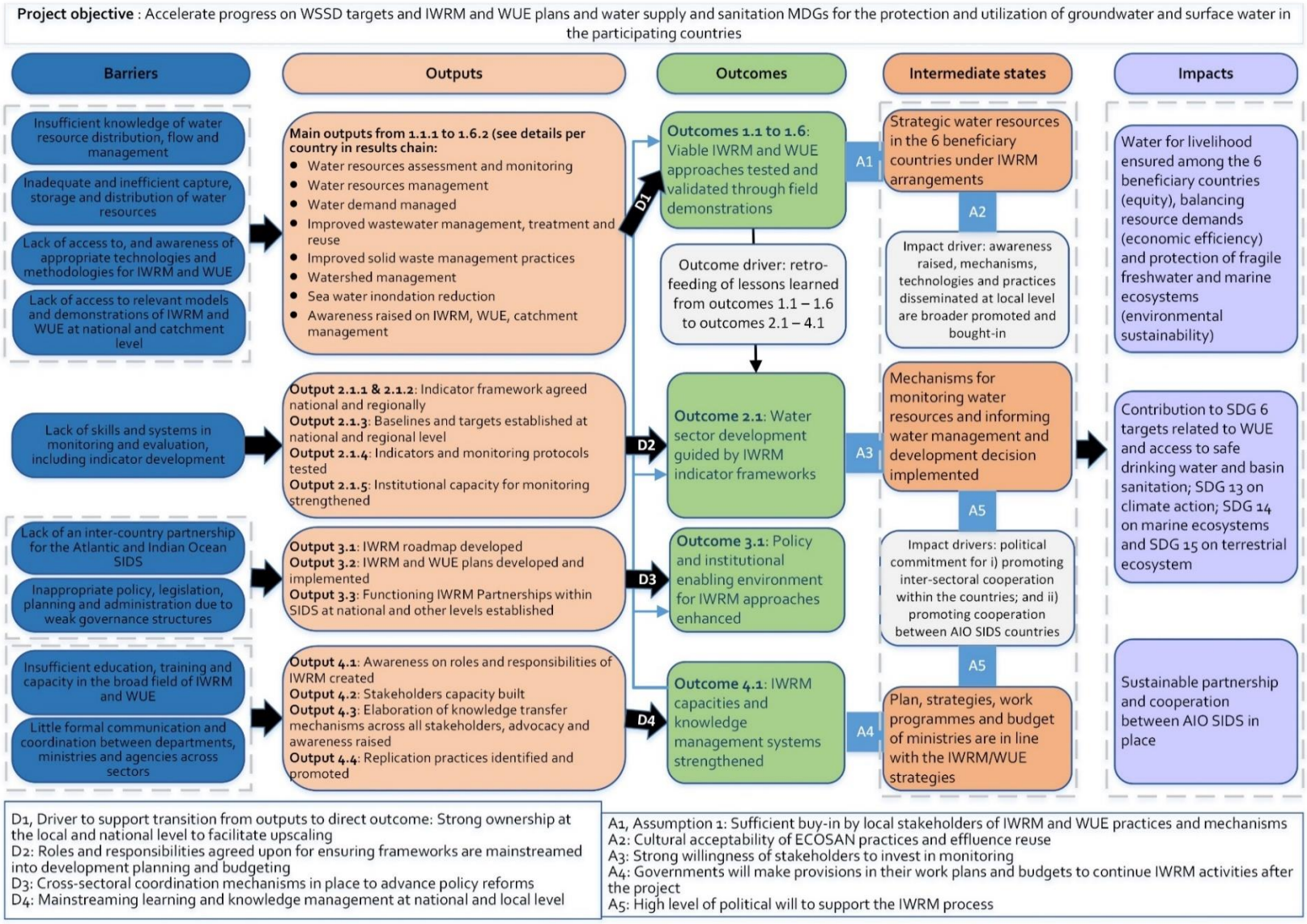

Figure 4: Project Theory of Change

V. Terminal Evaluation Findings

A. Strategic Relevance

Q1: To what extent is the project relevant to UN Environment Strategies and UNDP, priorities and mandate, as well as to the national objectives of the 6 project countries and local needs and priorities?

A.1 Alignment to the UN Environment Medium Term Strategy (MTS) and Programme of Work (PoW)

71. The project objective to accelerate progress on WSSD targets and IWRM and WUE plans and water supply and sanitation MDGs for the protection and utilization of groundwater and surface water in participating countries, was relevant across each of the 6 sub-programmes of the 2010-2013 UN Environment medium term strategy (MTS) and programme of work (POW): Climate Change, Disasters & Conflicts, Ecosystem Management, Environmental Governance, Harmful Substance, and Resource Efficiency.

72. The project fits as well under the UN Environment focus area strategy for 2014-2017 that "*adopts a more integrated approach to land and water management and aims at developing options for increased water efficiency*"[13]. The MTS identifies 7 cross cutting thematic priorities: 1) climate change, 2) disasters and conflicts, 3) ecosystem management, 4) environmental governance, 5) chemicals and waste, 6) resources efficiency & sustainable consumption and production and 7) environment. The project is particularly well aligned with the priorities 3 and 4. and their expected accomplishments, by helping to elaborate and implement IWRM and WUE plans to address water issues in the 6 countries. To different levels, the demonstration projects are also relevant to priorities 1 and 2 as IWRM is a valid approach to address climate change adaptation and manage floods and drought risks.

73. Likewise, the project is consistent with the UN Environment Programme of Work (PoW) for 2016-2017 that aimed to "*promote integrated land and water management approaches that help strengthen and restore the resilience and productivity of terrestrial and aquatic systems*". Among other priorities, the PoW is focused on improving ecosystem management and environmental governance.

74. In addition, the project was aligned with the South-South cooperation (SSC) mechanism designed to enhance UN Environment's ability to deliver environmental capacity building and technology-support activities in developing countries and regions of the South. This mechanism aims at strengthening exchange and collaboration between developing countries in the fields of environment and sustainable development. The SSC was established by the Bali Strategic Plan (BSP); the inter-governmentally agreed framework for strengthening the capacity of governments in developing countries and countries with economies in transition to

[13] UNEP, Medium Term Strategy 2014 - 2017

coherently address their needs, priorities and obligations in the field of the environment. The IWRM AIO SIDS project is aligned with and contributes to the BSP.

75. Rating: Satisfactory

A.2 Alignment to UNDP Strategy and Mandate

76. At the time of project development and approval, the 2008-2011 Strategic Plan of the UNDP was under implementation. The project was aligned with Outcome 1, "Strengthened national capacities to mainstream environment and energy concerns into national development pans and implementation systems" under Goal 4 of the 2008-2011, "Managing energy and the environment for sustainable development". The project was also consistent with some of the broader objectives outlined in the strategic plan, including the need for capacity development for effective south-south cooperation and for enhancing local and national capacities for human development and achievement of MDGs.

77. By the time the project was under implementation, a new strategic plan for the period 2014-2017 was in force and included specific reference to IWRM, specifically Output Indicator 2.5.2 "Number of countries implementing national and local plans for Integrated Water Resources Management", under Output 2.5 "Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation".

78. Rating: Satisfactory

A.3 Alignment to the GEF Strategic priorities

79. The project objective is consistent with the twofold long-term objective of the International Waters focal area established in the GEF Operational Strategy and approved by the GEF Council in 1995: (a) To foster international, multi-state cooperation on priority trans-boundary water concerns through more comprehensive, ecosystem-based approaches to management; (b) "to play a catalytic role in addressing trans-boundary water concerns by assisting countries to utilize the full range of technical assistance, economic, financial, regulatory and institutional reforms that are needed".

80. With respect to the GEF-4 IW focal area strategy, the project was aligned with Strategic Program 3: Balancing overuse and conflicting uses of water resources in surface and groundwater basins that are transboundary in nature. The GEF-4 IW strategy emphasized the vulnerability of SIDS, which typically have fragile freshwater resources that are intrinsically susceptible to land-based pollution. Strategic Program 3 highlights the importance of water-related health risks associated with SIDS.

81. Rating: Satisfactory

A.4 Relevance to Regional, Sub-regional and National Environmental Priorities

82. The evaluation confirms that the project was relevant to the IWRM targets committed to at the World Summit on Sustainable Development (WSSD) in 2002. The WSSD also reconfirmed the international community's commitment for the Millennium Development Goals (MDGs) that were established during the Millennium Summit of

the United Nations in 2000, upon the adoption of the United Nations Millennium Declaration. The project had specific relevance to Target 7C of MDG7 "Ensure Environmental Sustainability" (see Box 2 below).

Box 2: Targets under MDG7

MDG7 was broken down into 4 targets:

- Target 7A: Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources
- Target 7B: Reduce biodiversity loss, achieving by 2010, significant reduction in the rate of loss
- Target 7C: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation
- Target 7.D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers

83. Retroactively the project is relevant to several of the Sustainable Development Goals (SDGs), particularly SDG 6 (Ensure access to water and sanitation for all) and secondarily with respect to SDG 5 (gender equality), SDG 13 (climate action), SDG 14 (life below water), SDG 15 (life on land) and SDG 17 (partnerships for the goals).

84. With respect to national priorities, the project was aligned with policies and strategies that were in place at the time of project entry, including but not limited to the following:

    - Cape Verde: National Adaptation Programme of Action (NAPA), Medium Term Strategy for Water Management (2009-2013);
    - Comoros: NAPA, the National Environment Policy, and National Action Plan on the Environment, the National Strategy for Growth and Poverty Reduction;
    - Maldives: NAPA, draft Water and Sanitation Policy, draft Water and Sanitation Plan, the Third National Environment Acton Plan (NEAP III);
    - Mauritius: National Water Policy, National Water Resources Master Plan, Second National Environmental Strategy and Action Plan for 2000-2010, and the National Biodiversity Strategy and Action Plan (NBSAP);
    - São Tomé et Príncipe: NAPA, National Poverty Reduction Strategy, National Environment Plan for Sustainable Development, National Biodiversity Strategy and Action Plan (NBSAP);
    - Seychelles: Environment Management Plan of Seychelles (EMPS 2000-2010), and the Water Master Plan.

85. The project is clearly relevant according to national priorities. With respect to regional priorities, the project objective is consistent with the strategic objectives of the Nairobi and Abidjan Conventions; it is noted that Maldives is not party to either of these conventions. On a broader scale, the project is also generally relevant with the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. The six of the eight countries in the SIDS AIMS[14] group were represented on the project; Guinea-Bissau and Singapore are the two other countries.

[14] AIMS: Atlantic, Indian Ocean, Mediterranean and South China Sea. The eight countries making up the AIMS group include Cabo Verde, Comoros, Guinea-Bissau, Maldives, Mauritius, São Tomé and Príncipe, Seychelles and Singapore.

86. Rating: Satisfactory

A.5 Complementarity with Existing Interventions

87. With respect to the complementarity with existing interventions, the project document outlined synergies and complementarities with several GEF-financed regional projects, including: Addressing Land-based Activities in the Western Indian Ocean - WIO-LaB (UN Environment-GEF); Toward an Ecosystem Approach for Sustaining the Agulhas and Somali Current Large Marine Ecosystems (UNDP-GEF); Protection of the Canary Current Large Marine Ecosystem (FAO/UN Environment-GEF); Preparation of a Transboundary Diagnostic Analysis and Preliminary Framework Strategic Action Programme for the Bay of Bengal Large Marine Ecosystem (WB/FAO-GEF); Combating Living Resource Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions (UN Environment/UNDP-GEF); Implementation of the Benguela Current LME Strategic Action Programme for Restoring Depleted Fisheries and Reducing Coastal Resources Degradation (UNDP-GEF); Reduction of Environmental Impact from Coastal Tourism through Introduction of Policy Changes and Strengthening Public-Private Partnerships (UN Environment-GEF).

88. Complementarities were also identified with several non-GEF interventions, including the Regional Coastal Management Programme of the Indian Ocean Countries (ReCoMap), and the work programmes associated with the Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region and the Abidjan Convention for Co-operation in the Protection and Development of the Marine and Coastal Environment of the West and Central African Region (the Nairobi and Abidjan Conventions).

89. Based on TE findings, synergies with regional and sub-regional projects and interventions were not realized as planned. There was limited evidence of cross-collaboration with other regional projects. The confirmed cofinancing from the Indian Ocean Commission at project entry did not materialize. And, at project closure, there is no regional collaborative approach sorted out for maintaining the cooperation among the six AIO countries, although some efforts were undertaken in terms of cooperation between the six countries.

90. The project outputs did contribute towards the regional processes promoted under the UN Environment Global Programme of Action (GPA) for the Protection of the Marine Environment from Land-based Activities. The GPA calls for National Programmes of Action (NPA).

91. in which targeted support is provided to countries to mobilize domestic and international resources for the implementation of the NPA and to reinforce the NPA through the review/enactment of national legislations and regulations. Of the six beneficiary project countries, Maldives, Mauritius and Seychelles have produced such NPAs and Comoros is working on one through assistance from the Nairobi Convention Protocol on Land Based Sources and Activities.

92. Synergies and complementarities were identified with several national level interventions, some leading to co-financing of activities by other projects. That was the case in Maldives with the 5-year national awareness raising campaign "Fenfahi" that was jointly co-financed by a UNDP supported, Adaptation Fund (AF) financed project.

93. Also, in São Tomé and Príncipe, there are linkages between the national IWRM plan and the national water sector strategy 2030. There were (and continue to be) synergies with national UNDP-GEF projects; e.g., support for drafting secondary legislation according to the newly approved water law, support for operation and maintenance of hydrometric monitoring stations. There was a water sector project in Neves funded by the Arab Bank for Economic Development in Africa (BADEA); there is some evidence of complementarity, but there were no direct synergies in during project implementation. There is also donor support to the hydroelectric power plant on the Contador River[15], which also runs through Neves and is one of the 12 principal rivers in the country; in fact, the project-funded vehicle wash was built on the bank of the Contador, not the Provaz River, which also flows through Neves and was the focus of the project demonstration. It might have been advisable to implement the demonstration project for the Contador River; nevertheless, there are opportunities for scaling up IWRM in the Neves area.

Box 3 - Seychelles Global Climate Change Alliance + Climate change Adaptation Project La Digue Island

Objectives: The overall objective of the GCCA+ project is "To ensure that the people, economy and environment of Seychelles are able to adapt to and develop resilience to climate's effects, thereby safeguarding the sustainable development of Seychelles".

The specific objective of this EU funded project is to contribute to the implementation of the Seychelles Climate Change Strategy (SCCS) through: 1) Strengthening the climate change sector policy framework (Component A) and 2) Supporting adaptation to climate change in coastal areas (Component B). This project focuses on Component B, which aims at supporting adaptation to CC by increasing coastal and flood protection in the vulnerable areas of La Digue Island through ecosystem-based adaptation.

- Result 1: Shoreline Management Plan in place
- Result 2: Improve the hydrological dynamics and productivity of stream channels and wetlands and increase their flood buffering capacity
- Result 3: Enhance beach berms
- Result 4: Mitigate effects of coastal

94. In Mauritius, several tools are complementing the National Water Policy. The national IWRM plan (2017-2022) has been enacted by the Mauritius Cabinet (21 July 2017) and the 3-year strategic plan for the period of 2018/19 through 2020/21 references to the IWRM plan. There are significant water and wastewater investments outlined in the 3-year strategic plan. Regarding other initiatives, the European Union (EU) has provided support, including direct budgetary funding, for many years. Mauritius and Seychelles are part of the beneficiary countries of the Global Climate Change Alliance Plus (GCCA+) initiative. One of the programs included in the GCCA+ initiative concerns the mitigation of sea level rise, extreme weather and coastal erosion in La Digue, where the GCCA+ will undertake activities directly linked to the AIO SIDS project (see Box 3). In Mauritius, the GCCA+ consisted of a "Climate smart agriculture for small holders" project. There were potential synergies with this program and the project, particularly with respect to the availability of water for the agriculture sector. Based on some shortcomings with respect to stakeholder engagement, these synergies were not fully realized.

[15] In fact, the Contador River is the only river supporting hydroelectric power in the country

95. As part of the work done under the Component 2, diagnostic analyses were updated through preparation of country factsheets which provided the status on indicators for each of the six beneficiary countries. This activity helped ensure that the project was in line with national priorities.

96. Rating: Moderately Satisfactory.

A.6 Relevance to Local Priorities and Needs

97. During the project preparatory phase, the countries prepared national diagnostic and hot spot analyses, and based on these findings, three or four concepts were developed for the demonstration projects in each of the six participating countries. Through a participatory process, national implementing partners made the final selection of the demonstration projects, ensuring they were relevant according to local priorities and needs.

98. Stakeholder feedback obtained through the TE interviews confirmed that the projects were timely regarding national water sector needs and priorities, both in terms of governance and policy. For example, in Seychelles the IWRM project filled a gap in the water legal framework so to elaborate a National Water Policy. Moreover, the project was in line with the specific context of La Digue, being a fast-growing island dealing with water scarcity and waste management issues. Rainwater harvesting potential and water policy were local priorities.

99. In Maldives, the project aimed at developing a Strategic Action Plan incorporating IWRM principles that will be used to roll out strategic actions in relation to the National Water and Sewerage Policy.

100. Likewise, in Mauritius there were several priorities identified with respect to water and sanitation. There were as well weaknesses noted during the TE mission; including with respect to the irrigation sector. The project design was aligned with the National Water Policy (2014) and the IWRM national indicator framework has been aligned with the SDGs showing significant strategic relevance. The national IWRM plan also captures many of the key water sector issues in the country.

101. Considering this; the TE revealed that water supply, IWRM, water use efficiency, wastewater management, and waste management were particularly relevant for all 6 countries and answering local needs.

102. Rating: Satisfactory

103. Q1: To conclude, the TE analysis confirms the strategic relevance of the project design and implementation with the UN Environment and UNDP strategies, priorities and mandates. This regional project, including the demonstration projects, was also consistent with respect to national priorities identified by the governments and local needs in terms of water and sanitation. Regional synergies and complementarities fell short of what was outlined in the project design.

Rating for Strategic Relevance: the overall rating is 'Satisfactory'

B. Quality of Project Design

Q2: To what extent was the project design internally coherent, and relevant within a broader external context?

104. The assessment of the quality of project design, using the template provided by UN Environment, concluded a moderately satisfactory rating, as summarized in Annex of the inception report.

105. The project design was heavily focused on establishing and strengthening IWRM partnerships at the national and local levels – and less so, at the regional level. At project entry, only Cape Verde and Mauritius had formalized and functioning national water advisory committees.

106. The six participating countries are located in two different regional areas, namely the Indian Ocean for Maldives, Mauritius, Seychelles and Comoros, and the Atlantic Ocean for São Tomé and Príncipe and Cape Verde. This group of countries is roughly consistent with the Atlantic Ocean, Indian Ocean, Mediterranean Sea and South China Sea (AIMS) group of the SIDS partnership; except for Bahrain, Guinea-Bissau and Singapore. GEF had previously funded regional integrated water sector projects among the Caribbean SIDS and Pacific SIDS, and the countries on this project were not yet represented in this context. There was no previous grouping of the countries for similar purposes.

107. The geographic fragmentation translated into an absence of a regional representation of the six beneficiary countries, as it is the case for the two sister projects in the Caribbean and the Pacific. Indeed, the SIDS are parties to several conventions or bodies such as the Nairobi and Abidjan Conventions or the Indian Ocean Commission (IOC) but there is no body or convention gathering these specific six countries.

108. The physical fragmentation of the participating countries was also a challenge in terms of logistics, integration and cohesion because the six countries had no administrative record or history of working together.

109. In addition to this, the regional project required working in three languages (English, French and Portuguese) and operational issues arose from this. In particular, during the first half of the project there was no Portuguese speaking project officer. The Portuguese speaking staff member was hired in the Regional Coordination Unit only at mid-term. The language barrier made the active participation in the Regional Steering Committee and the reporting obligations highly demanding, especially for São Tomé and Príncipe and Cape Verde.

110. Baseline information was included for a few of the indicators in the project logical results framework, but there was limited to no baseline information for many of the indicators. Section V of the project document, Monitoring Framework and Evaluation indicates that "At the time of project approval, perhaps fifty percent of baseline data is available".

111. The planned implementation timeframe was 4 years and the original human resources available for project management at regional level were limited, which, in the opinion of the TE team, was insufficient to achieve stakeholder buy-in,

strengthened capacities and behavioral change required under IWRM frameworks, except if planned under multiple phases.

112. Also, from the analysis of the project design, the project could have been more effective if each demonstration project had certain commonalities, e.g., developing local level IWRM plans, establishing IWRM committees, having a clear gender dimension, etc. Instead, the demonstration projects were quite different in terms of scale, issues and set up, making exchange of experience and transfer of knowledge more difficult. It is important to note that the IA/EA representatives involved during the project development phase indicated that the GEF had requested six different pilots. It is recognized that there are different physical, cultural, language and political factors in the six participating countries; however, incorporating certain common elements to the IWRM pilots might have better facilitated knowledge sharing and sustained regional cooperation. (lesson learned 2)

113. Knowledge management was included under Component 4: *Capacity Building, Learning, Knowledge Exchange and Replication*. Knowledge exchange and transfer were closely linked with the stakeholder engagement plan, e.g., through establishing and strengthening IWRM networks, dialogue platforms and information systems. Several activities were designed to deliver the knowledge management strategy, including development of a project website, promoting networking across the beneficiary countries, supporting project staff in attendance at regional and international conferences, etc.

114. The project was designed under a joint implementation modality, with UN Environment as the lead implementing agency, and UNDP as the GEF agency for Component 1 (demonstration projects). There were also two executing agencies, UNOPS and UN Environment DEPI. Involvement of UNOPS during project design was limited. Furthermore, the project was designed when UN Environment had a dedicated GEF Division. Early in the implementation phase of the project, the GEF Division was disbanded and GEF work in UN Environment was absorbed into the relevant thematically oriented Division – for this project the Division of Environmental Policy Implementation (now Ecosystems Division). Since the DEPI Division now held both IA and EA roles the arrangements had to be re-visited. The executing agency for the UN Environment components (C2-4) was reassigned from UN Environment DEPI to UNOPS EWC EAH (Kenya office) after GEF CEO endorsement; this reassignment process contributed to the approximate 2-year delay in initiating the project implementation.

115. The breakdown of the project budget across the four components was reasonable. The project management cost was set at approximately 10% of the GEF implementation grant. The planned delivery of the outcomes under Component 1 (demonstrations) were overly optimistic, with all demonstrations completed by year 3. The work plan was reasonably well presented, listing the indicative activities under each of the components. The activities are not broken down by outcome or output and, therefore, a bit difficult to follow.

116. Regarding co-financing, approximately 85% of the total was confirmed from the Government of Mauritius. There is limited information available in the project document or co-financing letter regarding the breakdown of the USD 33,426,633 of in-kind co-financing from the Government of Mauritius.

117. Sustainability approaches were outlined in the project document, broken down into environmental, social, institutional and financial issues. Building upon the results and lessons from the demonstration projects featured prominently in the list of sustainability approaches. The design, however, did not include a coherent sustainability strategy, and there was no exit strategy presented which would have, for instance, assessed national capacities needed to sustain results. The financial management capacity of the national implementation partners should be assessed at the project development phase, and relevant capacity building and support structures built into the design of the project (lesson learned).

118. Socio-economic risks were also underrepresented in the risk table and logical results framework. There is limited evidence available indicating that socio-economic and environmental risks were screened as part of the project development process. The results framework does mention affordability of wastewater services (for Cape Verde) and cultural acceptability for composting toilets (Sao Tome and Principe); however, there were no risks associated with gender, access to resources, etc. Gender aspects were reflected in the design, including collection of gender disaggregated data among the demonstration projects, establishing gender-integrated IWRM committees and promoting gender-integrated. However, a gender analysis was not made but this should be contextualized as at the time of the design policy guidance was putting less emphasis on gender aspects than nowadays. Likewise, it should be noted that the consideration of social and environmental risks and safeguards was also not yet a requirement, neither of UNDP nor the GEF, at the time of the project design

119. With regards to the human rights, the design did not identify concerns with respect to human rights, e.g., risks associated with restricting access to resources, exclusion of women and other vulnerable groups.

120. Q2: Overall, the project design was found generally coherent, even though there were shortcomings, e.g., limited focus on regionalism. The logical framework, workplan and indicative budget were found reasonable and well presented, but the 4-year allocated timeframe was insufficient for achieving behavioral and policy level changes required under IWRM approaches.

Rating for Project Design: the overall rating for Quality of Project Design is 'Moderately Satisfactory'

C. Nature of the external context

Q3: What challenging external factors affected the project performance and were there taken in consideration at project design and mitigated?

121. The project document identified potential challenging operational factors associated with inclement weather or hazards the SIDS are all prone to, such as storms, affecting logistical arrangements. These risks did not materialize during project implementation but should, nevertheless, be considered for follow-up interventions.

122. Security and political situations in the six participating countries were mostly favourable and did not affect project operations. With an implementation timeframe extending from 2012 through 2018, unsurprisingly there were elections and periods of instability due to changes in governments. This particularly disturbed the progress

of the activities in Cape Verde and in Comoros, namely on the activities of the policy component. There were also periods of political crisis in Maldives and Comoros. These transitions and political situations did not significantly affect the implementation of the project. The ongoing or high likelihood of changes in national governments were not explicitly addressed in the project document even though it was an important risk.

123. Infrastructure conditions vary widely across the six participating countries; however, shortcomings in infrastructure did not significantly affect the project outcomes. The locations of the demonstration sites were accessible for the most part. The remoteness of some of the areas, e.g., in São Tomé and Príncipe, resulted in some access constraints. For instance, some of the hydrometric monitoring instruments installed in São Tomé and Príncipe are difficult to reach, creating some challenges for regular maintenance and lack of IT communication restricts operation of mobile telephone-based telemetry.

124. Like infrastructure, economic conditions are quite different among the six participating countries. These economic differences did not significantly affect project implementation but are important with respect to sustainability. For example, the affordability of tariffs for water and wastewater services has been identified as a restrictive issue in Maldives and Cape Verde, and local economic conditions impact the viability of volunteer community groups, for instance in São Tomé and Príncipe.

125. Q3: To conclude, the project's external operating context did not significantly affect the project outcomes. Risks associated with inclement weather did not materialize. There was political instability in some of the countries, and there were some resultant delays, but overall did not significant impeded project performance. Economic conditions vary considerably across the six countries; although these differences did not particularly affect project implementation, the likelihood for sustaining the results generated is diminished in the lower income countries.

Rating for Nature of the external context: the overall rating for Nature of External Context is favourable

D. Effectiveness

Q4: How has the project been effective in achieving its main objective, expected outputs, and outcomes?

D.1 Delivery of Outputs

126. The degree of achieving the outputs is well detailed in the UN Environment and UNDP annual PIRs as well as in each country's final reports. The regional final report also presents the achievements and the status of the outputs as at March 2018. Based on this and on the interviews and missions conducted by the evaluation team, the level of delivery of the different outputs is discussed below.

Expected Outputs	Achievements	Ratings
Outputs of the Demonstration Project in Cape Verde: Protection of groundwater resources, stabilization of coastal terrains - integrated planning and management of wastewater collection, treatment and reuse in Tarrafal, Santiago		**MS**
1.1.1: Improved wastewater management systems	This output has been achieved satisfactorily. Additional connection to the main sewer line is established and the project succeeded in connecting more than 350 households, which was the initial target. The volume of wastewater that can be treated for irrigation was also increased by 30%. There are issues associated with affordability of the wastewater tariff and seawater intrusion into the sewer lines, limiting the use-ability of the treated wastewater for irrigation.	**Delivered**
1.1.2: Increased treated wastewater used for irrigation	A reservoir for treated wastewater was built and micro-irrigation kits and seeds for planting fruit trees were provided. However, the treated wastewater has not been used to irrigation due to high salinity associated with potential infiltration of seawater in the sewer line. According to the national final report on the component 1, several meetings with the Local Chamber president and representatives of the inter-municipal water company of Santiago, a study was commissioned to identify the point of entry of seawater into the WWTP in order to resolve this situation. This is an important issue, as the Government of Cabo Verde is promoting wastewater re-use due to the current prolonged drought. The TE team was unable to obtain information on the results of the study and whether the seawater intrusion issue has been rectified.	**Not delivered**
1.1.3: Awareness raised on WUE for domestic use as well as tourism sector	The national final report for C1 indicates that 70% of the population of Tarrafal was sensitized on WUE and measures for water conservation. Events were held involving teachers and students. A workshop directed at the tourism sector brought together 10 participants (although this figure doesn't look high, it reportedly represents 100% of hotels and residential in Tarrafal).	**Delivered**

Expected Outputs	Achievements	Ratings
1.1.4: Water quality monitoring system established and operational	The laboratory was adequately equipped to conduct the water quality monitoring system. An initial proposal for a national, centralized water quality monitoring system was made but in September 2017, it was not yet operationalized. It should be noted that this 4th output is stated in the national and regional final reports; however, it is absent in the UNDP PIR 2017.	**Partially delivered**
Outputs of the Demonstration Project in Comoros: Water resource assessment and protection through IWRM planning & management in Mutsamudu, Anjouan		**S**
1.2.1: Sustainable water management through integrated participatory planning and multi-stakeholder engagement	This output can be found in the logical results framework provided in the regional final report, but neither in the UN Environment and UNDP PIR 2017 nor in the demonstration project's final report. However, that the project established a multi-stakeholder coordination committee at national level, as well as a multi-stakeholder watershed management committee whose financial and operational sustainability remains uncertain. The demonstration project also conducted a participatory planning workshop and participatory mapping and zoning activities.	**Delivered**
1.2.2: Water resource assessment and monitoring systems established	A report on socio-economic and natural resources assessment as well as a report on assessment of water resources were completed. To sustain water sample analysis and monitor the water resource, the University of Comoros Laboratory was upgraded. The watershed management plan included a monitoring plan with clear roles and responsibilities. A tri-partite MOU was signed between the Water quality department, Directorate for Environment and University of Comoros.	**Delivered**
1.2.3: Water quality improved through solid waste management and water source protection	A quarterly river cleaning campaign was established in collaboration with the National Army. The waste management plan for the watershed includes a strategy for awareness campaigns and regulatory policy. A solid waste collection system was established in Mutsamudu. However, the evaluation found that waste management remains problematic due to great difficulties in identifying a disposal site. The interviews suggest that a site has been recently identified but not endorsed yet. Moreover, the solid waste aspect is confronted with a problem of financial sustainability, as it is supposedly relying on an ecotax with unclear revenue collection system.	**Partially delivered**
1.2.4: Reservoir protected from the	Two trainings were conducted with ten small-scale farmers on good farming practices to avoid soil erosion. Although the condition of the slopes upstream of the reservoir have improved, the evaluation results suggest that these training events were insufficient considering that the entire catchment area was exploited by farmers and that only few solutions were presented to them. In addition, a protection fence was built to	**Partially delivered**

Expected Outputs	Achievements	Ratings
effects of small-scale farming practices	protect the reservoir against easy access and pollution and to reduce sediment erosion. As an additional investment, a chlorination system for the reservoir was being installed, however it has been delayed due to problems in identifying the site and discussions with Grande Comoros on the chlorine supply are still on-going.	
1.2.5: Watershed management plan for Mutsamudu developed	Based on the socio-economic and water resource assessment reports, an Integrated Watershed Management Plan for Mutsamudu was developed. The plan was then endorsed by all stakeholders. A multi-stakeholder watershed management committee was also previously established that provided a platform for the active participation of stakeholders in the project implementation.	**Delivered**
1.2.6: Awareness raised on IWRM and catchment management and its contribution to MDGs and gender empowerment	A communication strategy and awareness raising campaign was established and implemented, reaching over 80% of the population of the island of Anjouan through clean up campaigns, local and national media, as well as social media. Regarding gender empowerment, about 15 women farmers were trained for improved sustainable agricultural practices and 3 female technicians were trained to collect daily river gauge data and GIS data for the IWRM database.	**Delivered**
Outputs of the Demonstration Project in Maldives: Protection of a freshwater lens from salinization and agro-chemical pollution, with improved drought season aquifer yields in Thoddoo island		**S**
1.3.1: Sustainable water management through integrated participatory planning and multi-stakeholder engagement	A participatory workshop planning was held. Following this, a local water committee was established having 34 participants involved (16 women and 18 men from the Island Council, Island School, Local NGOs, Health Centre and Farmers). The project steering committee was also represented by stakeholders from different sectors, namely the Ministry of Environment and Energy, the Thoddoo Island Council, the Ministry of Fisheries and Agriculture, the Local Government Authority and the Ministry of Finance and Treasury. There is no evidence that this committee was gender balanced. A water management plan envisaged under this output was developed through a participatory approach. It should be noted that this output was not present neither in the logical framework of the national final report nor in the UN Environment and UNDP PIR 2017 reports.	**partially Delivered**

Expected Outputs	Achievements	Ratings
1.3.2 Water resources management plan developed for Thodoo	A Water Management Plan was developed with the support of the Thoddoo Island Council and a model of optimization of best integration options that integrates rainwater and desalination water was developed and approved by the Environmental Protection Agency.	**Delivered**
1.3.3 Integrated sustainable water supply system established and operational	Through close cooperation with governmental cofinanced efforts, the project supported development of an integrated water supply system. The system includes rainwater harvesting and desalination, with 357 households connected to the water supply system for domestic use.	**Delivered**
1.3.4 Awareness raised on groundwater protection from pollution by agro-chemicals and promotion of WUE in Thodoo	An awareness strategy was developed by an advertising agency. Awareness meetings and workshops were held targeting different groups, reaching an estimated 80% of the population. Televisions were purchased and installed in the local health centre to show awareness materials produced by the project. Four documentaries on the demonstration project were developed and used for awareness campaigns. Five videos and animated spots on water use efficiency were developed and billboards advertisings were developed and displayed in AA. Thoddoo. A video spot on the national water and sewerage policy was also developed. Air time on two national television channels was acquired (4 months and 6 months, with 3 daily spots) to show materials from the project. National FENFAHI Awareness Campaign Strategy on Water Use Efficiency (including lessons learned and materials from the demo, developed and launched). The elaboration of the strategy and its implementation were jointly financed by the Adaptation Fund Project (AF Project) and the UNDP demonstration project. Activities will be held on other islands for the next 5 years.	**Delivered**
1.3.5 Participatory groundwater quality monitoring system established and operational	Groundwater monitoring program was established with guidance and assistance of the Environmental Protection Agency who will be overall responsible for monitoring. There were difficulties in finding local stakeholders who were willing to take responsibility for the field monitoring tasks. As targeted, 8 borewells were installed. 2 women and 4 men were trained on water quality monitoring and data management. It is unclear whether the tests have been carried out monthly or on a quarterly basis since the information given in the national and regional reports are contradictory and the interviewed stakeholders were uncertain of the current status in Thoddoo.	**Partially delivered**

Expected Outputs	Achievements	Ratings
Outputs of the Demonstration Project in Mauritius: Protection and sustainable utilization of the Northern Aquifer		**MS**
1.4.1: Water Resources Assessment conducted to determine and monitor the safe yield and water quality of the aquifer	The water quality and hydrogeologic baseline assessments were produced as well as vulnerability maps, and a database was developed to track regular monitoring of the northern aquifer. A monitoring plan was also produced for the northern aquifer. The database is partly populated but not yet institutionalized; there are other information management systems under development. Regarding putting protection measures in place at sensitive areas – which was part of the end target for this output – it would have been advisable to develop an integrated management plan for the aquifer in addition to the water quality management plan. The deliverables produced under the demonstration project provide a framework for making informed management decisions based on groundwater monitoring results; however, the activities were oriented towards scientific surveys and limited emphasis was placed on water resource management.	**Delivered**
1.4.2: Improved water quality protection of the groundwater and lagoon water quality through improved wastewater treatment and management systems;	 **Figure 5: Sea water intrusion barrier well, Grand Baie, July 2018** Treated wastewater generated from the Grand Baie municipal wastewater treatment plant is used for irrigation of the adjacent golf course; approximately 2,500 m^3 per day, which is the total flow. There are 3 existing seawater intrusion barrier wells near the treatment plant; but the treated water is first diverted to the golf course. The golf course pays for the water and contributes to the local tourism sector; Grand Baie is an important tourist destination in the country. Through expansion of the wastewater sewerage system, the government has taken steps to further improve the water quality protection of the groundwater and lagoon. A study carried out by the project indicated that current seawater intrusion was not significant, concluding that the groundwater resources were not over-exploited, except in the western part of the aquifer. Increased sewerage will essentially double the flow of wastewater to the treatment plant. The TE team feels that further technical analyses should be made to evaluate the best management practice for the treated wastewater, e.g., determining an optimal mix of golf course irrigation and injection into seawater intrusion barrier wells.	**Delivered**

Expected Outputs	Achievements	Ratings
1.4.3: Reduced stress on the aquifer through improved water demand management and dissemination of best practices, aiming for replication at the national level and beyond	Based on groundwater monitoring results from two different seasons, seawater intrusion maps were prepared with the assistance of technical consultants. These maps are useful management tools. There was limited evidence that the WRU staff has the capacity to reproduce such maps with subsequent monitoring results. And, it would have been advisable to have prepared an integrated water resources management plan for the aquifer that includes specific management measures (refer to the comment under Output 1.4.1).	**Not delivered**
1.4.4: Capacity strengthened, and awareness raised among government, private sector and civil society for aquifer protection against over-extraction and contamination with special focus on climate change and gender empowerment.	The project supported several capacity building and awareness raising activities. There was, however, no evidence of measurement of the percentage of policy stakeholders advocating for groundwater protection (50% end target difficult to assess). Similarly, the end target of 35% of the public receiving best practice guidance on pollution prevention and effective water consumption is difficult to assess, without evidence of quantitative monitoring. The IWRM coordination mechanism (assuming this is the IWRM national committee) can be assumed aware of climate change issues; through project supported training and professional knowledge. An international consultant was contracted to prepare an IWRM gender equality indicator framework. The consultant's report was comprehensive and was well received. Nonetheless, this framework was not directly linked to the IWRM national indicator framework, there were too many indicators included and there are no roles and responsibilities identified for the gender plan, resulting in a lack of ownership.	**Partially delivered**
Outputs of the Demonstration Project in São Tomé and Príncipe: Integrated River basin management for Rio Provaz, to enable equitable water resources allocation and protection		**MS**
1.5.1: Sustainable water management through integrated planning and stakeholder engagement	An inter-sectoral, multi-stakeholder local water committee was established for the Provaz River Basin where the fishers, farmers were represented, as well as the Health and Education sector, the NGOs, the catholic and evangelical church and the Police. Stakeholder engagement was reportedly good, involving multiple governmental and non-governmental actors. The participation of women, including the river basin committees was encouraged. However, according to the UNDP PIR 2017, the consultation with residents was complicated by the fact the people living in the catchment area are mainly fishers and small-scale farmers whose daily	**Partially delivered**

Expected Outputs	Achievements	Ratings
	work leaves them with little time to attend workshops, meetings and other activities of the project. During the TE mission, there was limited evidence demonstrating the IWRM plan is being implemented and stakeholder engagement has not been maintained since project closure.	
1.5.2: Quality and quantity of water resources in the Rio Provaz basin assessed	Extensive studies were made of the Provaz River basin; much of the data was from secondary sources. There was no summary made of the hydrometric data collected during project implementation. Two of the three hydrometric stations have no communication with the mobile telephone telemetry network; therefore, no data is available. The third (upstream) station only has data from November 2016 until April 2018, which possibly stopped due to lack of payment for mobile telephone service.	**Not delivered**
1.5.3: Institutional capacity (cross-sectoral coordination) strengthened and decentralized (municipal) water management fostered through the development and implementation of Basin Water Resources Allocation and Protection Strategy	A water resources management plan for Provaz River basin was developed; however, there was limited evidence of implementation of the plan at the time of the TE mission in July 2018. The basin committee has a program of work, but it does not seem directly associated with the plan. Moreover, the local river basin committee is not yet legally registered, and involvement by women's groups has waned. There was no evidence in the field of recent involvement.  **Figure 6: Papagaio River Committee, July 2018**	**Not delivered**
1.5.4: Water pollution reduced through improved wastewater treatment systems (piloting ECOSAN wastewater management), solid waste collection and disposal and residential sanitation at the poor communities	Two public toilets were installed in Neves; one unit visited was locked. The TE team is uncertain how these units are being used and maintained and interviewed local stakeholders could not provide additional information. Five EcoSan toilets were installed among residential areas in Neves; approximately 5 familial households per unit share the toilets. The one unit visited was found to be clean and owner indicated that they were trained on maintenance; however, the unit has not yet been cleaned out (1-1/2 years of operation). There is no water supply to this household. The moto-wash unit was built near the bank of the Contador River, not the Provaz River, reportedly due to land restrictions at the Provaz. The operator indicates that about 10 motorbikes/vehicles per day use the facility; rather low number, considering this is the only facility in the district (approx. 18,000 inhabitants). Wash water	**Partially delivered**

Expected Outputs	Achievements	Ratings
	is drained through the ground (natural sand filtration – not an ideal solution, but better than directly washing vehicles in the river).	
1.5.5: Awareness raised of IWRM at the basin level to strengthen community participation in IWRM and to ensure sustainability	The project supported several trainings at the basin level in Provaz and in Príncipe, where the Papagaio River basin committee has been established. Awareness and community participation are higher in Príncipe – and the river basin committee there, for the Papagaio River basin, is more active than the Provaz River committee.	**Delivered**
Outputs of the Demonstration Project in Seychelles: Protection of a coastal aquifer through integrated land and water management measures in La Digue		**MS**
1.6.1: Water abstraction reduced through water demand management measures, including rainwater harvesting, household water tanks to reduce peak water demand, wastewater reuse, improved metering and tariff reform.	The rainwater harvesting system has been set up and well demonstrated. The project established a revolving fund to buy initial tanks and sell them in La Digue. Seventy seven tanks were sold in La Digue. The project also provided technical support for the installation of the rainwater harvesting system (including for gutters and plumbing installation). Shipping from Mahe to La Digue was supported by the project. The project also equipped the school with rainwater harvesting system. After project closure, the school installed an additional rainwater harvesting system showing good ownership. The rainwater harvesting systems installed are still in use in La Digue, although the system is not equipped with the first flush system as seen in Mahé. One household visited told the TE evaluator that he was saving around SCR 150 (approx. USD 10) monthly since the system is operational (monthly water bills from SCR 600 to 450). In addition, some hotels have been equipped with rainwater harvesting systems and are providing their own water to tourists. With regards to waste-water and reuse, most of the hotels have their own sewage system. In La Digue nonetheless, PUC will construct and operate in the coming month a central sewage system, as the construction contract has already been signed. The reduction in peak water pressure only reached 5% instead of the 10% targeted, reportedly due to the tourism and construction sector demand which should have been better considered when formulating the target. The project provided a leakage detecting instrument to the Public Utilities Corporation (PUC), which was used to detect leakages on main PUC water supply pipelines in La Digue. The project trained PUC staff to use this	**Partially delivered**

Expected Outputs	Achievements	Ratings
	instrument. Most of the pipes are above ground, though, and according to PUC staff in La Digue, this instrument is not in use anymore. Usually, leakages are detected by the population who inform PUC staff. The non-revenue water index has been improved over time in La Digue, and in Seychelles overall, showing an improvement in leakage detection capacities and reparations. The pipeline network has also been upgraded by the PUC to help reduce non-revenue water loss. Finally, a 150 m³ water reservoir was built but was unsuccessful in reaching the 10% reduction in peak pressures target[16]. PUC revised its water tariff twice during the project life. Basic water rate increased by 13% for domestic and 47% for commercial.	
1.6.2: Groundwater availability and quality improved through improved septic tank management, wastewater collection and treatment, prevention of seawater intrusion, solid waste collection, and groundwater recharge.	 **Figure 7: Desilting and stabilization work, La Digue, July 2018** As part of the protection of marshland and tidal control activity, desilting was also performed to allow the evacuation of water from the wetland during heavy rainfall, through two outlets (one in La Passe, one in Anse Source d'Argent). Water flows from the mountain into different rivers going through the wetland and accumulated in the lowland areas on La Digue instead of going to the sea, causing flooding. This desilting work included some cleaning of the marshes, riverbank stabilization and digging of sedimentation ponds to increase water retention and retain gravels. The desilting activity was started by the Ministry of Environment, Energy and Climate Change (MEECC) in 2013. As part of this initial desilting work, the MEECC removed two tidal flap doors (these flap doors had a role to avoid seawater intrusion during high tide and to allow water evacuation during heavy rainfall). MEECC constructed two bridges one at La Passe and another at L'Union Estate, both completed in December 2015. The bridges are elevated to prevent saltwater intrusion, but according to PUC staff in La Digue sea water intrusion in groundwater is still an issue. Groundwater conductivity is apparently monitored as some measurement points are visible near the outlet. The MEECC did not put back the two tidal flap doors yet, but this is planned under the GCCA+ project in La Digue which will result in the construction of two return dykes to prevent saltwater intrusion.	**Partially delivered**

[16]GEF, AIO SIDS, Regional Final Project Report, April 2018

Expected Outputs	Achievements	Ratings
	Finally, the evaluation team did not find evidence of an improved septic tank management in place yet. However, according to the Government of Seychelles, this is mostly done through the planning process to help reduce pollution of the groundwater. A critical aspect in groundwater protection in the context of La Digue is the waste management. Therefore, a few activities were oriented to waste management aspects, likely to contaminate water resources such as oil, batteries, scrap metal collection and solid waste management. In this spirit, the PUC conducted a leachate management feasibility study and supervised the construction work of a leachate treatment plant in La Digue Landfill. It was funded using remaining project funds and it is now managed by the Landscape and Waste Management Agency (LWMA). A memorandum of understanding (MoU) with LWMA was signed, including an agreement to collect and transport lead-based batteries and scrap metals to Mahé for recycling. This collection work and shipping to Mahé is still on-going, with next shipping is planned during the upcoming "clean up the world day" that is taking place every year in mid-September.  **Figure 8: Leachate treatment plant, La Digue, July 2018** Public awareness was also increased in La Digue regarding water conservation, WUE and water contamination, among other issues. Some educative signposts were installed by the project and individual awareness raising activities were also conducted. For instance, a livestock owner was supported with construction of a new cattle pen to collect cow urine and dung which before were running-off into the wetland.	
Outputs for Component 2 on IWRM and WUE related indicator framework and monitoring		**MS**
2.1.1: Inventories of national monitoring practices related to IWRM, WUE and environment	An analysis updating the diagnostic reports from 2010 was done for 5 out of the 6 countries (the report for São Tomé and Príncipe was not provided to the TE team). For the 5 countries that updated the diagnostic reports, national inventories were established in collaboration with key stakeholders. National stakeholders' consultations on IWRM indicator framework are explicitly reported for the case of Comoros and Mauritius.	**Partially delivered**
2.1.2: Indicator Framework including process, stress reduction, environmental	All six countries drafted and adopted a national indicator framework, usually following the regional indicator framework structure and prepared through a consultative and participatory approach with invited stakeholders.	**Partially delivered**

Expected Outputs	Achievements	Ratings
and socio-economic status, WUE, catalytic, governance and cross-cutting indicators; gender disaggregated data and participatory monitoring protocols agreed nationally and 'regionally"	The regional framework was designed during the first regional Indicator Framework Workshop on the approach and scope of indicators (Oct-Nov 2016) and validate during the second Regional Indicator Framework Workshop in May 2017. The regional frameworks include process, stress reduction, environmental and socio-economic status, WUE, governance and gender responsive indicators. A digital platform managed by the UN Environment Science Division was envisaged to support the reporting of the framework. There was no evidence available to the TE team that the digital platform was developed, and there was no evidence of progress reports summarizing progress towards achievement of the national indicators.	
2.1.3: Baselines and Targets established at national and 'regional' levels for Indicator Framework through a national consultation process to establish baselines and targets	At regional and national levels, the indicator frameworks identify baselines and targets. Baseline information is incomplete in some cases. In São Tomé and Príncipe, the IWRM framework is quite general. All targets are set for the year 2030 and there are no quantifiable targets set. There are short- to medium-term targets in a separate agency plan, according to the water sector operational support provided by the European Union. For Seychelles, baselines have not yet been developed because lack of data[17].	**Not delivered**
2.1.4: Indicator framework and monitoring protocols tested and in use at demonstration sites, national and 'regional' levels	The indicator frameworks have been tested. Namely, in Comoros a national consultant was hired to collect data and inform the indicators. In Seychelles, according to evaluation interviews, the monitoring system is in place and the organisations in charge of collecting data were identified. However, the aggregation of data at national level remains an issue. Nevertheless, the problem appears to be tackled by the ministry in charge, that has recruited a Senior Water Policy officer to run the system and ensure proper aggregation. The project did not support the development of annual reports, which could have helped operationalizing these indicators frameworks.	**Partially delivered**
2.1.5: Institutional capacity for monitoring strengthened	The 6 countries participated in the two regional workshops previously mentioned on Indicator Framework and in the "Governance Framework and Institutional Arrangements IWRM" workshop held in Kenya in January 2016.	**Partially delivered**

[17] Seychelles, Final National Report for Components 2-4

Expected Outputs	Achievements	Ratings
	The evaluation shows that there is still a need for clarifying roles and responsibilities in data collection. For instance, in Comoros, the indicator framework remains within the National Institute for Statistics and Demographic Studies, who would be in charge of the data collection for basic indicators only. It was suggested during the project that a specific National Water Office be created to coordinate all initiatives in the sector and will take over the indicator framework management. ToR for the creation of this office were developed but the Office does not yet exist. In Seychelles, there are several institutions involved in data collection: PUC being responsible for collecting most of the primary data for the catchments they abstract potable water. The MEECC responsible for collecting data for the other catchments, and the Ministry of Health responsible for measuring seven variables. Coordination between these organizations remains unclear. The aspects of capacity building were emphasized in most of the countries. Several trainings on monitoring activities were conducted, as for example in Mauritius where trainings were carried out at MEPU/WRU on IWRM. The WPU technical staff were also offered training on GIS and database management. The capacity of the laboratory was also strengthened with new equipment; however, the unit was not yet used for routine water quality analyses.	
Outputs for Component 3 on policy, legislative and institutional reforms for IWRM and WUE established		**S**
3.1.1: SIDS IWRM Diagnostic Analyses strengthened and IWRM Road maps developed	The evaluation shows that some countries have developed a Diagnostic Analysis and a road map before developing the IWRM Plan, such as Comoros and Mauritius. Maldives developed a Strategic Action Plan for Water and Sewerage, but it is unclear whether the plan was endorsed by the government. In Seychelles however, since the policy and IWRM Plan were already well advanced at the time of the implementation of the inception mission, it was decided that a roadmap would no longer be required. Also, in Cape Verde, according to the national final report the IWRM aspects were integrated to the Water and Sanitation Plan.	**Delivered**
3.1.2: National IWRM plans and WUE strategies developed and endorsed with attention to sustainability, financial mechanisms and replication strategies for demo projects	In all countries specific regulatory instruments have been developed. Mostly, IWRM national plans have been validated and endorsed. Maldives and Seychelles have respectively developed and approved a National Water Policy and a National Water and Sewerage Policy. The projects have often contributed to the revision or draft of Water Act, Code or Bill for which the endorsements are still pending (Sao Tome and Principe, Seychelles, Mauritius, Cape Verde, Comoros). For Comoros and Seychelles however, the water code and water act respectively, have yet to be endorsed. Their endorsement will require additional efforts, as these are complex processes, involving cross sector stakeholders and implying effects on several sector legal frameworks once approved which need be assessed and documented before moving forward. In Cape Verde, the IWRM instruments were pre-existing. The plans were reviewed by the project. A review of the Water Act was also conducted including amendments recommended making provisions for "framework	**Delivered**

Expected Outputs	Achievements	Ratings
	for arbitration and facilitation mechanisms of water related conflicts resolution" and "instruments for promoting water use efficiency", but not yet enacted. The evaluation showed that all countries have National IWRM plans and have adopted strategic decisions to progress on IWRM. Four out of the six countries have further progressed with the development of policy documents but are often restrained by delayed national approval processes.	
3.1.3: Functioning IWRM Partnerships within SIDS at national and other levels established or strengthened (e.g. national inter-sectoral committees, apex bodies, catchment committees, water user groups as relevant) and among SIDS	The 6 participating countries have established coordination committees at national or watershed level, whether national inter-sectoral committees, catchment committees or water user groups, but with uneven levels of involvement and sustainability. For instance, in São Tomé and Príncipe there is no evidence of a national IWRM committee. There was a cross-sectoral national steering committee during project implementation. And, the water law (Article 8) calls for a national advisory body and a national committee for hydrographic basins. At the local level, 3 of the 12 major river basins have basin committees, including the Provaz River and Papagaio River that were supported by the project. The Provaz River basin committee is not yet legally registered although it has been 2 years since the Component 1 activities stopped. The committee is, however, functioning, albeit it not actively. The Papagaio River basin committee was found to be very active and regularly convening and organizing community activities, including clearing of solid wastes. Women were well represented (roughly 50%) on the committee. In Mauritius and Comoros, the national steering committees convened regularly and involved different ministries and departments to monitor the activities during the project implementation phase. Seychelles was however advised at the RSC in May 2017 on the need to strengthen the national steering committee (NSC). Indeed, the NSC did have representation from the communities, and people from outside Mahé had difficulties attending the meetings, which translated into a lack of involvement. Among SIDS, the IWRM partnerships were ensured by regular regional steering committee meetings but there was no specific regional platform. A project website and a Facebook, Flickr and YouTube pages were set up and regularly updated and moderated by the communication officer in order to widely disseminate the national experiences, but this was only from January 2016. Also, a cross sectoral coordination platform was under discussion at the end of the project and an online platform has been set-up, but the TE team could not find evidence of this. Nevertheless, strengthening technical cooperation was one of the concerns raised by the mid-term review and an important challenge as the participating countries were not connected. The twinning programmes organized between Maldives and Seychelles as well as between Cape Verde and Sao Tome and Principe did help building bridges.	**Partially delivered**

Expected Outputs	Achievements	Ratings
Outputs for Component 4 on capacity strengthening of stakeholders and institutions on IWRM and exchange of best practices		**S**
4.1.1: Awareness on roles and responsibilities of IWRM across governments, civil society, education systems and private sector created	Building on the conclusions of the regional workshop held in June 2015 and on capacity building for monitoring and communication training held in January 2016, the countries developed and exchanged communication strategies. The findings of the TE suggest that in each of the 6 participating countries the project succeeded in raising awareness on IWRM, water reuse and water efficiency. Indeed, for most countries the commitment from decision makers in addressing water aspects has increased, water appears to be a higher priority on the policy agenda than before. This was achieved through various capacity building and awareness activities, including the national consultations held in each country that helped raising awareness and capacity among key stakeholders and participation to the regional and national workshops on governance organized by the project. Three regional training of trainers were held on the topic of IWRM: • The first one on communication gathering 30 participants (14 women and 16 men); • The second one on water conflict management and resolution mechanisms gathering 23 participants (9 women and 14 men); • The last one flood management, climate change and IWRM gathering 24 participants (9 women and 15 men); In addition, 10 follow-up national training events were organized. Other initiatives were taken at national level that provided key stakeholders with information and with a platform for the implementation of IWRM principles. • In Mauritius for example, the key stakeholders represented in the NSC participated to different workshops on IWRM. Likewise, in each of the 6 participating countries, specific communication events were organized on the occasion of the World Water Days. • In Maldives, a 5-years national awareness campaign "Fenfahi campaign" was conducted to support and promote engagement of key stakeholders in IWRM across the government agencies, the civil society, education entities and private sector.  **Figure 9: Poster of the regional photo competition**	**Delivered**

Expected Outputs	Achievements	Ratings
	• As well as in other countries, trainings were given in Cape Verde on several topics related to IWRM (negotiation, conflict management, climate change, flood mitigation) reaching 35 farmers in 2 workshops and 15 teachers in one training session. Promotional materials were produced and disseminated, documentaries and videos were posted on different online platform and social medias (namely Facebook and YouTube) and a regional photo competition was organized. The final report estimated that over 250 000 people were reached in the 6 countries, which corresponds to the approximate number of likes, views and followers of the social medias and online platforms moderated by the project.	
4.1.2: Targeted training and communications platform evolved to strengthen stakeholder groups' capacity to fulfil mandate in IWRM, including apex bodies and water champions (men and women)	A series of training and communication events were organized at national and regional levels that are summarized in the regional final report. In most countries, targeted trainings accompanying the monitoring activities were also held. As an example, in Mauritius, 5 women and 15 men, WRU staff, were trained on the use of GIS software, and in Seychelles some key actors (LWMA, MEECC, PUC), even if too few, were trained on landfill management. In São Tomé and Príncipe, the stakeholders of the river basin committees also received training on IWRM. Workshops dedicated to key stakeholders on IWRM principles were conducted during the national consultative processes in each of the 6 participating countries. In Seychelles and in Cape Verde, seminars on conflict management were also offered to key stakeholders. In Maldives, an arrangement was made with the national university to offer a module on IWRM for the Bachelor on Environmental Management. Comoros is intending to do the same. In São Tomé and Príncipe, between 600 and 400 women farmers were trained to plant salt tolerant species that are expected to form a living barrier. Communication tools were disseminated through multiple medias, such as national TV or radio, or social media (Facebook, YouTube, Flickr).	**Delivered**
4.1.3: Twinning or exchange programmes promote learning and transfer of experience in support of IWRM implementation	Among the main activities promoting exchange of good practices and experiences, 3 twinning exchange programmes were organized: • Between Cape Verde and São Tomé and Príncipe in December 2016 (75 persons); • In February 2017 when a journalist, the deputy director and a representative of the Ministry of Energy from Comoros went to Cape Verde, • In November 2017 when 3 senior personnel of the Ministry of Environment and Energy of Maldives went to Seychelles. Other examples of exchange were achieved when the demonstration project managers were invited to exchange and present their project during the 3rd and the 4th RSC. These sessions have been very beneficial to the project, not only because they allowed for exchange of experience and knowledge but also because they	**Delivered**

Expected Outputs	Achievements	Ratings
	fostered the development of a regional partnership and cooperation. Although, one can easily understand the difficulty and the cost implication of the organization of such event within the 6 AIO SIDS, it would have been advisable to have these meetings organised earlier and more frequently.	
4.1.4: Replicable practices from demonstration projects and national IWRM processes identified and promoted	Replication or scaling-up projects have been initiated in each of the 6 participating countries. For instance, in Cape Verde the project was upscaled under a joint program of UN FAO and UN Environment Program, and a GCF project is under development. In Mauritius, the approach taken to characterize the groundwater resources of the northern aquifer is being considered for the other main aquifers in the country, and a major sewerage expansion is planned in Grand Baie, situated within the northern aquifer catchment, over the next 3 years, 2019-2021. Moreover, budgetary allocation for groundwater monitoring is earmarked in the 2018/9-2020/21 strategic plan. In Seychelles, the rainwater harvesting systems tested in La Digue have been replicated and upgraded in Mahé providing better water quality. A public-private partnership (PPP) has been promoted in this sense. This PPP is also used as a vector for public awareness raising on water use efficiency. The PUC is also now implementing an interest-free loan program for PUC customers to buy and install a rainwater harvesting system (tank, plumbing, etc.), which was influenced by the demonstration conducted in La Digue. In Maldives, 49 islands are going to benefit from the system tested in the demonstration project, through an approved GCF project. In São Tomé and Príncipe, river basin committees have been already established for 3 of the 12 major river basins in the country. Also, the government is looking at developing a national gender strategy for the water sector.	**Delivered**

According to this assessment, the sub-components have delivered:

- Sub-component 1.1.: moderately satisfactorily (MS)
- Sub-component 1.2.: satisfactorily (S)
- Sub-component 1.3.: S
- Sub-component 1.4.: MS
- Sub-component 1.5.: MS

- Sub-component 1.6.: MS
- Sub-component 2.1.: MS
- Sub-component 3.1: S
- Sub-component 4.1: S

According to these ratings, and considering how the project was weighted in terms of funding (Component 1 had roughly 50% and C2/C3/C4 had the other 50%), the overall rating for delivery of outputs is MS.

Rating: Moderately Satisfactory

D.2 Achievement of Direct Outcomes

Assessment of Achievement of Project Results according to reconstructed Theory of Change:

127. Achievement of direct outcomes starts with consideration of the reconstructed theory of change presented in the TE report.

- **Outcome 1: Viable IWRM and WUE approaches tested and validated through field demonstrations;**
    - Driver to support transition from outputs to direct outcome: Strong ownership at the local and national level to facilitate upscaling.

128. Regarding Outcome 1, the project was successful in completing demonstration projects in each of the six participating countries. The participatory process applied during the project preparation phase in developing the demonstration concepts contributes towards ownership of the interventions and ensures that they reflect the priorities of the countries. It would have been advisable to have distilled the results of the demonstrations into informative case studies, as it is unclear on how some of the results will be followed up and how the lessons learned are being analysed and disseminated.

- **Outcome 2: Water sector development guided by IWRM indicator frameworks;**
    - Driver to support transition from outputs to direct outcome: Roles and responsibilities agreed upon for ensuring frameworks are mainstreamed into development planning and budgeting.

129. IWRM indicator frameworks were produced under Component 2 at the national level for each of the six participating countries and one "regional" framework was prepared. The national frameworks have been signed off by national government agency partners and there was some evidence that progress towards achieving the indicators has started, e.g., in Mauritius. There is, however, a general disconnect regarding how the IWRM indicator frameworks have been mainstreamed into water sector development planning and budgeting, and not only a project-specific output.

- **Outcome 3: Policy and institutional enabling environment for IWRM approaches enhanced;**
    - Driver to support transition from outputs to direct outcome: Cross-sectoral coordination mechanisms in place to advance policy reforms.

130. The project made significant contributions towards incorporating IWRM principles into policies among the six countries, including approval of a new water act in São Tomé and Príncipe, a revised water code in Comoros, development of a 1st National Water Policy and the national IWRM Plan in Seychelles, a new Act and national IWRM plan in STP, and an endorsed water and sewerage policy in Maldives incorporating IWRM concept. The cross-sectoral demands of implementing IWRM approaches was facilitated during the project implementation, e.g., through national steering committees; however, it is largely uncertain if these cross-sectoral

mechanisms will remain in place, rather the countries will revert to the water sector planning structures that were in place before the project.

- **Outcome 4: IWRM capacities and knowledge management systems strengthened.**
    - Drivers to support transition from outputs to direct outcome: Local and national level stakeholders institute policies and procedures for continued learning and management of IWRM knowledge.

131. Through trainings and direct participation in project activities, the project has delivered substantive capacity building results. Moreover, several knowledge products were produced, awareness campaigns organised, and information disseminated through a variety of methods, including a project website. Transitioning these outputs to the outcome of strengthened capacities largely depends on the driver of local and national stakeholders putting in place systems and allocating resources for continued learning and management of IWRM knowledge. There was limited evidence that this transition has been made.

Rating of Achievement of Direct Outcomes according to the Reconstructed Theory of Change: Moderately Satisfactory

Assessment of Achievement of Outcome Indicators in Project Results Framework:

132. Achievement of project results was also assessed according to the outcome indicators and targets included in the project results framework, a tool that was approved by the GEF Secretariat and has been reported on in project implementation reviews (PIRs) each year of implementation.

Outcome 1.1: (Cape Verde): Protection of groundwater resources, stabilization of coastal terrains and promotion of productive activities at coastal areas through the integrated planning and management of wastewater collection, treatment and reuse demonstrated in Tarrafal in the Island of Santiago

133. This demonstration project was conducted in Tarrafal, a municipality challenged by serious problems related to poor sanitation infrastructure, soil characteristic and confronted to outdoor defecation. The project supported extension of the sewer network by 2000 m and increasing the volume of treated wastewater available for irrigation by 38%. A baseline study identified opportunities for improvements to the municipal wastewater treatment plant (WWTP) that was working under its capacity and determine criteria for household connection to the sewerage network. The demonstration project increased the wastewater treatment plant inflow up from 179 m³ / day up to 350m³/day and connected 365 households to the system.

134. Moreover, a new reservoir was built to collect treated wastewater, and 100 farmers were trained in micro-irrigation techniques. However, due to high salinity associated with potential infiltration of saline water in the sewer line, the treated wastewater has not been used for the production of agricultural production as initially planned.

135. To promote awareness on water use efficiency and water reuse, a communication strategy was developed and implemented, reaching 70% of the population of Tarrafal.

136. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 5: Assessment of project performance against the metrics for Outcome 1.1

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.1.1: m^3 of wastewater collected for treatment (or # of households connected to WWT system)	Limited connection to sewerage system (typically 41%); currently system operating at 10% capacity	Extended sewerage system covering 100% of target households; system operating at its 75% capacity	365 (73%) of 500 households connected to sewerage system. Efficient toilets installed in 88 of the 365 households. Information on operating capacity not available; affordability concerns were raised, but uncertain of operating capacity.	**Partially achieved**
Indicator 1.1.2: m^3 of treated wastewater used for irrigation; ha of farmland under treated water	None, -estimated to be operating at 10%	2ha under drip irrigation	A new reservoir has been built to meet the extra wastewater flow and100 drip irrigation kits supplied to by farmers and installed. But use of treated wastewater not yet under implementation due to seawater intrusion into sewerage system resulting in high salinity levels.	**Marginally achieved**
Indicator 1.1.3: # of farmers trained for the micro irrigation system with gender disaggregated data	110 farmers currently cultivating in Colonato	150 farmers using micro irrigation	100 drip irrigation kits supplied to by farmers and installed. And 2 workshops organised, training 35 farmers. But the farmers do not re-use the treated waste water for irrigation due to its high salinity level. .	**Marginally achieved**
Indicator 1.1.4: # of trees planted as a natural barrier against salinization	None	15,000 trees planted, with at least 70% survival	3,000 fruit trees and 10,000 halophyte plants (*Tamarix senegalensis*) planted to combat coastal erosion and salinization. No information available on survival rates.	**Partially achieved**
Indicator 1.1.5: # of awareness raising campaigns conducted	None	2 major awareness raising campaigns every quarter in yr 3, at least 10 major	4 awareness campaigns carried out involving primary and secondary schools. Communication strategy shared with	**Partially achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
		campaigns by end of project	other countries as a good example.	

137. Rating: moderately satisfactory

Outcome 1.2: (Comoros): Improved water source protection through IWRM Planning and management in Mutsamudu on the island of Anjouan

138. Among the key contributions of the project in Comoros was the elaboration of the IWRM management plan developed and endorsed by stakeholders which allows for water quality improvement, degraded soils restoration and reduction of land-based sources of pollution. Project results were, however, hindered by the absence of the necessary legal framework. The water code elaborated with technical assistance delivered as part of the demonstration project, is to date not endorsed by the Assembly.

139. With regards to the management of Mutsamudu water catchment, the results are mixed. Although a catchment committee was established, management was made difficult due to the farming activities on the site. Trainings were facilitated to 30 farmers in the area around the reservoirs, but the TE concluded that protection of the reservoir from the effects of small-scale farming was difficult to ensure without financial incentives to support the shifts in farming activities.

140. Also, the chlorination activities recommended by the MTR given the lack of water treatment, were delayed due to changes in the identification of the site and discussions still ongoing with Grande Comore regarding chlorine supply.

141. For the solid waste component, the identification and endorsement of disposal sites has not been finalized yet.

142. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 6: Assessment of project performance against the metrics for Outcome 1.2

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.2.1: Multi-stakeholder committee in place	No multi stakeholder committee in place	Multi-stakeholder committee meeting on a regular basis	Multi-stakeholder coordination committee established at national level, as well as a multi-stakeholder watershed management committee meeting quarterly.	**Achieved**
Indicator 1.2.2: Water resources assessed at identified monitoring points; Water resource	No water quality or quantity monitoring data collected	Water resource assessment finalised, report available.	Water resource and economic assessment for the basin completed.	**Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
monitoring operational				
Indicator 1.2.3: Solid waste collection system established and operational.	No collection system	A solid waste collection in place and functional	A strategy for solid waste collection developed; collection system not in place.	**Not achieved**
Indicator 1.2.4: Volume/weight solid waste collected; Volume/area of monitoring point covered in solid waste	Amount of solid waste in River Mutsamudu not Monitored	50% reduction in solid waste observed at the monitoring point upstream of water supply intake;	70% of solid waste that accumulated at water supply intake cleared, according to demo final report.	**Achieved**
Indicator 1.2.5: Catchment management committee established	No committee exists	A functional catchment management committee, with clear sustainability arrangements	A multi-stakeholder, inter-sectoral committee is in place. However, watershed management is made difficult due to the farming activities on the site	**Marginally Achieved**
Indicator 1.2.6: Watershed management plan	No plan exists; no data collection or analysis exists to provide basis for management plan	Consultation with landowners and catchment s/h completed; watershed surveys conducted; watershed zone map produced; management plan endorsed by stakeholders	Watershed management plan developed and adopted by water committee, watershed management is made difficult due to the farming activities on the site	**Partially Achieved**
Indicator 1.2.7: # of training and awareness raising campaigns, with gender disaggregated data, on water source protection from solid waste and agricultural practice	No community engagement on solid waste pollution; little awareness observed	Community clean-up plan agreed on and endorsed; Clean up campaigns attended by communities; all farmers in the area around reservoirs trained in best farming practice to reduce pollution on reservoir	No evidence of community clean-up plan being developed and endorsed but some evidences of clean up campaigns conducted. Estimated 80% of the island was sensitized on the importance of watershed protection and solid waste management. Farm demonstration activities were carried out in the Island of Anjouan, as well as training of farmers on soil erosion control measures. Gender	**Marginally Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
			disaggregated information not available.	

143. Rating: moderately satisfactory

Outcome 1.3: (Maldives): Protection of the freshwater lens of Thoddoo Island from salinization and agrochemical pollution, with improved drought season aquifer yields

144. The 2010 national MDG report for Maldives indicates that there are virtually no surface water resources in the islands and atolls in the country. The limited resources of freshwater groundwater are in the form of shallow "lenses" that float over more dense saltwater that lies underneath. It is then easy to understand the high level of relevance of this demonstration project. This explains also why the initial project proposal that was made to install infiltration galleries in the farming areas in Thoddoo was changed to focus on the establishment of an integrated water supply system using rainwater and desalinated water. The Government of Maldives is promoting desalination plants for most of the inhabited islands in the country.

145. At the end of the demonstration project, an integrated water supply system with capacity of 70 cubic meters, harnessing rainwater and desalinated water for domestic water use, abating pressure on the freshwater lens with an equivalent amount, was established for Thoddoo. Within the next five years, integrated water supply systems are expected to most of the islands and atolls, covering 75 percent of the population through a replication project approved by the GCF. The awareness raising activities on safe use of agro-inputs and pollution reduction of the water lens reached 2000 people in the island, almost 100% of the population. The sensitization efforts are envisaged to be upscaled on all islands through the Fenfahi national awareness raising campaign.

146. A groundwater monitoring testing programme was established, however it has not yet been possible to validate the impact on the aquifer, since data collection has not started yet.

147. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 7: Assessment of project performance against the metrics for Outcome 1.3

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.3.1: Multi-stakeholder committee created	No multi-stakeholder committee in place	Multi-stakeholder committee meeting on a regular basis	Multi-stakeholder coordination committee is established and reportedly meets regularly; however, details regarding frequency were unavailable to the TE team.	**Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.3.2: Plan for groundwater protection and management developed; model for integration of rainwater, groundwater and desalination	No plan for groundwater protection	Integrated water supply system in place	Integrated water supply system, consisting of desalination and rainwater harvesting, in place. Surveys, EIA and design completed in support of the integrated system.	**Achieved**
Indicator 1.3.3: Integrated sustainable water supply system (integrating rainwater harvesting, groundwater abstraction and desalination unit) established and operational	No integrated water supply in the Island	Integrated water supply system in place	Integrated water supply system, with a capacity of 70 m^3 per day and consisting of desalination and rainwater harvesting, in place.	**Achieved**
Indicator 1.3.4: Awareness raised on groundwater protection from pollution by agro-chemicals and promotion of water use efficiency in Thonddoo Island	No water coherent awareness raising plan, most of population are not sensitized about the	80% of population in Thondoo Island sensitised by end of Project; 60% of populated adopt at least one option promoted by project.	Sensitization campaigns conducted, including on use of pesticides, but participation was lower than expected. No data available regarding percentage of population adopting at least one option promoted.	**Marginally achieved**
Indicator 1.3.5: Reduced groundwater salinity (%) and electrical conductivity	Currently elevated salinity and electrical conductivity	Salinity level below 500µS/cm, 50% reduction from average baseline salinity level	Groundwater quality data not available it will take several years before conclusions could be made.	**Marginally achieved**
Indicator 1.3.6: Reduced nitrates and	Limited data available on GW quality	50% reduction from the baseline data	Groundwater quality data not available; it will take several years before	**Not Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
phosphates in GW			conclusions could be made.	
Indicator 1.3.7: Groundwater quality monitoring system established	Non-existent	Data from monitoring applied for decision making	After having difficulties finding a stakeholder to take responsibility, groundwater monitoring was initiated, but sustainability is questionable.	**Marginally achieved**

148. Rating: Moderately satisfactory

Outcome 1.4: (Mauritius): The protection and sustainable utilization of the Northern Aquifer of Mauritius demonstrated through the integrated planning and management of wastewater collection, treatment and reuse

149. After facing delays due to late signature of the PCA and problems in recruiting the national project manager, the demonstration project in Mauritius has provided good results. The main achievements of the project are a comprehensive groundwater monitoring system based on geographic information system in place facilitating evidence-based decision making for improved water resource management. As a result, the level of scientific knowledge regarding resources of the northern aquifer has been significantly increased. Moreover, the plans for assessment of seawater / freshwater interface and groundwater quality as well as monitoring networks provide a general framework for the other four main aquifers in the country, thus a good opportunity for replication. However, the project might have been more effective if the demonstration project included the development of an integrated management plan for the northern aquifer, rather than focusing on monitoring.

150. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 8: Assessment of project performance against the metrics for Outcome 1.4

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.4.1: Water Quality Baseline developed: Vulnerability of the aquifer against pollution and extraction assessed	Limited Hydrogeological data on the northern Aquifer	Scientific baseline reports on hydrogeological data, land use and pollution activities categorized and compiled; vulnerability map produced; protection measures in place at sensitive areas	Scientific baseline reports produced, including a vulnerability analysis to non-point pollution, providing an increased level of knowledge of the groundwater resources of the northern aquifer, one of the five main aquifers in the country. Recommendations made in a water quality management plan for the aquifer.	**Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.4.2: Increased m3 of treated wastewater re-used as alternative water resources (for recharge, irrigation, etc.) (co-fin)	1500m3 per day injected in boreholes	Arrangements in place for alternative use of treated waste water	Treated wastewater generated from the Grand Baie municipal wastewater treatment plant is used for irrigation of the adjacent golf course; approximately 2,500 m^3 per day, which is the total flow. There are 3 existing sea water intrusion barrier wells near the treatment plant; but the treated water is first diverted to the golf course.	**Partially achieved**
Indicator 1.4.3: Impact assessment of the effectiveness of groundwater recharge using the treated wastewater against saline intrusion.	Effectiveness of the current practice unknown	Aquifer effectively protected from saline intrusion using the results of the assessment; Salinity monitored through the upgraded groundwater monitoring network.	Nearly 100% of the treated wastewater at the Grand Baie municipal wastewater plant is used at a nearby golf course for irrigation. Seawater intrusion barrier wells have only minimally been used since the golf course has been completed. A major expansion in sewerage will result in an increase in wastewater flow. It would be advisable to assess the best management practice for handling the treated wastewater through a broader analysis of protecting against seawater intrusion.	**Marginally achieved**
Indicator 1.4.4: Best practices for water demand management captured and disseminated to % of stakeholder bodies;	Limited awareness of policy makers about the importance to protect groundwater and lagoon;	35% of public receive best practice guidance on pollution prevention and effective water consumption; Water demand issues for communication to policy makers identified.	Awareness and sensitization campaigns were held at national and local levels; however, no evidence of percentage of public reached. Best practices for water demand management not distilled into communication products.	**Marginally achieved**
Indicator 1.4.5:	Limited awareness about saving	100% of IWRM coordination mechanism	The national project steering committee, the de facto IWRM	**Partially achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
# of briefings produced by % of stakeholders on water resource management and climate change/gender empowerment	water and polluting activities;	aware of climate change issues; Gender disaggregated data on water management become available	coordination mechanism, was sensitized to climate change issues; however, the project did not measure changes in awareness. Guidance document on mainstreaming gender equality into IWRM developed; however not integrated into the national IWRM plan and lacks ownership.	

151. Rating: Moderately satisfactory

Outcome 1.5: (São Tomé and Príncipe): Integrated River basin management plan for the Rio Provaz Basin developed to enable equitable water resources allocation and protection, contributing to sustainable economic development, public health and environmental protection

152. The Provaz River basin was surveyed and a water resources management was developed. However, it is unclear why this plan is not titled an IWRM plan. Nevertheless, the plan provides a broad guideline for improved management of the basin. The implementation of the plan has been limited due to scarce funding and unclear responsibilities between central and local level governmental stakeholders. The TE mission found that the river basin committee has not maintained momentum since project closure. For instance, it is not yet legally registered, which implies sustainability problems. In addition, to date, the plan has only been endorsed by the minister of the Ministry of Infrastructure, Natural Resources and Environment (MINRE) but is not yet legally binding nor endorsed at local level. These findings imply that the management plan lacks ownership and the implementation lacks direction.

153. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 9: Assessment of project performance against the metrics for Outcome 1.5

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.5.1: Multi-stakeholder committee created	No multi-stakeholder committee in place	Multi-stakeholder committee meeting on a regular basis	An inter-sectoral, multi-stakeholder local water committee was established and met regularly	**Achieved**
Indicator 1.5.2: Area surveyed and reported	No formal inventories of land or water resources or use exists	100% of catchments area surveyed	Hydrological and socioeconomic studies of the Provaz River basin completed; much of the data is from secondary sources.	**Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.5.3: Water resources level, flow and quality data; GW resources potential established	No regular data collection or quality assurance	Robust quantity and quality data sets collected; all major risk type assessed for GW extraction GW resources potential established	Three hydrometric stations procured under the project. No summary of hydrometric data collected during project implementation. Two of the three hydrometric stations have no communication with the mobile telephone telemetry network; therefore, no data available. Groundwater assessment and monitoring not completed; groundwater is not extensively developed in the country.	**Marginally achieved**
Indicator 1.5.4: Basin water management committee; Basin Water Resources Allocation and Protection Strategy	No stakeholder consultations on water resources management to date; no catchment management committee: no water resources management strategies at basin level or national level	Gender integrated catchment management committees established and operational; water resources management strategy developed in a participatory manner and endorsed by the basin stakeholders; the process at the demo basin informs the national level IWRM process	At the local level, 3 of the 12 major river basins have basin committees, including the Provaz River and Papagaio River that were supported by the project. The Provaz River basin committee is not yet legally registered. Water resources management plan for Provaz River basin developed. Implementation of the plan is not being followed up. The basin committee has a program of work, but it does not seem directly associated with the plan.	**Partially achieved**
Indicator 1.5.5: # of households using Ecosan	No Ecosan technology currently used	100% of constructed Ecosan units still in use at the end of the project (# of units TBD); lessons learned produced aiming for further promotion	Five EcoSan toilets installed among residential areas in Neves; approximately 5 familial households per unit share the toilets. Lessons learned not documented for further promotion.	**Partially achieved**

154. Rating: moderately satisfactory

Outcome 1.6: (Seychelles): Protection of a coastal gravel aquifer through integrated land and water management measures (water demand management, land use, flood management) demonstrated in the island of La Digue)

155. The demonstration project in Seychelles promoted integrated land and water resource management measures by revising and increasing the rainwater harvesting capacity in the island of La Digue. The rainwater harvesting system mitigates flooding risks (by reducing water flows during heavy rainfall) and increases water supply for domestic uses (gardening, car washing, toilet flushing).

156. The project also raised awareness through the dissemination of rainwater harvesting systems and through media and communication events. It helped strengthen public awareness on water use efficiency, water conservation, water contamination, etc. Some educative signposts were installed by the project, and individual awareness raising activities were also conducted.

157. The rainwater harvesting system managed to embed IWRM concepts within the business community by engaging the private sector and developing partnerships. For instance, the evaluation mission revealed that the water equipment importer and the water tank constructor were committed in working towards water efficiency practices. The water equipment importer now imports water efficient devices (such as sensor tap systems, dual flush valve, etc.). They also import the first flush system for the rainwater harvesting systems.

158. The desilting work allowed the evacuation of water from the wetland during heavy rainfall through 2 outlets. Associated with the clean-up of marshes, the riverbank stabilization and digging of sedimentation ponds, the project activities were able to increase water retention and retain gravels. However, according to PUC staff in La Digue, sea water intrusion in groundwater remains an issue. Regarding the outcome on leachate management, a treatment plant was set-up at the communal waste landfill at the island. Improved leachate management reduces risks of water contamination at the landfill site, but overall, there remain shortcomings in solid waste management practices and capacities.

159. There are limited data available to assess the impacts of improved leachate management on the ground water quantity and quality. The comparison in La Digue with the baseline groundwater conditions is not possible because groundwater monitoring was not carried out before the treatment plant was set-up.

160. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 10: Assessment of project performance against the metrics for Outcome 1.6

Indicators	Baseline	End Target	Status at end of project	TE Assessment
Indicator 1.6.1: # of households business and community buildings with rainwater storage tanks	Rainwater harvesting practiced only marginally	100% of targeted buildings using rainwater at domestic and commercial levels	77 rainwater tanks were installed. The number of targeted buildings was unclear in end target	**Partially achieved**
Indicator 1.6.2: m^3 of re-used effluent	Limited level of wastewater	Landscape irrigation schemes using treated	No additional hotels have invested in treated wastewater reuse. However, a PUC will	**Partially achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
	reuse practiced	wastewater at 5 hotels, using 100 m^3/day	construct and operate in the coming month a central sewage plant following consultations held during project implementation	
Indicator 1.6.3: % reduction in peak water pressure requirements through installations of # of household water storage tanks	Limited # of households with potable water storage tanks.	Mandatory installation of potable water storage tanks for all new buildings adopted by the land planning in La Digue. 10% reduction in system peak pressures	By-laws requiring mandatory installation of potable water storage tanks not in place. 150 m^3 water reservoir was constructed; unclear what percentage in reduction in system peak pressure was achieved.	**Marginally achieved**
Indicator 1.6.4: % reduction in leakage in water supply distribution system	No leakage detection and reduction programme; bulk metering only at water treatment plant	District meters installed and monitored; 100% of leaks fixed; new leaks kept at minimum; all damaged pipes replaced; 70% reduction of m3 of water loss (#s TBD by Dec 2014)	Leak detection equipment supplied. No evidence regarding the number of leaks fixed, but leaks kept at minimum according to interviews conducted during field mission Estimated 80% reduction of water loss (calculation unclear however).	**Partially achieved**
Indicator 1.6.5: Surface water salinity in marsh outlets and GW salinity; aquifer recharge capacity of marshland restored	Inflow of seawater at high tide conditions; no tidal flaps installed; Development pressure reduced natural buffering capacity of marshland	4 tidal flaps installed; no seawater flows inland into marshes; reinstatement of the marshland.	2 tidal reverse values were installed but later destroyed by heavy floods. Two elevated bridges were built to prevent seawater inflows. However, there is still seawater intrusion Project supported a local NGO to rehabilitate the marshland. Marshland is rehabilitated.	**Marginally achieved**
Indicator 1.6.6: Volume of waste oils and batteries collected.	Existing collection programmes not effective – no collection	70% of households using collection system	No evidence of the number of households using collection system. The project did support the local government in facilitating collection which is still on-going for old batteries. With regards to waste oils, volumes of waste oil is not a lot and LWMA do	**Marginally achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
			collect the oil on an annual basis. The same goes with batteries.	

161. Rating: moderately satisfactory

Outcome 2.1: IWRM & WUE indicators, baselines and targets discussed, agreed and adopted into long-term monitoring programs at national and regional levels

162. A regional and national IWRM indicator frameworks for each of the 6 participating countries were developed. The national indicator frameworks were developed based on consultations of the stakeholders. For at least 5 of the 6 countries this was also based on the diagnostic analyses on the current status on indicators and are fairly well aligned with national priorities.

163. At regional level, there is no evidence that the indicator framework has been officially endorsed. It is aligned with and much inspired from the Regional Seas Programme and Experience from Caribbean and Pacific SIDS but unlike for these two programs, there is no regional organization in place to implement and coordinate this regional indicator framework. One of the options explored is to rely on the AIMS group (Africa, Indian Ocean, Mediterranean and South China Sea), but there are no working AIMS coordinating bodies in place for this purpose. Moreover, the collaborative monitoring and reporting frameworks are not fully worked out yet and it remains uncertain who is going to formally endorse the framework at the regional level. The regional indicator framework was envisaged to be hosted by a digital platform managed by the UN Environment Science Division to provide forum for sharing reports on progress on selected and agreed on indicators but there is no evidence that the platform was established or is operational.

164. Finally, the operationalization of the national IWRM indicator framework depends on the financial resources available. In Cape Verde, the staff was already in place and they already had an online platform which should make it easier for them to implement the framework. Yet, the roles and responsibility were not worked out in all countries.

165. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 11: Assessment of project performance against the metrics for Outcome 2.1

Baseline	End Target	Status at end of project	TE Assessment
Indicator 2.1: Participatory monitoring systems using agreed indicator framework in use			
Little or no inter-SIDS cooperation on IWRM indicators and monitoring. Poor and inconsistent data collection systems for	Water and sustainable development planning and management processes informed through regular feedback from monitoring network	Regional and national indicator frameworks established. There is no agreed mechanism for following up to the regional framework. The national frameworks generally lack ownership and costs associated with monitoring inadequately	**Marginally achieved**

Baseline	End Target	Status at end of project	TE Assessment
IWRM monitoring, resulting in inadequate national action and investment		considered. There is no evidence of systematically reporting progress towards achievement of the indicator frameworks.	

166. Rating: moderately satisfactory

Outcome 3.1: SIDS employ new plans, policies tools and approaches in implementing IWRM commitments

167. During the duration of the project, notable policy advances were made in the 6 countries. Six national IWRM plans have been developed and approved, although the conditions of implementation of the plans remain uncertain in some countries. This is the case in São Tomé and Príncipe where the plan was adopted but there is no evidence of direct support for the implementation of the plan. The country continues to receive direct water sector operational support from the European Union.

168. In some countries, the results achieved went further in terms of national water policies and governance framework. Seychelles adopted a national water policy, São Tomé and Príncipe developed and approved national water act, in Maldives a national water and sewerage policy was endorsed and in Comoros the project contributed to the revision of the water code which remains to be approved.

Box 5: IWRM commitments; case of STP

Under the project a national IWRM plan was developed and "endorsed" by the minister of the Ministry of Natural Resources, Energy and Environment (MNREE). Although it is not a legally binding document, there are linkages between the plan and the National Development Strategy 2030 for the Water-Sanitation sector. The project went one step further with the contribution to the newly approved Water Law calling for a national advisory body and a national committee for hydrographic basins. UNDP through the GEF-financed national projects is currently supporting the government in developing further associated regulations.

169. National IWRM committees haven't been established in all countries, but rather multi-stakeholders committees or inter-ministerial committees at national levels, and watershed or basin committees at local levels. For instance, in São Tomé and Príncipe and in Seychelles there is no evidence of national IWRM committee. The evaluation results highlighted that the mandates of such committees would be unclear given the involvement of other governance bodies in IWRM and sectoral initiatives.

170. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 12: Assessment of project performance against the metrics for Outcome 3.1

Baseline	End Target	Status at end of project	TE Assessment
Indicator 3.1: National endorsed IWRM plans and WUE strategies in place and driving sustainable water governance reform			
No nationally endorsed IWRM plans or WUE	6 draft National IWRM and WUE plans in place with institutional	National IWRM plans completed in each of the six beneficiary countries (for	**Achieved**

Baseline	End Target	Status at end of project	TE Assessment
strategies in place	ownership and support by month 42	Cape Verde, the existing plan was updated). Although the governance structures are described in the IWRM plans, their concrete operationalisation is not guaranteed yet.	

171. Rating: Satisfactory

Outcome 4.1: Strengthened capacity allows stakeholders and institutions in SIDS to fulfil their role in local, national and regional IWRM processes and exchange best practices

172. The project emphasized the need for awareness creation on IWRM approaches and for trained and informed staff at national and local levels. Hence, as mentioned in the analysis of the level of outputs achievements above, the participating countries have delivered extensive training at national and local levels. In the case of São Tomé and Príncipe, local communities were provided training on integrated natural resources management in all 6 districts of the intervention area, training events on water quality and monitoring, and training to local journalists on IWRM concepts. In Seychelles, women were given training on plumbing and leak fixing by professional plumbers. In Maldives, in Thoddoo island a training programme with gender-specific issues was implemented. However, low capacities of the stakeholders and institutions is still a challenge and the sustainability of some of the capacity building efforts is diminished due to one-off trainings with limited follow-up. National focal points and project stakeholders were also trained during the 4 regional workshops.

Figure 10: Sensitization poster at Best way plumbing, Seychelles, Jul 2018

173. A high number of communication and public awareness materials were developed and disseminated in each of the 6 countries, usually with a local and national scope. External communication was greatly improved with the recruitment of the communication expert and the Portuguese speaking project officer in late 2015. The communication and awareness component included public awareness campaigns and documentaries recorded for all 6 countries, publications, promotional materials, communication event, spots on local radio, health centres, video shows on TVs etc.

174. Some of the countries intended to strengthen the capacity of their key stakeholders on gender mainstreaming in the water sector. Indeed, the twinning exchange between Cape Verde and São Tomé and Príncipe tackled these aspects. If some objectives in terms of gender responsiveness were introduced by the participating countries in their indicator framework, policy or training programs, there is a certain lack of ownership. Namely, Mauritius worked on gender responsive indicators, Cape Verde formulated a national strategy on gender, and São Tomé and Príncipe initiated a similar strategy but did not finalize it. However, gender was proactively addressed in the project, including participation on the river basin committees, women's groups taking the lead in community driven activities, government and NGO staff, consultants, and integrated into the IWRM plans and water law. For the other countries (Maldives, Seychelles and Comoros) there is a certain lack of ownership on these issues.

Figure 11: Women's group, Neves, Jan. 2016

175. At regional level the exchange of best practices took place during the regional ToT, the regional workshops and steering committee meetings, the twinning programs and other international events. The project also produced and circulated 2 publications and several articles and submitted its progress reports on the UN SIDS Partnership Platform. The sustainability of those exchanges after project completion is, however, limited due to the geographical and language barriers.

176. Assessment of project performance against the metrics included in the project results framework for this outcome is summarized below.

Table 13: Assessment of project performance against the metrics for Outcome 4.1

Baseline	End Target	Status at end of project	TE Assessment
Indicator 4.1: # no. of trained staff (men and women) leading IWRM processes			
Few national staff with exposure to IWRM concepts	25% of all stakeholder bodies have national staff (both men and women) with knowledge and experience in IWRM at end of project	No specific information available in regarding total number of trained staff (gender disaggregated). And, the baseline was not elaborated at project inception.	**Unable to assess**

177. Rating: moderately satisfactory

The overall rating for Achievement of Direct Outcomes is moderately satisfactory

Overall objective: to accelerate progress on WSSD targets and IWRM and WUE plans and water supply and sanitation MDGs for the protection and utilization of groundwater and surface water in the participating countries

178. Overall, IWRM principles were successfully advocated among key sectors in the participating countries. The TE findings suggest that the project strengthened

awareness on IWRM and WUE and helped elevate water issues among the development priorities in the six participating countries.

179. The IWRM demonstrations were successfully completed under Component 1; although to different level of achievement. Some evidence of replications which remain at small scale can be noted as for instance in São Tomé and Príncipe, using the model of the Provaz River Basin, river basin committees have been established for two of the other 12 major rivers, specifically the Ribeiro Afonso River and Papagaio River. In Seychelles, the rainwater harvesting system has been upgraded and replicated in Mahé. In Mauritius the monitoring framework developed for the northern aquifer is being considered for the other four major aquifers in the country. In Maldives, integrated water supply systems will be built up across most of the inhabited islands and atolls with support from an approved GCF project. And in Cape Verde, the FAO and UN Environment have supported an upscaling of the Component 4 of the project supporting public awareness raising and capacity building on climate change adaptation and wastewater reuse, and a GCF project is under development. In the other cases, although there are different routes currently being explored (namely through GCF for Comoros), upscaling of project results is not yet guaranteed.

180. The interviews conducted during the TE have shown that the influence of the demonstrations on governance and policy is uncertain. This can be partly explained by the different timeframes in which the demonstration activities and the other components were implemented and, consequently, by the fact that in each of the 6 countries the project was perceived as two different projects having two separate coordination teams.

181. As mentioned, in most countries cross-sectoral national IWRM committees are in place (exception of Seychelles). However, they have unclear mandates and overlap the mandates of other governance bodies or initiatives, and most of them are not fully operational to date.

182. Finally, the regional and national IWRM indicator frameworks are developed; but the TE suggests that protocols and institutional roles for reporting on progress are not fully worked out.

183. Assessment of project performance against the objective-level metrics included in the project results framework is summarized below.

Table 14: Assessment of project performance against objective-level metrics

Indicators	Baseline	End Target	Status at end of project	TE Assessment
IWRM is entrenched in the broader work of national partners	Limited or no application of IWRM principles or tools and processes at various levels within SIDS	National partners have knowledge of IWRM concepts and their roles in implementing IWRM and participate in IWRM related networks	The project was successful in facilitating strengthened capacities among national partners on IWRM approaches.	**Achieved**
Six SIDS countries	Limited awareness of	National partners are incorporating	Significant advances in developing and updating	**Achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
develop IWRM plans, meeting MDG target 7a	various stakeholders' roles in IWRM	IWRM concepts and tools into their work at various levels	water sector policies and strategies, by incorporating IWRM principles.	
Subsets of the AIO SIDS show demonstrable progress in improving water use efficiency and access to safe drinking water and/or basin sanitation, thereby making progress on MDG targets 7b or 7c respectively	Little or no exchange of experience regarding IWRM and best practices amongst SIDS	Successful project demonstrations are replicated through other means	Regional steering committee meetings provided constructive exchange of experience among AIO SIDS; some evidence of scaling up of project demonstrations, including approved GCF proposal in Maldives, GCF proposals under preparation in Cape Verde and Comoros, river basin committee established for Papagaio River in São Tomé and Príncipe, aquifer resource assessment methodologies considered for other aquifers in Mauritius; limited reporting on progress on MDG targets 7b and 7c.	**Partially achieved**
Specific improvements in water resources management at six national demonstration sites	No demonstration site in place	Successful project demonstrations are replicated through other means	Project demonstrations supported improvements in water resource management practices.	**Achieved**
National inter-ministerial committees support IWRM processes in 6 SIDS	Two AIO SIDS countries have national cross-sectoral IWRM committees at different levels of development	Six AIO SIDS have established inter-ministerial committees managing IWRM processes	National project steering committees acted as inter-ministerial committees; after project closure, these committees are largely not in place, but existing coordination bodies have taken on oversight of IWRM plans.	**Partially achieved**
Mechanisms in place to monitor freshwater resources in 6 SIDS by close of project	Limited or in some cases no freshwater resource monitoring systems in	Six AIO SIDS employing monitoring framework for freshwater resources and this information	Monitoring frameworks developed at national and regional levels; monitoring of progress towards achievement of the targets is questionable,	**Marginally achieved**

Indicators	Baseline	End Target	Status at end of project	TE Assessment
	place in the six AIO SIDS	informs water management	particularly at the regional level.	

184. Q4: Generally, the delivery of outputs under Component 1 was satisfactory, with most of the intended results achieved. For Component 2, even if the 6 national indicator frameworks have been delivered, the outputs have been achieved to different degrees (diagnostics, baseline and targets). Results under Component 3 can be considered successfully achieved since each of the 6 countries have integrated IWRM principles into policy and regulatory frameworks. For Component 4, considerable work was completed at national and regional levels during the second half of the project to fulfil the targets.

185. Overall, IWRM principles were successfully advocated among key sectors in the participating countries. The project strengthened awareness on IWRM and WUE and helped elevate water issues among the development priorities in the six participating countries. The IWRM demonstrations were successfully completed under Component 1; although to different level of achievement. The influence of the demonstrations on governance and policy is uncertain. Although in most countries cross-sectoral national IWRM committees are in place, they have unclear mandates and overlap the mandates of other governance bodies or initiatives. The regional and national IWRM indicator frameworks are developed; but protocols and institutional roles for reporting on progress are not fully worked out.

D.3 Achievement of Likelihood of Impact

Q5: How has the project contributed to, or enabled progress toward its intended impacts?

186. In the reconstituted ToC, the impact driver identified to support the transition from outputs to direct outcomes was the retro-feeding of the lessons learned from the demonstration projects (outputs under outcome 1.1 to 1.6) to the outcomes 2.1 – 4.1. As mentioned above, in some countries, the demonstration projects were perceived sometimes as standalone projects rather than as an integral part of the overall project. Retro-feeding of lessons learned from outcomes 1.1-1.6 to outcomes 2.1-4.1 therefore remains uncertain, due to the significant disconnection between the UN Environment and UNDP components. There is indication that the IWRM plans developed at national levels did take into account to some extent the experiences and lessons learned from the demo projects, but the TE team concludes that this driver is only partially in place.

187. Project outcomes were partially or fully achieved. The assumptions for the change process from direct outcomes to intermediate states partially hold:

- Assumption 1: Sufficient buy-in by local stakeholders of IWRM and WUE practices and mechanisms: With regards to the cultural acceptability of promoted practices, they seemed to have been implemented without facing major problem. If in Cape Verde, the reuse component was not carried out, it was not for cultural reasons but rather due to the potential effects of high salinity.

- A2: Cultural acceptability of EcoSan practices and effluent reuse: In São Tomé and Príncipe, the installation of 5 EcoSan toilets should have a notable impact on water quality; however, it is unlikely that the imported units procured under the project will be replicated. The project also supported the installation of two public toilets for which the evaluation mission found that their use and maintenance is unclear; hence the likelihood of their positive impact is uncertain.
- A3: Strong willingness of stakeholders to invest in monitoring: the willingness to invest in monitoring is appropriate, although the financial and organization provisions are not fully in place.
- A4: Governments will make provisions in their work plans and budgets to continue IWRM activities after the project: Governments have started making provisions to continue IWRM, but the level of provisioning remains uncertain.
- A5: High level of political will to support the IWRM process. The political will to support IWRM process is strong in each of the 6 countries. IWRM principles have been successfully advocated among key stakeholders in participating sectors, and water issues were elevated among development priorities in the six countries.

Figure 12: Public toilet constructed at beach, STP, Jul 2018

188. The likelihood of achievement of the three identified intermediate states is partial:

- Selected strategic water resources in the 6 beneficiary countries are under IWRM arrangements, with national IWRM plans adopted;
- Mechanisms for monitoring water resources and informing water management and development decision have been initiated, with monitoring frameworks developed in each of the 6 countries. However, although there is a significant willingness to invest in monitoring, while developing new tools and regulations, in some countries the TE team has sensed a lack of strategic direction. For instance, the high data demand on IWRM indicators might not always be productive as the countries did not fully consider the capacity and resources required and did not yet make necessary the provisions to ensure efficient monitoring. Seychelles developed an IWRM indicator framework but roles and responsibilities for data collection and compilation are still unclear in the absence of a regulator for the water sector[18]. In the case of Mauritius, the IWRM indicators and targets require substantial data, and the costs for obtaining the needed data do not seem to have been sufficiently vetted. The gender mainstreaming plan for the water sector developed for Mauritius presents a completely different set of indicators and, similarly, the costs for monitoring progress against these indicators has not been considered.

[18] In Seychelles, water resources management, abstraction, and regulation fall currently under PUC. A legal revision process has been initiated to separate the regulation function from the two others, and mandate the existing Energy Commission to endorse the water regulatory function. This commission will then become the Energy and Water Commission.

- Plans, strategies, work programs and budgets of ministries are in line with the IWRM/WUE strategies: Although the achievements of the project on the policy and governance aspects were generally satisfactory, with in some cases initiatives going beyond the expected results, much of the policy work is still waiting for approval and implementation. The eventual implementation of the water laws and associated secondary legislations in the case of São Tomé and Príncipe, Comoros, Seychelles and Maldives, will likely play a significant role in achieving WSSD targets and SDGs. In each of the countries the implementation of the IWRM plans in the coming years, providing that they have the financial resources to do so, will likely have positive impacts on their progress on WSSD and SDGs targets with regards to water and sanitation. However, at this stage it is unclear whether the governments have sufficient resources for this.

189. The drivers identified to support transition from intermediate states to impacts are overall partially in place:

- Awareness raised, mechanisms, technologies and practices disseminated at local level are broadly promoted: In most countries the training and awareness raising activities were extensively conducted with satisfactory results. And, in most countries, the promotional activities were not limited to the demonstration project sites but were widely disseminated through national TV and radio channels as it was the case in Maldives or Seychelles. In Comoros however, the TE interviews suggested that the impacts of the trainings realized with the small-scale farmers around the reservoir whose traditional practices are enhancing soil erosion and siltation, are likely to be low since they were not accompanied with concrete alternatives proposed or financial incentives. Overall, mechanisms, technologies and practices were well disseminated and broadly promoted at national levels. When it comes to the IWRM and WUE practices and mechanisms, the TE can already report some impacts related to pressure on water resources and water supply. In São Tomé and Príncipe, there is anecdotal evidence that pressures on local water resources, including the Provaz and Papagaio River basins have been reduced. In Seychelles the desilting works have reduced the risk of flooding and the rainwater harvesting systems installed in the visited households during the TE mission demonstrated their effectiveness and added value. The project has had direct positive impacts on water quantity. Likewise, in Maldives the rainwater harvesting and desalination plant with 70 m3 per day capacity, effectively reduced pressure on the vulnerable freshwater aquifer. Furthermore, in Mauritius Component 1 of the project facilitated an increased level of knowledge of the groundwater resources of the northern aquifer that will have significant contributions towards reducing pressure on water resources by enabling decision makers to implement more scientifically informed decisions.
- There have been specific cross-cutting impacts involving the water and agricultural sectors having unintended effects on the project. For instance, in Mauritius there has been a sharp decrease in the market price for sugarcane in recent years. This has significantly affected the agricultural sector and its ability to make investments on water related systems.
- In general, the potential impact of the project with regards to water quality is also difficult to assess as some countries have limited data available to validate the impacts. Indeed, in Comoros, the annual UNDP PIR for 2017 suggests that the impact in terms of improved water resource status are not yet fully realized due to a lack of infrastructure and capacities to collect reliable data. Likewise, in Seychelles and Maldives there is until now limited data available to compare and contrast groundwater quality monitoring systems.

- Political commitment for promoting cooperation between AIO SIDS countries: While there have been undeniable political commitment and efforts done on regional cooperation between the 6 SIDS, the TE found that the newly created regional dynamic appears to be fragile. If the regional workshops have contributed to create a sort of cooperation at technical and political levels, this dynamic could be threatened by a loss of momentum and the absence of a regional body representing these particular SIDS and carrying the initiative. The six countries are not part of a single regional organization which could further promote this political cooperation, and the countries do not share a common marine ecosystem. The political commitment for cooperation is therefore limited. The six countries are grouped within the AIMS group, together with Guinea-Bissau and Singapore. However, this group does not have any institutional or political mandate which limits its capacity to promote high decision making and political collaboration.

190. Lastly, with regards to gender, Cape Verde formulated a national social and gender strategy on the water sector in July 2015 that, if implemented, will have considerable impacts. However, the direct influence of the project in the elaboration of this strategy is questionable. Mauritius drafted indicators and a guideline for mainstreaming of the gender aspects in the water and wastewater sectors, but the ownership and the likelihood of impact is questionable since the indicators are not to be linked to the IWRM indicator framework and responsibilities are not worked out. Moreover, the contribution of some of the demonstration projects to the SDG 5 on gender is more complicated to assess. Indeed, in some countries the involvement of women has been encouraged through incentives that may not ensure sustainability.

Box 6: Unintended consequences of monetary incentives in STP

As for instance, in São Tomé and Príncipe the activity of the women's groups in Neves has dropped off significantly since project closure. Monetary incentives were provided during the project implementation to these groups, e.g., depositing some funds (about USD 400 per group) into joint bank accounts, providing personal protective equipment, providing catering during days worked, etc. Without any incentives, the groups seem much less willing to engage. The Papagaio River basin committee, in Príncipe, only received training through the project, and this committee remains very active, with community activities mostly held on Saturdays. The incentive systems/approach in Neves might have created some unintended consequences.

191. Q5: The likelihood that the project results will accelerate the progress on WSSD targets related to WUE and access to safe drinking water is moderately likely for a number of aspects including water supply and sanitation, awareness raising and policy. With regards to the level of supply of water for livelihood ensured among the 6 beneficiary countries, resource demands and protection of fragile freshwater and marine ecosystems, the project has demonstrated some progress with reduced pressure on water resources and environment at local levels, in some of the demonstration projects. However, data are not always available to ascertain these findings. On regional partnership and cooperation, the sustainability of the cooperation promoted among the six countries is hindered by the absence of a structure/organization with a specific role and mandate to promote further collaboration.

Rating for Effectiveness: The overall rating for Likelihood of Impacts is moderately likely. The overall rating for effectiveness is Moderately Satisfactory.

E. Financial Management

Q6. To what extent did project budgeting and financial performance proceed according to plan and according to the financial management policies of the UN Environment, UNDP, and UNOPS and national government partners?

E.1 Completeness of project financial information

192. Each of the six beneficiary countries concluded two agreements, one with UNOPS WEC for Component 1 activities and the other with UNOPS EAH for activities under Components 2, 3 and 4. The agreements were performance based, i.e., reports on each of the listed deliverables needed to be submitted before payment of each tranche was made.

193. Due to differences in preparedness and, in some cases language, it took varying amounts of time to complete the agreements. Reporting against each deliverable was satisfactory, with notable improvements over time. Payments were made according to the conditions in the agreements.

194. Complete expenditure reports were not available to the TE team at the start of the evaluation. After a series of requests and discussions, expenditure reports were provided; some information needed to be reconstructed. Overall, the TE team found that financial records were incomplete and not comprehensively summarized by project closure. Based on information available to the TE team, project expenditures compared to estimated cost at design is presented below in Table 15.

Table 15: Expenditure by Component

Component/sub-component/output	Estimated cost at design (USD)	Actual Cost/ expenditure (USD)	Expenditure ratio (actual/planned)
Outcome 1.1: Cape Verde demo	600,000	644,708	1.07
Outcome 1.2: Comoros demo	486,300	559,618	1.15
Outcome 1.3: Maldives demo	500,000	538,072	1.08
Outcome 1.4: Mauritius demo	600,000	649,376	1.08
Outcome 1.5: STP demo	600,000	645,403	1.08
Outcome 1.6: Seychelles demo	511,100	584,094	1.14
Tech advisory support and KM	752,600	667,161	0.89
Project management, UNDP	450,000	206,224	0.46
Component 1, sub-total:	**4,500,000**	**4,494,654**	**0.99**
Component 2	657,300	697,496	1.06
Component 3	1,556,300	1,720,193	1.11
Component 4	2,206,400	1,383,497	0.63
Project Management, UN Env	780,000	1,332,324	1.71
C2-C4 and PM, sub-total:	**5,200,000**	**5,133,510**	**0.987**
Total	**9,700,000**	**9,628,164**	**0.993**

Actual Component 1 expenditures based on project delivery reports provided by UNOPS WEC.
Actual expenditures for Components 2-4 are based on expenditure reports provided by UNOPS EAH.

195. Total project expenditures reported through September 2018 are USD 9,628,164, approximately 99.3% of the total GEF implementation grant of USD 9,700,000.

196. Under Component 1, actual expenditures for Outcomes 1.1 through 1.6 exceeded the indicative budgets outlined in the project document, ranging from 7% for Cape Verde (Outcome 1.1) to 15% for Comoros (Outcome 1.2). Actual expenditures for technical advisory and knowledge management and project management were consequently less than the indicative budgets, with project management costs at less than half the USD 450,000 budgeted.

197. The total expenditure for Component 1, based upon a tally of costs presented in UNDP combined delivery reports, is USD 4,554,388, exceeding the USD 4,500,000 indicative budget by USD 54,388. The discrepancy between the figures provided by UNOPS WEC and those included in the UNDP combined delivery reports could not be reconciled by the TE team; the agencies should make a reconciliation after closing fiscal year 2018.

198. Clarification of a few budget line items included in the project and combined delivery reports was also requested. Budget code 75708 (Learning-subcontracts) accounted for 55% of the total expenditures under Component 1. The TE team understands that this account was used for advance payments to the country partners for implementation of the pilots under Component 1. The 2017 project delivery report for Mauritius includes USD 162,017 for Medical Kits (Atlas 72350); this line item is likely associated with the laboratory equipment procured, according to executing agency representatives

199. Actual expenditures for Components 2 and 3 were higher than the estimated cost at design, by 6% and 11% respectively. For Component 4, actual expenditures were USD 1,383,497, which is 63% of the USD 2,206,400 indicative budget. Project management costs were USD 1,332,324, or 26% of the USD 5,133,510 expended under the part of the project implemented by UN Environment. The indicative budget for project management for this part of the project was USD 780,000, 5% of the sub-total.

200. A few observations were made in assessing the 28 February 2018 expenditure statement, which provides the latest report of cumulative project expenditures. The actual project personnel cost (code 1199) was USD 1,095,989, which is higher than the indicative figure included in the project document. The difference is attributed to the fact that the communications officer and project officer were added to the regional project coordination unit after the midterm. And, the extended time of the project resulted in higher project personnel costs. The actual costs for consultants (code 1299) was considerably lower than the indicative budget: USD 752,803 actual, compared to USD 1,361,000 planned. The line item of sub-contracts with beneficiary government institutions (code 2201) was not included in the indicative project budget, but USD 983,835 were charged to this category. The actual cost for reporting (code 5299), which includes communication products, publications and IW:LEARN activities and websites, was USD 12,538, which is significantly lower than the USD 237,000 allocated in the indicative budget. These line items are presented below in Table 17. It is noted that annual work plans were approved by the Regional Steering Committee.

Table 16: Sampling of expenditure line items, Components 2-4 and project management

Code	Budget line description	Planned	Actual
1199	Project Personnel, total	$624,000	$1,095,989
1299	Consultants, total	$1,361,000	$752,803
1699	Travel on official business, total	$350,000	$243,381
2201	Sub-contracts (Beneficiary Government Institutions)	$0	$983,835
3299	Group training, total	$302,000	$560,590
3399	Meetings/conferences, total	$716,000	$426,730
5299	Reporting costs, total	$237,000	$12,538

Notes: Planned costs are the indicative budget figures in the project document; actual costs are taken from the expenditure statement dated 28 Feb 2018 provided by UN Environment. Figures in USD.

201. The project team compiled detailed breakdowns of co-financing contributions. Tracking of co-financing contributions was limited to preparation for the midterm review and terminal evaluation. One of the recommendations of the midterm review was to improve co-financing tracking. The breakdown of the co-financing contributions was sufficiently detailed, but compiling information after the fact reduces opportunities for sorting out synergies among co-financing partners. And, there was no reporting of co-financing that materialized during project implementation from partners not included among the list of co-financing partners at project endorsement.

202. The total reported co-financing is USD 142,116,682, which significantly exceeds the USD 37,636,535 confirmed at project endorsement (see Table 18).

Table 17: Co-financing table

Co-financing source/type		Co-financing, USD								
Source	Type	GEF Agency own		Government		Multilateral Organization		Total		Total disbursed
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
UN Environment	In-kind	980 000	272 000					980 000	272 000	272 000
UNDP (CapNet)	Grant	450 000	104 005					450 000	104 005	104 005
UNDP CO	Grant	0	155 000					0	155 000	155 000
Mauritius Government	In-kind			33 426 633	134 505 270			33 426 633	134 505 270	134 505 270
Seychelles Government	In-kind			2 271 500	3 332 401			2 271 500	3 332 401	3 332 401
Maldives Government	In-kind			512 200	188 044			512 200	188 044	188 044
	Grant			0	1 649 647			0	1 649 647	1 649 647
Cape Verde Government	In-kind			115 250	678 350			115 250	678 350	678 350
STP Government	In-kind			795 000	1 252 649			795 000	1 252 649	1 252 649
Comoros Government	In-kind			515 952	510 321			515 952	510 321	510 321
Indian Ocean Commission	In-kind					356 000	0	356 000	0	0
Totals		**1 430 000**	**531 005**	**37 636 535**	**142 116 682**	**356 000**	**0**	**39 422 535**	**142 647 687**	**142 647 687**

Notes: Planned figures taken from CEO Endorsement Request. Actual figures obtained from spreadsheets (dated Mar 2018) provided by project team.

203. Actual co-financing from the two GEF agencies fell short of the figures confirmed at project entry: UN Environment co-financing was USD 272,000, compared to USD 980,000 planned; and UNDP co-financing was USD 259,005, compared to USD 450,000 planned. Government co-financing exceeded confirmed sums for each country, except for Comoros, where the actual co-financing was USD 510,321, slightly less than the USD 515,952 planned. Approximately 96% of the total co-financing sum

is from a single line item for USD 134 million reported by the Government of Mauritius. There was no indication in the final project report regarding what investment or activity is represented by this co-financing sum. The support TE evaluator, during the field mission, was informed that the USD 134 million represents the construction of the Bagatelle Reservoir, which was completed in 2017. The Bagatelle Reservoir was constructed to provide increased water supply to the Port Louis area, and the reservoir is expected to alleviate some of the water shortages frequently experienced by users operating within the Northern Aquifer catchment area, e.g., irrigation water for sugarcane planters. There is no calculation available regarding the allocation of USD 134 million; it might have been more prudent to confirm the USD 33 million confirmed by the Government of Mauritius was realized through the construction of the Bagatelle Reservoir, rather than raising the sum to USD 134 million (lesson learned).

204. The planned USD 356,000 (EUR 256,000) co-financing from the Indian Ocean Commission did not materialize; no explanation was provided regarding why the co-financing did not materialize. According to the co-financing letter dated 17 August 2010, the confirmed co-financing was associated with the ReCoMaP regional program, and the in-kind funding was envisaged to support knowledge exchange and best practices (Component 4).

205. Regarding handling of assets procured during the project, the TE team reviewed the asset registers available among the project files. The registers provide detailed summaries of assets purchased and disposal. The TE is not a financial audit, but the TE team made a cursory check of asset management during the field missions. Local partners confirmed that assets were transferred to selected beneficiaries. There were a few observations made; e.g., a group of assets in São Tomé and Príncipe were associated with the office building for the Provaz River Committee. At the time of the TE mission in July 2018, the committee had not yet obtained legal registration; it is, therefore, uncertain how the committee could take over these assets if they are not a legal organization. The final project report contains information on asset disposal procedures. As part of the response to the financial management recommendations of the TE, it would be advisable to request written verification from the country partners regarding asset transfer.

206. Project-specific financial audits were not prepared during the project implementation. Considering the incompleteness in expenditure reporting, carrying out periodic, project-specific audits is advisable (lesson learned).

207. Rating: moderately unsatisfactory

E.2 Communication between finance and project management staff[19]

208. The available information provided to the TE team regarding financial management was incomplete. Expenditures were not separated by project

[19] This refers to the financial management of the UN Environment, UNDP and UNOPS, and is assessed through the following evaluation indicators as per the Evaluation Matrix (Annex I)

- Level of completeness of financial information
- Level of compliance with the financial management and financial reporting policies of the UN Environment, UNDP, UNOPS
- Actual spend across the life of the project and comparison with approved budget
- Level of timeliness in disbursement of funds to the project

Level of efficiency of the financial planning and management

component or project management, and records kept by the executing agencies was inconsistent with the information compiled by the GEF agencies.

209. Rating: moderately satisfactory

210. Q6: In conclusion, the project document and CEO endorsement contained detailed breakdowns of the indicative budget and co-financing contributions. Materialized co-financing exceeded the sum confirmed at project entry, but there was limited evidence of how the co-financing contributions were integrated or were complementary to the project outcomes. Expenditure reports are incomplete, and information contained in the available records were inconsistent between the executing agencies and GEF agencies.

Table 18: Financial management table

Financial management components:		Rating	Evidence/ Comments
1. Completeness of project financial information[20]:			
Provision of key documents to the evaluator (based on the responses to A-G below)		MU	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Enough detail provided.
B.	Revisions to the budget	n/a	Revisions to annual budgets in work plan, approved by the steering committee.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	
D.	Proof of fund transfers	n/a	TE team did not request this information.
E.	Proof of co-financing (cash and in-kind)	No	Spreadsheet provided to by project team. Letters from co-financing partners would have been more complete.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	No	Final project report included breakdown by year and GEF agency, not by component or project management. Reconstructed expenditure reports provided to TE team.
G.	Copies of any completed audits and management responses *(where applicable)*	n/a	No financial audits were made.
H.	Any other financial information that was required for this project (list):	No	
Any gaps in terms of financial information that could be indicative of shortcomings in the project's compliance[21] with the UN Environment or donor rules		Yes	Although lack of complete and certified expenditure reports.
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		MS	Financial expenditure details were not readily available.
2. Communication between finance and project management staff		MS	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		MS	Available records were incomplete; inquiries by TE team not readily answered.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		MS	Costs allocated as "learning-subcontract" were payments disbursed to national partner

[20] See also document 'Criterion Rating Description' for reference

[21] Compliance with financial systems is not assessed specifically in the evaluation. Nevertheless, if the evaluation identifies gaps in the financial data, or raises other concerns of a compliance nature, a recommendation should be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

Financial management components:	Rating	Evidence/ Comments
		agencies prior to implementation of the activities.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	MS	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	MS	
Overall rating	MU	

Rating for Financial Management: The overall rating for Financial Management is 'Moderately Unsatisfactory'.

F. Efficiency

Q7. To what extent was the project cost effective and executed in a timely manner?

F.1 Cost-effectiveness

211. The project managed to achieve most of the intended outcomes with the available GEF funds and co-financing contributions. There was a generally good mix of international and national/local experts recruited on the project; this increased project efficiency and, also, strengthened local capacities. There were good examples of efficiently utilizing available funds after the planned activities were completed; for example, in Seychelles project funds contributed to the development of a leachate management plant at the solid waste landfill in La Digue.

212. Organized on a rotational basis, the annual regional project steering committees were arranged to coincide with capacity building activities and visits to demonstration sites, thus increasing cost effectiveness, counter-balancing the travel costs associated with bringing the partners together (good practice). Convening physical regional project steering committee meetings was consistently regarded by project stakeholders as efficient in promoting regionalism and for providing first-hand opportunities for senior public sector officials to observe project progress at the host country. There could have been more emphasis placed on arranging other opportunities for focal points from the six beneficiary countries to communicate beyond the annual steering committee meetings. For example, building capacities and practices in holding virtual meetings might have further strengthened collaboration among the countries (lesson learned).

213. Project management costs totalled USD 1,538,548, or 16% of the total GEF grant expenditures. These costs include USD 206,224 (5% of the sub-total) for the UNDP part of the project and USD 1,332,324 (26% of the sub-total) for the part of the project implemented by UN Environment. The relatively high project management costs, particularly for Components 2-4, is partly attributed to the extended implementation timeframe of the project.

214. A few value-for-money concerns decrease overall project efficiency. In São Tomé and Príncipe, five EcoSan toilets were procured for a cumulative investment of USD 33,500 from a European supplier. These units were situated where several family households could share the services; however, it would probably have been more efficient (and sustainable) if the units were locally sourced or constructed with locally

sourced materials. In Mauritius, an investment was made for a laboratory analytical equipment that is not being efficiently utilized (see Box below).

215. Rating: Moderately Satisfactory

F.2 Timeliness

216. The project achieved incremental improvements in efficiency over time, particularly following the midterm review. Overall efficiency was diminished during the first half of the project, partly as a result of the time required to reassign the executing agency, from the originally planned UN Environment DEPI to UNOPS EAH. The project rollout was delayed, with an official start date of May 2012, approximately 1-1/2 years after GEF CEO endorsement in December 2010. Turnover of the regional project coordinator position, with three different coordinators in the first half of the project, further reduced project efficiency. The instability in this position during these early years contributed to general confusion among some of the project partners; for example, interviewed stakeholders indicated that most partners considered Component 1 to be the extent of the project in the early years of implementation. Recruitment of the first regional project coordinator position under an interim contractual arrangement was not conducive to continuity over the duration of the envisaged 4-year implementation period. Using an interim contractual arrangement probably had the advantage to expedite the recruitment process, but overall the result might have been counter-productive (lesson learned).

217. Rating: Moderately Satisfactory

Q7: *In conclusion, the delays in initiating project implementation and the turnover of the regional project coordinator position in the first 3 years of the project diminished overall project efficiency. Some efficiency gains were achieved during the second half of the project, but the compressed time available near the end of the implementation phase due to the earlier delays affected project performance and sustainability.*

Box 7: Investment in laboratory equipment in Mauritius

As part of the Component 1 demonstration project in Mauritius, an investment of USD 214,000, more than one-third of the total indicative budget, was made for an ultra-performance liquid chromatography (UPLC) analyser, to increase local analytical capacity for testing water samples for specific substances, including pesticides, polycyclic aromatic hydrocarbons (PAHs), other organic chemicals and cyanobacterial toxins, such as microcystin-LR which is among the most frequently occurring and most toxic microcystin congeners. Cyanobacterial blooms are an increasing problem due to eutrophication of surface water resources.

According to TE interviews, the UPLC asset was transferred to the Ministry of Energy and Public Utilities (MEPU) and through a memorandum of understanding, the equipment was installed at and is being operated by the Central Water Authority (CWA), a parastatal organization that is responsible for monitoring and testing public water resources in the country. CWA did not have technical capability to analyse the substances targeted for the UPLC; accredited commercial laboratories are providing periodic analysis of some of these substances. According to a 12 January 2018 letter from CWA to MEPU, the equipment was recorded in the fixed asset register of the CWA as of 30 June 2017.

The ACQUITY-made UPLC was purchased in 2015 from a South African supplier, MICROSEP (Pty) Ltd. MICROSEP provided technical support during installation and commissioning of the equipment in 2016. At the time of the TE mission in July 2018, operation of the equipment was under development. Laboratory technicians have been actively developing methods, but the process has been slow. According to CWA representatives, important equipment and reference materials for sample preparation and testing were not delivered with the equipment.

In a 15 September 2017 letter from MICROSEP to CWA, the supplier recommended that CWA procure sample preparation equipment, e.g., a solid phase extraction system, as a first step towards achieving good results. The 12 January 2018 letter from CWA to MEPU indicates that provision has been made by the CWA to purchase the following equipment, accessories and chemicals for improving the operability of the UPLC: rotary evaporator, vacuum kit for solid phase extraction, nitrogen gas regulator, nitrogen gas cylinder, standards and reference materials for pesticides, solvents for extraction and sample preparation, and a fume cupboard for safe extraction of organics. A summary report provided to the TE Support Evaluator in September 2018 that summarizes observations by the CWA, indicates that these equipment and supplies will be received in two months, i.e., before the end of 2018.

The UPLC analyser has not yet been used for routine analysis of water samples, since commissioning the equipment in 2016. The MEPU provided the TE Support Evaluator with a compilation of calibration records and a few test analyses made in May, June and July 2018; these are not certified laboratory results. Procurement of the auxiliary equipment and supplies listed above will likely improve the performance and usability of the equipment. Due to inherent selectivity and sensitivity constraints of UPLC technology, it is uncertain whether the CWA could obtain accreditation for analysis of water samples for pesticides, PAHs and other organic chemicals and for microcystin-LR. UPLC analysers are typically coupled with mass spectrometry (MS) for reliable analysis of these substances. According to rough estimations by local stakeholders, augmenting the UPLC with a MS unit would require an investment of approximately MUR 13 million (approx. USD 370,000). The TE team recommends that a technical review be made, and a strategic action plan be developed on how to most effectively utilize the UPLC equipment.

Rating for Efficiency: The overall rating for Efficiency is moderately satisfactory.

G. Monitoring and Reporting

G.1 Monitoring Design and Budgeting

Q8. To what extent was the M&E plan well-conceived and sufficient to monitor results and track progress toward achieving objectives?

218. An indicative monitoring and evaluation (M&E) workplan and budget were included in the project document. End targets are identified in the logical results framework for each indicator; these were the only milestones that were established. Some of the indicators under Component 1 are SMART compliant, but several indicators lack specifics, are difficult to measure and are not particularly relevant. Two of the indicators include quantitative end targets for groundwater salinity, whilst there were limited baseline data available. Baseline information was included for a few of the indicators, but there was limited to no baseline information for many of the indicators.

219. Situation analyses needed to be updated through the national diagnostic analyses conducted during first year of project implementation as part of the Component 2. Country facts sheets dated 2015 were drafted, although the reports of Cape Verde and São Tomé and Príncipe seem to be missing. The TE team also found out that for some countries, e.g., São Tomé and Príncipe and Seychelles, limited baseline data were available to monitor the indicators.

220. The indicative M&E budget was USD 658,000, which is 6.8% of the GEF grant. The indicative budget includes a line item for "Measurements of Means of Verification for Project Progress and Performance (measured on an annual basis"), with an allocated budget of USD 40,000, or USD 10,000 per year. Responsible parties are identified for each line item in the indicative monitoring and evaluation workplan and budget included in the project document.

221. GEF tracking tool. The project was obliged to report against the indicators in the GEF-4 International Waters (IW) tracking tool. Two versions were available for review by the TE team: FY2016 (presumably prepared for the MTR) and FY2017 (presumably is the final version). A baseline version was not available for review. The FY2016 version contains several comments by the UNDP RTA, implying that the baseline version had the same issues identified by the technical advisor. For example, the local investments listed under the Stress Reduction Indicators section of the tracking tool was incomplete in the FY2016 version. Local investments were not described separately for each of the demonstration projects, one for each of the six countries. And, the descriptions lacked specifics in terms of stress reduction metrics (e.g., water use efficiency measures, in m3/yr water saved; catchment protection measures, in hectares under improved catchment management; aquifer recharge area protection, in hectares protected). In fact, it would have been advisable to link the stress reduction metrics in the tracking tool with the end targets in the project results framework (lesson learned).

222. Rating: Moderately Satisfactory

G.2 Monitoring of Project Implementation

Q9. To what extent was the M&E plan effectively and efficiently implemented?

223. The regional project steering committee was the main decision-making body for adaptive management on the project, responding to project M&E findings. Meetings were held on an annual, rotational basis, providing opportunities for steering committee members to visit demonstration sites. One of the meetings, held in Sri Lanka in 2016, coincided with the 8th biennial GEF International Waters conference, allowing learning opportunities for the committee members. Stakeholders interviewed during the TE consistently indicated that the regional project steering committee meetings were constructive and very helpful in bringing the parties together. Circulation of minutes from each meeting was late in some cases, e.g., distributed shortly before the next meeting.

224. National steering committees were also established, in response to one of the midterm review recommendations. These meetings provided opportunity for cross-sectoral coordination and project oversight and, in most countries, formed the basis for IWRM national coordination committees. Minutes of the national steering committee meetings were not readily accessible in some of the visited countries.

225. The split between which national agencies that were leading Components 1 and Components 2-4 impacted the continuity of project M&E, e.g., there were gaps in communication and a lack of sharing of component level information (lesson learned).

226. Under Component 2, the project made extensive efforts in facilitating IWRM indicator frameworks, one at the regional level and national level ones for each of the six beneficiary countries. M&E considerations of the IWRM frameworks were not fully assessed, e.g., in terms of cost, data availability, etc. It would be advisable to prepare annual reports on the progress of IWRM frameworks (recommendation).

227. The midterm review (MTR) provided a constructive and timely evaluation of project progress and several, specific recommendations were made to improve project efficiency and performance.

228. The MTR was undertaken from October 2015 to March 2016 in the background of the internal implementation review. In reaction, a management response was drafted including a detailed action plan and presented during the 4th Regional Project Steering Committee in May 2016. This management response takes up almost all the recommendations of the MTR. Among other actions, the Management response proposed that:

- Demonstration project managers will be involved in workshops on C2, C3 and C4 and PCU will try to retain IWRM demonstration PM after the end of the project in order to better capture the lessons learned and best practices from the C1.
- Demonstration PM, IPSAs and National Focal Points will participate to a regional meeting to ensure interactions and experience-sharing.
- PCU will support the countries in recruiting national IPSAs or equivalent and national technical working groups will be established to support them.
- The IWRM specialists/advisor will have specific ToRs with clear set out deliverables and specific ToR will prepare for national and regional indicators.
- Sub technical subcommittee will be put in place to support the consultants, to technically inform the NSC and ensure nationally available experts support the reform process, hence increase sustainability of the project.

- A clear country specific work plan, budget and M&E plan will be developed and shared with all countries.
- A communication strategy will be developed.
- Quarterly financial and progress reporting adopted for the six countries.
- IAs and EAs agreed to have quarterly coordination meetings.
- The Log Frame to be revised with focus on indicators and targets.
- Sustainability strategy to be developed and countries to make arrangement for monitoring impacts as part of their sustainability strategies.
- In-country coordination workshops will be planned and bring various other IWRM-related projects and funding bodies together to compare lessons and future plans.
- The PCU will develop template and guidance on final reporting to ensure information on gender involvement and experiences and lessons in women's empowerment (or lack thereof) and ii) the socioeconomic implications and impacts at each demonstration site as part of their final reporting.

229. The management response elaborated by the PCU based on the recommendations from the MTR helped the project to catch-up with the implementation of the Components 2 to 4. As a matter of fact, the implementation of the project was much more efficient in the last 2 years. Along with other measures, the regional PCU that was strengthened with a new Portuguese speaking Project Officer, which helped boost project implementation in Cape Verde and São Tomé and Príncipe.

230. GEF tracking tool. The FY2017 version of the tracking tool is not significantly different from the FY2016 version. Some adjustments were made in response to the comments made by the UNDP RTA; however, the local investments lack details. The TE team inquired whether the FY2017 is the terminal version of the tracking tool and whether it had been cleared by both the UN Environment and UNDP regional technical advisor. The project team indicated that they would inquire into the matter, but no clarification was provided to the TE team by the time of submittal of the TE report.

231. Rating: Moderately Satisfactory

G.3 Project reporting

232. Two project implementation review (PIR) reports using different templates, were prepared each year. UNDP produced its PIR on Component 1 for its own internal reporting and UN Environment produced a consolidated version, integrating all components. Furthermore, internal reporting requirements were different for UNDP and UN Environment. As a jointly implemented project, a better coordination between the IAs could have been a better practice, avoiding lengthy and time-consuming reporting processes. The PIR reports documented progress according to the development objectives, with respect to the metrics outline in the project results framework and to the quality of the implementation. Specific progress according to the performance metrics was difficult to follow in some of the reports, navigating narrative explanations and reporting against the specific indicator metrics (lesson learned).

233. Regional steering committees were held during the project implementation as well as one extraordinary regional steering committees. These Regional Steering Committee provided oversight and policy guidance including approval of works plans,

budgets and monitoring to ensure project meets its objectives. During some of the meetings, namely the 5th RSC, an entire section is dedicated to M&E issues

234. THE MTR was undertaken between October 2015 and March 2016 in the background of ongoing internal review by UN Environment. Following the MTR, the recommendations have been addressed through the MTR Management Response and Action Plan in April 2016, circulated and revised during the 4th RSC in May 2016. The 4th RSC was dedicated to review the MTR and the response and to update the logframe in line with the MTR recommendation. This process shows that the UNDP/UN Environment and PCU were keen on formulating solutions to the problems identified. The formulation of the management response in the wake of the final MTR report, indicates a strong commitment to address the issues the project was confronted to.

235. M&E recommendations included the revision of the logframe reporting format, the submission of quarterly progress reports and quarterly skype call coordination meetings between the IAs and EAs to improve the coordination of the agencies.

236. The extraordinary session of the RSC in May 2017 to prepare project closing also shows the adaptive management.

237. Rating: Satisfactory

238. Q8 and Q9: The M&E budget and plan were prepared using the standard templates for GEF-financed projects and were found to be satisfactorily prepared. There were missing baseline figures in the project results framework that were not fully sorted out during the project inception phase. The GEF tracking tool lacked details and was not used as a M&E tool during design or implementation of the project. The regional project steering committee was the main platform for adaptive management related decisions. The steering committee meetings were constructive and well-attended. The national level steering committees formed the nucleus of inter-ministerial IWRM committees; however, the transformation of these bodies into functional national IWRM committees after project closure is uncertain in each of the six beneficiary countries.

Rating for Monitoring and Reporting: The overall rating for project Monitoring & Evaluation is satisfactory.

H. Sustainability

Q10. What is the likelihood that project results will be sustained, with respect to project institutional framework and governance, financial, socioeconomic and environmental considerations and socio-political sustainability?

239. Sustainability is generally considered to be the likelihood of continued benefits after GEF funding ceases. Under GEF criteria, each sustainability dimension is critical and the overall ranking, therefore, cannot be higher than the lowest one.

H.1 Socio-political sustainability

240. One of the notable benefits of implementing IWRM principles is the participatory approach, involving users, planners and policymakers at all levels. The demonstration projects completed under Component 1 were designed to showcase

the benefits of participatory approaches and provide model frameworks that could be scaled up. For example, in São Tomé and Principe, the experiences gained by the Provaz River IWRM committee in the city of Neves was shared with stakeholders in the Papagaio River basin in the island of Príncipe. The Papagaio River IWRM committee remains active and has expanded since the closure of the project. On the other hand, the Provaz River IWRM committee has seemed to have lost momentum since project closure. Further evidence on government commitment to sustain the outcomes have been described under Factors Affecting Performance in paragraph 277 below. At the time of the TE mission in July 2018, the NGO (committee) had not yet obtained legal registration (this is something that the Papagaio River committee NGO has obtained); the legal validity of transferring the constructed office building and equipment procured to the committee is questionable because of the lack of registration. Also, the women's groups that were established for periodically cleaning the river bed of solid waste and promoting awareness in the community are not that active since closure; interviewed stakeholders indicated that the groups have only mobilized a couple of times in the past half year or so, citing lack of motivation as a result of not receiving monetary incentives that were given during the project implementation phase (unintended consequence).

241. There are significant differences with respect to the social development in the six beneficiary countries, as illustrated below in Table 20, which presents the human development index (HDI), gender development index (GDI) and multidimensional poverty index (MPI) scores for the countries.

Table 19: Human Development, Gender Development and Multidimensional Poverty Indices

Country	HDI	GDI	MPI
World	**0.710**	**0.924**	**0.150**
Cabo Verde	0.648	Not available	Not available
Comoros	0.497	0.817	0.165
Maldives	0.701	0.937	0.008
Mauritius	0.781	0.954	Not available
São Tomé and Príncipe	0.574	0.907	0.217
Seychelles	0.782	Not available	Not available

Information obtained from Human Development Report 2016, UNDP.
HDI: Human Development Index; GDI: Gender Development Index; MPI: Multidimensional Poverty Index.

242. HDI scores range from 0.497 in Comoros, which is considerably lower than the world average, to 0.782 in Seychelles, which exceeds the 0.710 world average. Water and sanitation infrastructure are closely associated with the general level of development in the countries; the countries are facing common water sector issues, but they are on different trajectories towards achieving development objectives.

243. In terms of gender, the project did not have a gender action plan, but did address gender issues during the implementation of the demonstration projects, development of IWRM plans and indicator frameworks and through the awareness campaigns. An international gender specialist was hired to assist Mauritius in developing a guidance document on gender mainstreaming in water and wastewater sectors. The support was well received, but the extensive set of gender indicators included in the guidance document are not integrated into the national IWRM plan or indicator framework and there is a lack of ownership regarding the proposed gender mainstreaming actions.

244. The project made substantive contributions in terms of increasing awareness associated with the value of IWRM approaches. Further, sustained awareness raising is needed in each of the beneficiary countries.

245. Socio-political Dimension: Likelihood that benefits will be sustained after project closure: Moderately Likely.

H.2 Financial sustainability

246. Sustainability is strengthened through financial commitments to implement the activities in the IWRM plans. There are examples of such financial commitments among the beneficiary countries. For instance, in Mauritius, MUR 2.683 billion (approx. USD 75 million) is allocated in the 2018-2020 3-year national strategic plan for the wastewater investment in Grand Baie, located within the Northern Aquifer, the focus of the demonstration project in Component. The Grand Baie wastewater improvement project is one of the largest water sector investments in the country for this period. However, in the other countries, financial provisions to implement the IWRM plan remain uncertain.

247. Enduring partnerships also enhance the likelihood that project results will be sustained. In São Tomé and Principe, support for developing secondary legislation (regulations) to the water law approved earlier in 2018 is being provided as part of ongoing UNDP supported, GEF financed national projects. Another UNDP-GEF national project on disaster risk reduction has provided technical support towards the maintenance of the hydrometric monitoring system in the country, including some of the units procured under the IWRM project.

248. The costs for monitoring and evaluating progress made towards achieving the IWRM plans do not seem to have been sufficiently vetted; for example, there was no evidence of M&E cost estimations. Several of the interviewed stakeholders stress this point and also pointing out unclear ownership of the IWRM plans and indicator frameworks; this diminishes the prospects for sustaining and building upon the results achieved through the project.

249. At the regional level, without additional donor funding, it is unlikely that the regional IWRM framework will be followed up. There have been some discussions regarding follow-up interventions and there is a high level of interest among the beneficiary countries; however, there has been no conceptual framework worked out yet.

250. Financial Dimension: Likelihood that benefits will be sustained after project closure: Moderately Likely.

H.3 Institutional sustainability

251. The likelihood that project results will be sustained after closure is enhanced through the advances made at institutionalizing the IWRM plans into national policies, laws and strategies among the six beneficiary countries; for example:

- Cape Verde: the national IWRM plan is referenced in the June 2018 Voluntary National Report on progress towards achieving the Sustainable Development Goals (SDGs).

- Comoros: the national IWRM plan is referenced in the water code (which is not yet enacted)
- Maldives: the national IWRM plan is referenced in the July 2017 VPN report on progress towards achieving the SDGs.
- Mauritius: the national IWRM plan was noted by the Cabinet and referenced in the 3-year national strategic plan for 2018/19-2020/21.
- São Tomé and Príncipe: the national IWRM plan is one of the legal instruments listed in the water law approved in May 2018.
- Seychelles: the IWRM approach was adopted for the management of national water resources in the water policy approved in July 2017.
- Further evidence on institutional sustainability omes have been described under Factors Affecting Performance in paragraph 277 below.

252. There are, however, certain challenges associated with the IWRM plans and frameworks. Firstly, there are generally too many indicators and the high data demands for monitoring and unclear baselines in some countries render the viability of the frameworks questionable over the coming years. There are also uncertainties with respect to governance of the IWRM plans. At a regional basis, there is no agreed upon governance mechanism or approach, except for the countries stressing interest to continue some level of collaboration. And, at the national level, it is unclear whether IWRM coordination committees have been formerly established. The national steering committees served this function during project implementation; however, these steering committees are no longer in place and coordination of the IWRM plans are managed by a mix of existing governance bodies, either sectoral ones or ones that are linked to other projects. Refer to paragraph 276 below for further evidence on high staff turn over and governance.

253. The training events delivered by the project and the involvement in the implementation of the project have contributed towards strengthened institutional capacities and also facilitated increased technical and management capacities of individuals among governmental agencies, as well as water sector stakeholders within the NGO and professional communities. In several cases, the trainings were one-off, with limited follow-up – this was partly due to time constraints, as some of these trainings were initiated later in the project implementation phase. For example, some of the local stakeholders require additional training in GIS applications, database development and management, operation of laboratory equipment, etc.

254. Institutional Dimension: Likelihood that benefits will be sustained after project closure: Moderately Likely.

H.4 Environmental sustainability

255. With respect to environmental risks, the potential impacts associated with climate change pose significant threats to the six beneficiary countries. SIDS are particularly vulnerable to the expected impacts of climate change, due to their small size, isolation and exposure to disasters to external shocks. The first three collective priorities listed in the outcome report of the AIMS Regional Preparatory Countries for the midterm review of the SAMOA Pathway held in May 2018 in Mauritius were: climate change, disaster risk reduction and resilience building, and water and sanitation.

256. The project has generated certain adaptation benefits, though strengthening capacities of local communities in IWRM principles, increasing awareness regarding the value of scarce water resources and elevating water sector issues among sustainable development priorities. There have also been examples of follow-up funding and proposal development among the six beneficiary countries, including but not limited to the following:

- Maldives. A Green Climate Fund (GCF) project ("Support of Vulnerable Communities in Maldives to Manage Climate Change-Induced Water Shortages") was approved in 2015, with a total project investment of USD 28.2 million.
- Cabo Verde. A GCF proposal is currently being developed for a project that focuses on water security, including expanding reuse of treated wastewater in the agricultural sector.
- Comoros. A GCF proposal entitled "Ensuring sustainable and climate resilient water supplies in the Comoros Islands", to replicate and upscale the IWRM implementation piloted by this SIDS IWRM project, with due consideration to climate change resilience, was approved in Dec 2018, with a total project investment of USD42 million.
- Seychelles: the GCCA+ will follow-up and up-scale some of the work undertaken as part of the IWRM demonstration project.

257. Solid waste management is another environmental issue that is a key priority in the participating countries, in terms of protecting groundwater and surface water resources and reducing impacts to coastal and marine ecosystems. In Seychelles, Comoros and São Tomé and Príncipe, solid waste was addressed as part of the demonstration projects and improved solid waste management is represented in the regional and national IWRM plans. There remain several outstanding issues that remain to be resolved, e.g., minimization of solid wastes through more effective recycling and reuse programs, sustained awareness raising, lack of enforcement of polluting activities, etc.

258. Environmental Dimension: Likelihood that benefits will be sustained after project closure: Moderately Likely

259. Q10: The demonstrations in each of the six beneficiary countries delivered scale-able models of applying IWRM approaches, the national IWRM plans and indicators frameworks provided specific guidance on mainstreaming IWRM and policy advances further increase the likelihood that the countries will fully adopt IWRM moving forward. Governmental investments and additional donor financing further demonstrate how IWRM principles are being implemented beyond the project. There are factors, however, that diminish the prospects that project results will be sustained. Lack of funding and uneven awareness have resulted in slow progress in providing access to water and sanitation in some of the countries. And, there is no agreed regional collaborative governance mechanism or approach in place.

Rating for Sustainability: The overall likelihood that benefits will be sustained after project closure: 'Moderately Likely

I. Factors Affecting Performance

Q12 What are the factors and processes that have affected the project performance at the different stages of the project cycle?

260. Although this criterion has been addressed as a cross-cutting issue in relation to the other criteria, for the sake of clarity and transparency the TE team has considered it important to recall here the main factors and processes that have affected the project performance and explicitly answer the evaluation question.

I.1 Preparation and readiness

261. The AIO IWRM SIDS project experienced delays as early as from the project document signature. The delays came from both UN Environment and UNDP sides for different reasons. UNDP was delayed in the project approval due to the prolonged period that was needed to complete a capacity assessment[22]. Some delay is also partly attributable to UN Environment's internal restructuring and the time required to reassign the role of executing agency to UNOPS EAH. The difficulty in establishing the full Regional Project Coordination Unit also resulted in delays in launching the project activities. Moreover, specifically in the case of Seychelles and Mauritius the definition of the precise scope, roles and responsibilities of the party for the elaboration of the Project Cooperation Agreement required more time than expected and delayed the signing with UNOPS and thereby the start of activities.

262. In some countries there was a high turnover for the national focal point position. This was partly due to a high staff turn-over and/or staff reshuffling within national ministries. Although there was a good collaboration between the PCU and the national focal points, this resulted in a lack of coherence and continuity of the project. For instance, in Seychelles, at least 5 national focal points were assigned during the duration of the project. In addition, in some countries, the coordination and reporting arrangements between the national focal point and the demonstration project manager have not always been clear. The demonstration project manager supported the NFPs in reporting project progress in the country during the Regional PSC meetings. Due to delayed activities under C2-4, the role of the demonstration project managers became more visible, as they had no one to coordinate with for some time. Joint terms of reference for these two positions could have helped understanding the reporting and coordination arrangements between the NFP and the demo manager, even if activities under C2-4 would have been delayed (lesson learned).

263. From project design until the MTR, there was no agreement on budgeting and no mechanisms for disbursement of funds for the Components 2-4[23]. In particular the countries having no institutional banking facilities like Comoros[24] and Seychelles reported to have faced problems with slow transfer of funds, delaying the implementation of the activities.

264. Rating: Moderately Unsatisfactory

[22] UNDP PIR 2014: "UNDP's delay in prodoc approval (after the CEO endorsement was secured) was due to the prolonged period required to complete a capacity assessment process undertaken by UNOPS (EA) for each potential implementing party for a demo project in all participating countries, which had to be completed prior to the UNDP LPAC was convened. This process leading the LPAC took 1.5 years after the CEO endorsement was secured from GEF before all 6 capacity self-assessment were submitted to UNOPS for their review and clearance.

[23] MTR, April 2016

[24] UNDP, PIR FY 2015 and UNEP Progress Report of March 2016

I.2 Quality of Project Management and Supervision

265. The evaluation missions and interviews were quite concomitant in that good technical and strategic support consistently was delivered by UN Environment and UNDP. During the second half of the project, the PCU was proactive in identifying risks and providing answers and worked in good intelligence with the national teams.

266. There were 3 changes in the Regional Project Manager's (PM) position before 2015. The process to recruit the third PM was launched in 2015. He was officially recruited in November 2015 and remained until the end of the project. UNOPS recruited a Chief Technical Advisor (CTA) / Interim PM that helped bridge over the period until the last PM came on board (process launched in May 2015). In addition, there were changes in UN Environment Task Managers in 2014/2015.

267. Among the key issues that have affected the project performance, strengthening the Regional Project Coordination Unit with a qualified regional project coordinator to stabilize project management and implementation was a dominant one. The three changes of project manager during the first three years of implementation led to a loss in momentum, continuity and steady implementation of project activities, as well as loss of engagement and ownership of countries. The recruitment of pivotal staff on short-term contract, probably with the intention to ensure the transition during a period of instability, is also questionable[25].

268. Although insufficient national capacity to deliver IWRM was a risk identified in the project design and ranked "medium", the project did not anticipate the difficulties in finding suitable staff for national positions, including for IPSA position. Although they were a prerequisite to quickly start the activities of the Components 2-4, the recruitment of governance coordinators and assistants as well as the recruitment of the IWRM consultants was not carried out until the mid-term review. At national as well as regional level, the contractual modalities allowing for short-term contractual arrangements of project management staff had a negative effect on the overall coherence and continuity of the project. At regional level also, the PCU was weakened by difficulties in finding a competent and committed regional project coordinator until the last PC was recruited who stayed until the project completion.

269. During the first half of the project, while the demonstration projects were on track and well advanced, Components 2-4 were clearly running behind schedule. In addition, this evaluation revealed that the integration of the components was not understood by all stakeholders; this affect the coherency of the project. Facing heavy delays of the UN Environment components, Component 2-4 of the project were rated "Unsatisfactory" while the component 1 was rated "Moderately Satisfactory" in the 2014 GEF UN Environment Project Implementation Review (PIR) report.

270. High turnover of national project staff also impacted the implementation of the project by weakening the level of ownership, as well as leading to a lack of understanding at national level regarding the linkages between the four components, to which the slow pace of implementation of Components 2 to 4 as compared to the demo projects under component 1 also contributed. Also, at national level, the implementation was entrusted to different units of the same entity for Component 1

[25] The Regional Project Coordinator position was recruited under an interim contractual arrangement in the beginning. In our opinion, interim arrangements were counter-productive in this case; i.e., not sufficiently recognizing the importance of this critical function on the project

and Components 2-4; e.g., in Mauritius (WRU in charge of Component 1 and MEPU for Components 2-4). The fact that the project applied two separate financial channels to the countries further contributed to the perception that there were two separate projects. This was confirmed during some of the TE interviews, i.e., the demonstration projects were perceived sometimes as standalone projects rather than as an integral part of the overall project.

271. The eventual effective supervision and guidance of the PCU can be demonstrated in the light of the adaptive measures undertaken after the MTR and through the management response. After the MTR and the management response, 15 international experts were hired to support the implementation of the activities and the PCU realized about 15 missions to the participating countries. Improvements in project internal communication were also observed during second half of project after the MTR that had recommended better coordination between the UN Environment and UNDP.

272. However, as was repeatedly reported to the TE team, the separation of the management services into the different components had made the coordination of the activities more complex and the multiple reporting was burdensome for the national teams.

273. As previously mentioned, the joint implementation modality and the contracting of UNOPS WEC by UNDP for the demonstration component, and UNOPS EAH by UN Environment for the policy components did have an impact on project coherence. The multi-reporting requirement was burdensome for the PCU staff. The two EAs were from the same UN agency, but there were different financial reporting procedures. Likewise, the internal restructuring of UN Environment delayed the inception of the project. The MTR also pointed at the different lines of management and accountability within the various agencies (IAs and EAs) as one of the main reasons for the delay.

274. At national level, some challenges were experienced with government procurement processes, in particular launching of tenders, approvals of contracts and the actual implementation including site inspection of the work carried on.

275. Rating: Moderately Satisfactory

I.3 Stakeholders participation and cooperation

276. Another factor that hampered the performance of the project, especially during the first half of the implementation, were constraints associated with language. This was especially true for Cape Verde and São Tomé and Príncipe that had difficulties participating actively in the regional project steering committee and the reporting demands were problematic. Communication between these countries and the PCU was finally made much easier after the recruiting of the Project Officer that had Portuguese skills. Nonetheless, the interviews conducted stressed the fact that cooperation between the Portuguese speaking countries and the other SIDS will be difficult to sustain due to the language barrier and in view of the geographic locations. Otherwise, good cooperation within the countries was ensured through a couple of exchange visits, namely between Maldives and Seychelles on one hand, and Sao Tome and Principe and Cape Verde on the other hand. The 5 RSC and the 2 regional workshops also contributed to the creation of a link between the countries. It is however perhaps regrettable that those meetings took place only a little bit more than

once a year and could not involve all relevant stakeholders. For example, Demonstration Project Managers were only invited to the 3rd and the 4th RSC to share their experiences. Developing additional virtual regional steering committee meetings might have built up long-lasting and affordable collaborative mechanisms.

277. At national level, the stakeholder participation was ensured by the consultation processes conducted in all six countries. Governmental institutions were involved in the project activities as active partners or in advisory roles, as well as local authorities and non-governmental and civil society stakeholders. Stakeholders were significantly involved through consultations, workshops or participation to the IWRM Committees and Project Steering Committees. Indeed, in each participating country the NSC was responsible for coordination and implementation of project activities at national level. The project usually established multi-stakeholder committees to provide platforms for active participation in the planning and implementation of the IWRM demonstration projects, although it appears that public sector stakeholders were most represented. In all six countries, the committees provided a platform for stakeholder coordination, sharing experiences and learning as well as reconciling competing stakeholder interest and avoid duplication of investments.

278. Civil society was represented in most water committees established; unfortunately, however, community groups and other representatives of the local communities were usually not directly represented in the National Steering Committees (e.g. in Seychelles and in Mauritius). For instance, in Mauritius, stakeholder involvement was mostly limited to the public sector. NGOs and private sector stakeholders participated in a couple of workshops, but there could have been more constructive involvement. Involvement by the Irrigation Authority officials in Mauritius has been limited or insufficiently inclusive.

279. Regarding women and underrepresented groups, the demonstration project in Mauritius involved the Ministry of Gender, Child Development and Family Welfare and the National Women's Council. Moreover, one of the achievements of the project was the development of a Gender Strategy and Indicators for the Mainstreaming in Water Sector. In São Tomé and Príncipe, the project involved women groups and women participation in the river basin committee was strongly encouraged. Likewise, in Comoros an effort was made for ensuring the participation of women in the watershed management committee.

280. Also, one unintended consequence of the project important to mention is that local community groups in São Tomé and Príncipe that had been motivated to participate in the local committees through monetary incentives were difficult to motivate after the project closure and the end of the incentives.

281. Rating: Moderately Satisfactory

I.4 Responsiveness to human rights and gender equality

282. Social and environmental screening requirements were different at the time when the project was developed, in 2009, compared to the current state of practice among multilateral development agencies. Mainstreaming gender issues and taking a human rights approach to design of development projects are now commonplace.

283. The project document did not explicitly identify concerns with respect to human rights. Adopting IWRM principles inherently requires broad participation

across stakeholder groups; however, the design did not address potential risks associated with access restrictions to resources, exclusion of certain groups, or other human rights issues.

284. Gender aspects were reflected in the design, including collection of gender disaggregated data among the demonstration projects, establishing gender-integrated IWRM committees and promoting gender-integrated. However, a gender analysis was not made. And, a gender marker score was not applied to the project design. The project document mentions support from the Gender and Water Alliance (GWA), but there were no details provided in the design regarding how GWA would support the project.

285. Considering that the role of women is one of the four Dublin principles[26] that are the pillars of IWRM, the TE team feels that gender equality should have been better integrated into the project design.

286. At national level, considering the uneven levels of integration, the countries have addressed women empowerment and gender mainstreaming in the water sector through several initiatives, e.g., the establishment of gender balanced water committees or of women's groups taking the lead of community driven activities such as in São Tomé and Príncipe. Cape Verde considered gender aspects by providing training to women farmers on tree planting and measures to prevent coastal erosion and saltwater intrusion into the aquifer. Mauritius was probably the country where a gender inclusive approach was best addressed with the elaboration of a strategy and indicators for gender mainstreaming; however, the gender mainstreaming guidance document developed by an international consultant is not integrated into the national IWRM plan, and there is a lack of ownership with respect to following up to the gender indicators. When it comes to Comoros and Maldives, the evaluation team could find only limited (to no) information on the contemplation of gender aspects.

287. At regional level, the IWRM indicator framework developed under Component 2 calls for gender disaggregated data and gender responsive indicators.

288. Rating: Moderately Satisfactory

I.5 Country ownership and driven-ness

289. All the interviews conducted were consistent regarding country ownership and driven-ness. Water sector issues are prominent among the development priorities in the six beneficiary countries. For example, the government of Cape Verde have instituted emergency management measures in response to the worst drought the country has experienced since 1977.

290. Also, the level of co-financing is an indirect measure of country ownership. Mauritius is a particular case because the government confirmed at project design the co-funding of the project (C1 and C5) equivalent to USD 33,426,633 and ended up realizing 402% of its initial commitment (USD 134,505,270, or 94% of the total of the project co-financing). In Cape Verde, Seychelles, and Maldives a significant amount

[26] Dublin principles: (1) Freshwater is a finite and vulnerable resource, essential to sustain life, development and the environment; (2) Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels; (3) Women play a central role in the provision, management and safeguarding of water; and (4) Water has an economic value in all its competing uses and should be recognized as an economic good. Source: IWRM at a Glance, Global Water Partnership, Stockholm.

of co-financing was mobilized from government stakeholders. As an example, the Government of Maldives co-financed 82% of the infrastructure component of the demonstration project in Thoddoo Island, while 18% was provided through the GEF funds. As a matter of fact, the engagement of the governments has been particularly strong on the demonstration projects.

291. Rating: Satisfactory

I.6 Communication and public awareness

292. With the guidance of the project communication specialist recruited in September 2015, each of the six countries developed a communication and public awareness strategy, generally resulting in a very good public outreach via the use of several culturally appropriate approaches, e.g., local radio, videos shown on TV (public debates broadcasted on TV in Maldives) or in the health centre (still in Maldives), special sensitization events such the World Water Day for which all countries organized activities as from 2016.

293. At regional level, the communication strategy consisted of a series of regional trainings of trainers on communication in IWRM approaches, conflict resolution and negotiations, the organization of the twinning programs and the support to Cape Verde and Mauritius for their presentations and network activities during the Stockholm World Water Week in 2016 and for the presentations of the case studies of Maldives and Seychelles at the GEF IWC-8 Conference in Sri Lanka in May 2016. Several promotional materials, including video documentaries, were also elaborated in all three languages and shared on several social medias.

294. Rated: Satisfactory

295. Q12: In conclusion, the TE findings suggests that the factors that affected project performance included the complexity of the implementation arrangements and the multiplicity of actors involved that amplified the risks of discontinuity, incoherence, miscommunication and delays. This was especially true from the inception phase until the mid-term, but then was mitigated through adaptive management measures, to the point that project management and supervision delivered can be considered to quite effective and proactive during the second half of the project. Stakeholder participation, country ownership and communication also greatly improved during this period along with the strengthening of the PCU.

Rating on follow-up on Factors Affecting Performance: The overall rating for Factors Affecting Performance is Moderately Satisfactory

VI. Conclusions and Recommendations

A. Conclusions

Conclusions on Key Strategic Questions:

296. To what extent were findings and learning from previous GEF funded, UN Environment (from different sub programmes), and UNDP IWRM projects' evaluations/reviews incorporated into the project design and its implementation?

The AIO SIDS IWRM project was designed after similar programs in the Caribbean and Pacific were under implementation. The approaches and lessons learned on those two programs were certainly considered; although, each region and individual SIDS country has unique circumstances to factor into a development project.

297. To what extent are UN Environment and UNDP projects on IWRM designed to (or implemented to) complement or support each other to achieve a collective effect?

IWRM projects financed by GEF International Waters focal area are often implemented across transboundary river basins or large marine ecosystems that share common resources. Many of these projects follow the standard GEF International Waters (IW) focal area procedure, staring with a transboundary diagnostic analysis and leading towards a strategic action program.

One of the main functions of the GEF IW: LEARN platform is to share lessons learned and best practices on IW projects.

In addition to this and in the framework of the GEF IW:LEARN, the project has co-organized and contributed to the SIDS side event during the IWC8 in Sri Lanka, where participants from all 3 SIDS GEF IW projects (Caribbean, Pacific and AIO) exchanged their best practices and lessons learned to address common challenges for SIDS (e.g water management, financing, etc.).

298. To what extent were management actions following the recommendations from the mid-term review applied and is there evidence to suggest that they contributed to improved delivery of the project?

The management measures implemented in response to the MTR recommendations certainly contributed to improved delivery of the project. One of the key achievements made after the MTR was strengthening of the regional Project Coordination Unit, including recruitment of a qualified project manager and dedicated project officer, supported by the knowledge management/communications officer.

299. To what extent are the demonstration projects in each of the six countries able to support scaling up and replication in other areas in the same countries and in other countries? How have they helped further enhance the integrated water resource management approaches?

Evidence includes:

- Maldives. A Green Climate Fund (GCF) project ("Support of Vulnerable Communities in Maldives to Manage Climate Change-Induced Water Shortages") was approved in 2015, with a total project investment of USD 28.2 million.
- Cabo Verde. A GCF proposal is currently being developed for a project that focuses on water security, including expanding reuse of treated wastewater in the agricultural sector.
- Comoros. A GCF proposal is currently being developed for a project entitled "Ensuring sustainable and climate resilient water supplies in the Comoros Islands" was approved in Dec 2018, with a total project investment of USD42 million.
- Seychelles: the GCCA+ will follow-up and up-scale some of the work undertaken as part of the IWRM demonstration project. Part of the work is also being upscale and used by the Ecosystem Based Adaptation Project funded by the Adaptation Funds

300. The mid-term review and some other IWRM evaluation report findings suggest that normative solutions such as framework formulation and development, policy, legislation, knowledge exchange and learning, capacity building, etc. are better placed/suited to start after demonstration project activities have been completed or as separate project. To what extent do the benefits of this approach apply to the outcomes and impacts of change achieved in the revised work plans of this project?

There is not a direct answer to this question. This project shows that lessons learned from demonstration projects have informed to some extent the work further conducted at national level on IWRM policy frameworks and legislation. However, there is also evidence of some cases of disconnections between the demonstration projects achievements and the work conducted on policy and legal aspects at national level. It might therefore be beneficial to start policy, legal and institutional activities after demo projects have been completed, in the condition that a cross-learning and retro-feeding mechanism is in place, which was not the case for all the 6 countries in the case of this IWRM project, and keeping in mind policy approval and enactment processes take time.

Furthermore, following the GEF IW approach of carrying out a transboundary diagnostic analysis, followed by a strategic action program might have been a more viable strategy for this project. Even though the six countries do not share physical resources, there are common issues that affect each, e.g., fragile freshwater supplies, climate change impacts on coastal and near-shore environments, waste management, etc. Formulating these into a SIDS diagnostic analysis, rather than starting with national diagnostic analyses, might have laid the groundwork for a regional or joint plan of action.

Conclusions on evaluation questions:

301. The project design and implementation were relevant to the GEF, UN Environment and UNDP strategies, priorities and mandates. This regional project was also consistent with respect to national priorities identified by the governments and local needs in terms of water and sanitation. However, regional synergies and complementarities fell short of what was outlined in the project design.

302. Overall, the project design was found generally coherent, even though there were shortcomings. The logical framework, workplan and indicative budget were found reasonable and well presented, but the 4-year allocated timeframe was insufficient for achieving behavioural and policy level changes required under IWRM approaches.

303. The implementation of the project faced a number of challenging operational factors and operational difficulties related to the implementation arrangements and risks that were not properly addressed in the project document. Although late, the project implemented adaptive management measures in a proactive and effective way.

304. The delivery of outputs under Component 1 has been partially effective. For Component 2, even though all 6 national IWRM indicator frameworks were delivered, the outputs were achieved to different degrees (diagnostics, baseline and targets). Component 3 can be considered as successfully achieved since each of the six countries integrated IWRM principles into policy and regulatory frameworks. For Component 4, a considerable amount of work was done at national and regional levels during the second half of the project, making up lost ground in the first half and satisfactorily fulfilling the performance targets.

305. Overall, IWRM principles were successfully advocated among key sectors in the participating countries. The project strengthened awareness on IWRM and WUE and helped elevate water issues among the development priorities in the six participating countries. The IWRM demonstrations were successfully completed under Component 1; although to different level of achievement. The influence of the demonstrations on governance and policy is uncertain. Although in most countries cross-sectoral national IWRM committees are in place, they have unclear mandates and overlap the mandates of other governance bodies or initiatives. The regional and national IWRM indicator frameworks are developed; but protocols and institutional roles for reporting on progress are not fully worked out. The work achieved on the awareness component was commendable, particularly considering the delays accumulated during the first three years of project implementation.

306. The likelihood that the project results will accelerate the progress on WSSD targets related to WUE and access to safe drinking water is moderately likely for a number of aspects including water supply and sanitation, awareness raising and policy. The project has already demonstrated some progress with reduced pressure on water resources and environment at local level, in some of the demonstration projects. However, data are not always available to ascertain this finding. On regional partnership and cooperation, the sustainability of the cooperation promoted among the six countries is hindered by the absence of a structure/organization with a specific role and mandate to promote further collaboration.

307. Regarding financial management, the project document and CEO endorsement contained detailed breakdowns of the indicative budget and co-financing contributions. Materialized co-financing exceeded the sum confirmed at project entry, but there was limited evidence of how the co-financing contributions were integrated or were complementary to the project outcomes. Expenditure reports are incomplete, and information contained in the available records were inconsistent between the executing agencies and GEF agencies.

308. The project experienced some delays in initiating project implementation which diminish overall project efficiency. Some efficiency gains were achieved during the second half of the project, but the compressed time available near the end of the implementation phase due to the earlier delays affected project performance and sustainability

309. The M&E budget and plan were found to be satisfactorily prepared at project design. There were missing baseline figures in the project results framework that were not fully sorted out during the project inception phase. The GEF tracking tool lacked details and was not used as a M&E tool during design or implementation of the project.

310. The regional project steering committee was the main platform for adaptive management related decisions. The steering committee meetings were constructive and well-attended. The national level steering committees formed the nucleus of inter-ministerial IWRM committees; however, the transformation of these bodies into functional national IWRM committees after project closure is uncertain in each of the six beneficiary countries

311. The demonstrations in each of the six beneficiary countries delivered scale-able models of applying IWRM approaches. The national IWRM plans and indicators frameworks provided specific guidance on mainstreaming IWRM and policy advances further increase the likelihood that the countries will fully adopt IWRM moving forward. Governmental investments and additional donor financing further demonstrate how IWRM principles are being implemented beyond the project. There are factors, however, that diminish the prospects that project results will be sustained. Lack of funding and uneven awareness have resulted in slow progress in providing access to water and sanitation in some of the countries. And, there is no agreed regional collaborative governance mechanism or approach in place.

Summary of project findings and ratings

312. The table below provide the ratings according to the evaluation criteria. Overall the project is rated as satisfactory.

Table 20: Summary of project findings and ratings

Criteria	Summary Assessment	TE Rating
A. Strategic Relevance	**Strategic relevance of the project design and implementation**	**S**
1. Alignment to MTS and POW	Aligned to UN Environment 2010-2013 and 2014-2017 MTS and POW, as well as UNDP 2008-2011 and 2014-2017 strategic plans	S
2. Alignment to UN Environment /Donor/GEF strategic priorities	Aligned with GEF, UN Environment and UNDP strategies, priorities and mandates	S
3. Relevance to regional, sub-regional and national environmental priorities	Consistent with respect to national priorities identified by the governments and local needs in terms of water and sanitation	S
4. Complementarity with existing interventions	Regional synergies and complementarities fell short of what was outlined in the project design	MS
B. Quality of Project Design	**Found generally coherent, even though there were shortcomings**	**MS**
C. Nature of External Context	**Implementation of the project faced a number of challenging operational factors and operational difficulties**	**F**
D. Effectiveness	**Delivery of outputs and achievement of direct outcomes are satisfactory. Likelihood of impacts is hindered by some weaknesses. Drivers to support transition from intermediate states to impacts are overall partially in place.**	**MS**

Criteria	Summary Assessment	TE Rating
1. Delivery of outputs	With some variations from country-to-country the achievement of outputs under component 1 was moderately satisfactory. For component 2, even though all 6 national indicator frameworks have been delivered, the outputs have been achieved to different degrees. Results under Component 3 can be considered as successfully achieved since all countries have produced the regulatory tools that were expected. For Component 4, considerable work was done at national and regional levels during the second half of the project.	MS
2. Achievement of direct outcomes	Outcomes were fully or partially achieved: smoother implementation of the demonstration project, water supply and treatment systems established, and water resources management plans elaborated but effectiveness of the committees and monitoring system set-up is not yet demonstrated. National and regional monitoring frameworks developed, but their operationalisation hindered by some weaknesses. Work on the policy component was satisfactory; although additional efforts will be needed in some cases to finalise the legal review processes initiated. Work achieved on the awareness component is commendable.	MS
3. Likelihood of impact	Some progress demonstrated with reduced pressure on water resources and environment at local level, but, data not always available to ascertain these findings. Regional partnership and cooperation hindered by the absence of a structure/organization with a specific role and mandate to promote further collaboration.	ML
E. Financial Management		**MU**
1.Completeness of project financial information	Expenditure reports are incomplete, and information contained in the available records were inconsistent between the executing agencies and GEF agencies	MU
2.Communication between finance and project management staff	Records kept by the executing agencies differ from the information compiled by the GEF agencies. The regional project coordinator had a relatively low awareness of the financial management inquiries made by the TE team	MS
F. Efficiency	**Delays in initiating project implementation diminished overall project efficiency. Some efficiency gains were achieved during the second half of the project, but the compressed time available near the end of the implementation phase due to the earlier delays affected project performance and sustainability**	**MS**
G. Monitoring and Reporting	**Overall monitoring design and budgeting, monitoring of project implementation found moderately satisfactory. Report found satisfactory**	**S**
1. Monitoring design and budgeting	M&E budget and plan prepared using the standard templates for GEF-financed projects and found to be satisfactorily prepared	MS
2. Monitoring of project implementation	Missing baseline figures in the project results framework that were not fully sorted out during the project inception phase. GEF tracking tool lacked details and was not used as a M&E tool during design or implementation of the project.	MS
3.Project reporting	Two project implementation review (PIR) reports using different templates, were prepared each year. UNDP produced its PIR on Component 1 for its own internal reporting and UN Environment produced a consolidated version, integrating all components	S
H. Sustainability	**Socio-political, financial and institutional sustainability ML**	**ML**
1. Socio-political sustainability	Participatory approach, involving users, planners and policy-makers at all levels. Demonstration projects provide model frameworks that could be scaled up. Significant differences with respect to the social	ML

Criteria	Summary Assessment	TE Rating
	development in the six beneficiary countries to which water and sanitation infrastructure are closely associated	
2. Financial sustainability	Financial commitments to implement the activities in the IWRM plans, but financial provisions are unclear. Costs for monitoring and evaluating progress made towards achieving the IWRM plans do not seem to have been sufficiently vetted	ML
3. Institutional sustainability	IWRM plans institutionalized into national policies, laws and strategies, but some challenges associated with the IWRM plans and frameworks	ML
I. Factors Affecting Performance		**MS**
1. Preparation and readiness	Delays experienced as early as from the project document signature. Implementation complexity which weakened project start-up	MU
2. Quality of project management and supervision	Good technical and strategic support consistently delivered by UN Environment and UNDP. Good adaptive management after 2015. But separation of the management services into the different components has complicated the coordination of the activities and the multi reporting was burdensome for the national teams	MS
3. Stakeholders participation and cooperation	Multiplicity of actors involved that amplified the risks of discontinuity, incoherence, miscommunication and delays. But Stakeholder participation, country ownership and communication significantly improved during the second half of the project implementation	MS
4. Responsiveness to human rights and gender equity	The project document did not explicitly identify concerns with respect to human rights, although it was not a requirement by the time of project design. Gender aspects were reflected in the design. At national level, considering the uneven levels of integration, the countries have addressed women empowerment and gender mainstreaming in the water sector through several initiatives.	MS
5. Country ownership and driven-ness	Good country ownership and driven-ness.	S
6. Communication and public awareness	Good public outreach via the use of several culturally appropriate approaches	S
Overall Project Rating		**MS**

B. Lessons learned

313. The TE team identified the following good practices:

- Rotating the regional project steering committee meetings, twinning programs, and regional training workshops were effective ways to share experiences and promote regional collaboration. Furthermore, organized on a rotational basis, the annual regional project steering committees were arranged to coincide with capacity building activities and visits to demonstration sites, thus increasing cost effectiveness, counterbalancing the travel costs associated with bringing the partners together.
- Housing the regional coordination unit within the UN Environment office complex was a good way to facilitate effective communication with the UN Environment task manager and other support services.
- The timely conduction of the MTR and the involvement of the evaluator in the discussions between the IA and EA on the management response and strategy, was a good approach to adaptive and effective project management.

314. The TE identify the following lessons learned, in terms of:

- Implementation modalities:

Lesson 1. ***Agreeing upon coordination roles and procedures among project partners is particularly important for projects having more than one IA and EA to ensure coherency and continuity; e.g., financial reporting, common use of budget codes, allocation of project management costs, reporting formats, etc.***

315. This project had two implementing agencies (UNDP for the component 1 and UN Environment for the Component 2-4). Also, the component 1 was executed by UNOPS WEC while the components 2-4 were executed by UNOPS EAH. Joint implementation modalities have comparative advantages in many cases; however, the split between which national agencies that were leading Components 1 and Components 2-4 impacted the continuity of project M&E, e.g., there were gaps in communication and a lack of sharing of component level information at national levels.

Lesson 2. ***Pilot study interventions should be designed with comparability across different contexts in mind. Due consideration should be given to social/cultural values of the project countries, during the project design phase***

316. The project involved 6 participating Small Island Developing States (SIDS) in the Atlantic Ocean (Cape Verde and Sao Tome & Principe) and Indian Ocean (Comoros, Maldives, Mauritius and Seychelles), with different social and cultural values, including different languages. Requisite capacities and procedures for facilitating effective participation should be established and budgeted for a regional project involving three different languages.

Lesson 3. ***Recruitment of the regional coordinator position should be considered under more permanent contractual arrangements for this important function on the project***

317. Recruitment of the first regional project coordinator position under an interim contractual arrangement was not conducive to continuity over the duration of the envisaged 4-year implementation period. Using an interim contractual arrangement probably had the advantage to expedite the recruitment process, but overall the result might have been counter-productive (see paragraph 265).

Lesson 4. ***Sustainable communication tools and strategies adapted to the regional project context should be considered***

318. In the context of this regional project with partners dispatched in the Indian and Atlantic Ocean, the organisation of meetings was particularly time and energy demanding, and was allocated a significant budget. In addition to the in-person meetings, alternative ways to convene regional meetings would be advisable (e.g., virtual meetings). Apart from improved efficiency, viable procedures for sustaining regional communication could have been put in place.

Lesson 5. ***Joint terms of reference for the national positions (national focal point and demo manager in the case of this project) should be developed, in order to clarify the reporting and coordination arrangements at national level***

319. The coordination and reporting arrangements between the national focal point and the demo manager have not always been clear. The demo manager was supposed to support the NFPs in reporting the project progress in the country during the Regional PSC meetings at times. But the visibility of the demo managers became more significant largely due to the fact that activities under C2-4 were delayed; thus, the demo manager became more visible, and the demo manager had no one to coordinate with for some time, as no other activities were happening in the country. Joint terms of reference for these two positions could have helped understanding the reporting and coordination arrangements between the NFP and the demo manager, even if activities under C2-4 would have been delayed.

- Promoting IWRM approaches:

Lesson 6. Implementation of IWRM principles requires SMART indicators and proper baseline data for an incremental process to be successful;

320. (See paragraph 178 and 238) The IWRM framework produced by the project require substantial data while countries often have uncompleted baselines and resources are not clearly identified. Comprehensive IWRM indicator frameworks can obscure the key priorities. Narrowing the frameworks down to a more manage-able number of indicators might increase the likelihood that the processes will be sustained.

Lesson 7. Consider a longer time frame for IWRM projects or design them as multiple phases

321. The planned implementation timeframe of the project was 4 years, which is too short to ensure stakeholder buy-in, strengthened capacities and behavioural changes. Indeed, introducing IWRM requires changes in ways of thinking and behaviour; a 4-year timeframe is insufficient for such a project; except if designed as multiple phases.

Lesson 8. Consider IWRM demonstrations plans to have common elements, e.g., catchment or basin level plans, coordination committees, etc. in future projects

322. Although the six countries did have common water issues, they did not share a common watershed, marine ecosystem etc. The political commitment for cooperation and the opportunity for exchange of practices and experience was therefore limited. In future projects, IWRM demonstrations plans should have common elements to foster replication.

Lesson 9. High-value equipment should be funded only against a detailed cost-benefit analysis and firm commitment for maintenance

323. (see paragraph 206 and box 7) In Mauritius a high value investment was made for the provision of laboratory analytical equipment, and staff has been trained but the equipment is still not being efficiently utilized. GEF funds should not be used for high-value investment without a detailed cost-benefit analysis and firm commitment from project partners for maintaining and further developing the investment.

Lesson 10. Consider installing EcoSan units in public sites of high frequentation and where maintenance could be regularly done

324. (See paragraphs 178 and 206) In Sao Tome and Principe, 5 EcoSan units have been installed but there is no clear cleaning and maintenance planning and the frequentation is low. With regards to EcoSan toilets, in the future it could be advisable to install them on public sites (School, Medical Centers, etc) so to ensure their maintenance and their frequentation.

- Financial management:

Lesson 11. ***Co-financing should be reported in a more transparent way***

325. (See paragraph 195) Although reported co-financing exceeded expected co-financing, it might have been more prudent to confirm the USD 33 million confirmed by the Government of Mauritius was realized through the construction of the Bagatelle Reservoir, rather than raising the sum to USD 134 million.

Lesson 12. ***The financial management capacity of the national implementation partners should be assessed at the project development phase, and relevant capacity building and support structures built into the design of the project***

C. Recommendations

326. Based on the conclusions and lessons learned identified throughout this report, the TE team make the following recommendations to be jointly communicated by the implementing agencies (UN Environment and UNDP) to the executing agency(ies) and/or beneficiary countries' focal points for follow on phase(s):

Recommendation 1 Streamline the regional IWRM framework and facilitate formal approval

327. The regional IWRM framework has not been fully operationalized. It contains too many indicators which lead to some difficulties to ascertain priorities. The regional IWRM framework should be streamlined. In the meantime, its formal approval should be facilitated and a hosting organization identified. As a temporary solution, it could be agreed upon a rotating-based regional coordination function, shared by the 6 beneficiary countries.

Recommendation 2 Carry out a critical review of the national IWRM indicator frameworks (e.g., according to current priorities, costs associated with monitoring, etc.) and streamline the frameworks accordingly, following more of an incremental process

328. National IWRM frameworks should also be streamlined, following a critical review (e.g., according to current priorities, costs associated with monitoring, etc.). M&E considerations of the IWRM frameworks were not fully assessed, e.g., in terms of cost, data availability, etc. It would be advisable to prepare annual reports on the progress made towards achieving the metrics in the IWRM plans: 6 national reports and 1 regional report. It is mentioned in the final report that UN Environment Live will be used to develop an online Indicator Reporting Information System (IRIS) for each country as well as regional. Although capacity building sessions where organised and a request for expression of interest was sent to the IWRM-AIO-SIDS focal points to express their interest in having the IRIS Use Case for the IWRM-AIO-SIDS developed

further, IRIS has been operationalised only in Mauritius where it is hosted at the Government Servers. This online platform should be developed as soon as possible for the other countries as a follow-up action which will contribute to operationalize the regional and national IWRM frameworks and help further promote regional collaborations.

Recommendation 3 Confirm IWRM lead agencies for each of the 6 beneficiary countries and establish a national coordination-facilitation committee for each of the 6 beneficiary countries

329. IWRM lead agencies should be identified and endorsed for each of the 6 beneficiary countries and, based on an updated stakeholder analysis, national coordination-facilitation committee should be established for each of the 6 beneficiary countries.

Recommendation 4 Assess current interventions that are complementary to the IWRM plans and identify potential collaboration opportunities

330. Current governmental, non-governmental and donor-supported interventions that are complementary to the IWRM plans should be identified. The results of these assessments should be distilled into matrices identifying potential collaboration opportunities at national and regional levels.

331. Recommendation 5 Design a multi-focal second phase covering land degradation, biodiversity, international waters and sustainable forest management

332. At regional level, stakeholders are looking forward to a second phase. As it was reported to the TE team, it took some time for the project to get forward and to integrate the four components. Now that the project is finally showing good results, it would be advisable not to break the momentum and take advantage of the dynamic the project managed to launch. Based on the lessons learned from this first phase, a multi-focal area second phase should be designed, covering land degradation, biodiversity, international waters and sustainable forest management. This second phase could focus on:

i. Supporting the implementation of the IWRM regional and national frameworks (annual reporting on progress made towards achieving metrics, data collection and compilation at national level);

ii. Supporting early implementation of national IWRM policies, clarifying governance structures, operationalizing national IWRM committees, and scaling-up national IWRM initiatives;

iii. Promoting Integrated Targeted Innovative, climate-change resilient approaches in sustainable land management (SLM), maintenance of ecosystem services, waste management and sanitation;

iv. Organizing exchange of best practices among technicians, and promoting high-level decision-making collaboration among the 6 SIDS;

v. Explore possibilities of leveraging blue economy approaches on a regional scale; and

vi. Round out the participating countries consistent with the SIDS AIMS group, with the addition of Guinea-Bissau and possibly also Singapore, through a triangular regional cooperation agreement.

Recommendation 6 Simplify institutional arrangements for a second phase

333. Institutional arrangements for a second phase should be simplified, identifying a lead executing agency hosting a project management unit bringing the needed technical, managerial and language competencies.

Annex I. Responses to Comments and Feedback not full accepted from stakeholders

Section & Paragraph	Comment Received	EOU response	Evaluation Consultants' Response
Paragraph 14 – Table **Financial Management** **Completeness of project financial information**	Please note that the expenditure reports provided by UNOPS as executing agency with fiduciary responsibility give a clear picture about the project's finances. It is correct that due to different account codes used between UNDP and UNOPS some of the PDRs might have slight discrepancies, however, overall expenditures must match. And this is a requirement for project closure, so the accounts are settled at the very end in case of discrepancies. Since regular reporting between UNDP and UNOPS is quarterly, figures during the quarter will of course differ. Accordingly, they may wish to qualify that this was not the case at the time of evaluation, as project final reporting and closure were pending. This is a common issue with the IW projects and I think both agencies are aware of this. I think the statement as such is too strong.	ECs' comments accepted – no further revision required	The conclusion regarding financial management completeness does not only address the fact that there were discrepancies in the 2018 annual expenditures. The TE team spent a considerable amount of time trying to obtain and reconcile financial expenditure information. Annual financial expenditure reports were incomplete, e.g., complete quarters missing for some years; expenditures were not disaggregated by component and project management; some of the budget codes were unclear; amounts did not reconcile between the reports made available by the IA's and EA's; and project management costs were 26% for the UN Environment implemented part of the project.
Table 13	Regarding the "moderately satisfactory" rating for Outcome 4.1 Considering that the significant contribution this project has made in all 6 countries to raise the awareness of IWRM	The evaluation office of UN Environment assesses direct outcomes based on the reconstructed theory of	There were no monitoring data available regarding the end target: "25% of all stakeholder bodies have national staff (both men and

Section & Paragraph	Comment Received	EOU response	Evaluation Consultants' Response
	processes and IWRM implementation (through demos, through policy dialogues, through indicator development consultation processes, in addition to all the activities carried out under Comp 4), I found this rating too low. In some participating countries, local communities as well as national and regional government officials were not sensitized about IWRM principles, IWRM plans, IWRM processes, etc. From such low level of the baseline situation, the project, through the implementation of activities under C1-4, raised the IWRM awareness in many stakeholder's minds considerably. Measuring this result should not be limited only to the awareness raised among national government officials but all stakeholders from local communities, to school children, to private sectors, to regional and national government officials in different sectors. In all other places in the report itself, the assessment of the C4 delivery is overall quite positive. Thus, I believe the rating given here is too low to be consistent with the rest of the report. I hope Geraldine, our former Communication Officer, can provide some relevant data/information to be included in the Table 13 so that the TE assessment will not remain as "unable to access".	change at evaluation (which is based on the approved results framework, interviews and document review). In this case the consultants had also assessed the outcome indicators. In addition, without the evidence, we cannot give a rating on the specific indicator 4.1. The evaluation consultants have taken into account the increase in knowledge management in the discussions in the paragraphs preceding it, and hence the rating has been given 'moderately satisfactory' as whole as per the approved results framework.	women) with knowledge and experience in IWRM at end of project." We agree that the project implemented valuable KM activities, but they should have oriented their efforts towards this envisaged outcome. The target is quite ambitious and there is no evidence that the 25% figure was achieved. The rating therefore remains MS.
Likelihood of Impact **Paragraph 187**	I think the roles are clear in the IWRM framework. The regulator will coordinate the collection, centralise them and ensure they are appropriately used.	'At TE, the project as <u>whole</u> is evaluated. Where individual countries have done more than others, this is noted.	Yes, but the regulator was still not in place by the time of the TE
Financial Management	Again, this is only done quarterly in the case of UNDP/UNOPS reporting and settlement of accounts. Thus, this is handled as per UNOPS rules, and we do not agree accordingly that this section can conclude unsatisfactory results if the evaluation was	ECs' comment accepted – no further revision required.	The conclusion regarding financial management completeness does not only address the fact that there were

Section & Paragraph	Comment Received	EOU response	Evaluation Consultants' Response
Completeness of project financial information	conducted before reporting was completed, which was the case here..		discrepancies in the 2018 annual expenditures. The TE team spent a considerable amount of time trying to obtain and reconcile financial expenditure information. Annual financial expenditure reports were incomplete, e.g., complete quarters missing for some years; expenditures were not disaggregated by component and project management; some of the budget codes were unclear; amounts did not reconcile between the reports made available by the IA's and EA's; and project management costs were 26% for the UN Environment implemented part of the project.
Monitoring and reporting **Paragraph 220**	(Page 77, and repeated in the page 89 in para 306) Regarding the statement: "The GEF tracking tool lacked details and was not used as a M&E tool during design or implementation of the project", it is important to note that GEF IW TT is a pre-set template and not allowed to be modified by any project. It is designed to measure the progress on regional cooperation for the joint management of transboundary/share water bodies (e.g. transboundary rivers, lakes, aquifers and LMEs), as the majority of GEF IW projects are designed to strengthen such regional cooperation and joint management capacity, and not particularly well suited to measure the progress on IWRM implementation at the national level. Despite the fact that GEF IW had explicitly included its support to SIDS on the national-level IWRM plan development and implementation in the last few GEF cycles in its	EC's comment is accepted – no further revision is required.	In our opinion, the GEF IW tracking tool is relevant to this project. The RTA provided insightful instructions to the project team regarding the midterm version of the tracking tool; each demonstration project in the beneficiary countries should be considered a "local investment" in the tracking tool. This is an appropriate application of the tracking tool and would have provided a valuable M&E tool to assess performance. There were no updates made to

Section & Paragraph	Comment Received	EOU response	Evaluation Consultants' Response
	Programming Strategies, its Tracking Tool template was not well catered for such projects. Subsequently, the GEF IW TT lacked details (relevant to this project) and was not used as a M&E tool during the design or implementation of the project. This is not an oversight by the project but the limitation due to the design and the fixed template of the GEF IW TT. Therefore, I do not believe that the fact that the GEF TT lacked the details or that the it was not used as a M&E tool for this project should not be in any way negatively affect any rating provided to this project performance. Rather, It should be presented to GEF, which set this template, as a constraint of the GEF IW TT template (to measure a progress of a project like this).		the tracking tool after the midterm review. The TE team made requests to the project team to send the terminal version of the tracking tool, but it was not provided.

Annex II. Evaluation matrix

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
A. Strategic Relevance *(Equivalence OECD/DAC: Relevance)*					
Q1. To what extent is the project relevant to UN Environment strategies and UNDP, priorities and mandate, as well as to the national objectives of the 6 project countries and local needs and priorities?	i. Alignment to the UN Environment Medium Term Strategy (MTS) and Programme of Work (POW)	• Was the project aligned to the UN Environment Medium Term Strategy (MTS) and Programme of Work (POW)? • To what extent was the project complementary to other existing interventions and were the efforts coordinated to avoid duplication and optimize synergies?	• Existence of a clear link between the Project objective and the UN Environment Medium Term Strategy (MTS) and Programme of Work (POW)?	• Desk Review	*Project document, PoW/MTS, GEF and UN Environment Strategic documentation*
	ii. Alignment to UN Environment /GEF/Donor Strategic Priorities	• How does the project contribute to the GEF's, and UN Environment strategic priorities? • How does the project contribute to the objectives of the UNDP Strategic Plan?	• Existence of a clear link between the project objective and the GEF, UN Environment and UNDP strategic priorities	• Analysis of references to GEF-strategy in project document • Analysis of the reference to UNDP and UN Environment priorities in the project document	*Project document*
	iii. Relevance to Regional, Sub-regional and National	• To what extent does the project contribute to the objectives of the 6 national project countries?	• Degree to which the global projects supports the national	• Analysis of project document,	• Project Document • Projects Documents of

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
	Environmental Priorities		development objectives of the 6 national projects countries • Level of appreciation from national stakeholders with respect to project adequacy to national priorities	• Stakeholder interviews	national projects • Government partners
	iv. Complementarity with Existing Interventions	• To what extent was the project complementary to other existing interventions and were the efforts coordinated to avoid duplication and optimize synergies?	• Existence of clear coordination between the project activities and other initiatives	• Analysis of project document, • Stakeholder interviews	*Project document and other preparatory research* *Other interventions partners*
	iv. Relevance to local priorities and needs	• To what extent did the project respond to local priorities and needs?	• Level of appreciation from local stakeholders with respect to project relevance to their needs and priorities	• Analysis of project document, • Stakeholder interviews	• Project Document • Projects Documents of national projects • Local stakeholders
B. Quality of Project Design *(Equivalence OECD/DAC: Relevance)*					
Q2. To what extent was the project design internally coherent, and relevant	Quality of Project Design		Rating of PDQ (see template in Annex 6)	PDQ template	*Project document*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
within a broader external context?					
C. Nature of External Context *(Equivalence OECD/DAC: Relevance)*					
Q3. What challenging external factors affected the project performance and were there taken in consideration at project design and mitigated?	Where a project has been rated as facing either an Unfavorable or Highly Unfavorable external operating context, the overall rating for Effectiveness may be increased at the discretion of the Evaluation Consultants and Evaluation Manager together.	• Does the project document identify any unusually challenging operational factors that were likely to negatively affect project performance? • Were project risks and assumptions clearly stated, robust and logical? • Have risks management systems been used?	• Number and types of risks and assumptions defined in ProDoc and revised • Defined risks management system • Mitigation measures identified and implemented	• Analysis of project document, • Stakeholder interviews	• Project documents (ProDoc, MTR, Final Report, PIR) • Project team
D. Effectiveness *(Equivalence OECD/DAC: Effectiveness and Impact)*					
Q4. How has the project been effective in achieving its main objective, expected outputs, and outcomes?	i. Achievement of Outputs	• Has the project been effective in achieving the planned outputs and milestones as per defined in the ProDoc and/or revised following the MTR?	• Level of project implementation progress as measured in project milestones • MTR rating scale	• Documentation review	*Project document, MTR, PIRs, Annual reports*
	ii. Achievement of Direct Outcomes	• Has the project been effective in developing and implementing the 6 IWRM demonstration projects and what were the main reasons	• Level of project implementation progress as measured in project milestones	• Documentation review • Interviews	*Project reports, Interviews* *All stakeholders*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
		behind this level of achievement (*the why)*? (Outcome 1) • Has the project been effective in developing a IWRM and WUE related indicator framework and monitoring and what were the main reasons behind this level of achievement (*the why)*? (Outcome 2) • Has the project been effective in in establishing the policy, legislative and institutional reforms for IWRM and WUE and what were the main reasons behind this level of achievement (*the why)*? (Outcome 3) • Has the project been effective in strengthening the capacity of stakeholders and institutions o IWRM and exchange of best practice and what were the main reasons behind this level of achievement (*the why)*s? (Outcome 4)	• MTR rating scale	• On-site observations	
Q5. How has contributed to, or enabled progress toward its intended impacts?	iii. Likelihood of Impact	• What is the likelihood that the project results will accelerate progress on WSSD targets, IWRM and WUE plans and water supply and sanitation	Evidence of impact examples in the demonstration countries after the	Compare planned impacts with TOC; Compare achieved impacts - to the	

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
		MDGs in the participating countries? • What is the likelihood that the project results will reduce pressure on water resources and the environment? • What is the likelihood that the project results will contribute to SDG 6 targets related to WUE and access to safe drinking water and basin sanitation; SDG 13 on climate action; SDG 14 on marine ecosystems and SDG 15on terrestrial ecosystem?	completion of the projects	degree identifiable - with planned impacts; Discuss contextual factors; Assess likelihood of impact; Rate • Documentation review • Interviews • On-site observations	*Project reports, Interviews* *All stakeholders*
		• Have there been any unintended results (positive or negative) and what were they?	• Number and type of co-benefits and/or other unplanned consequences from project activities or outputs to date • Extent and nature of external factors' influence on project progression toward intended results	• Documentation review • Interviews • On-site observations	*Project reports, Interviews* *All stakeholders*
E. Financial Management *(Equivalence OECD/DAC: Effectiveness)*					

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
Q6. To what extent did project budgeting and financial performance proceed according to plan and according to the financial management policies of the UN Environment, UNDP, and UNOPS and national government partners?	Financial management will be assessed under three broad themes: completeness of financial information, communication between financial and project management staff	• Is the financial information of the project completed?	Level of completeness of financial information	Document review	*Project reports*
		• Was the project management in line with the financial management policies of the UN Environment, UNDP, UNOPS?	Level of compliance with the financial management and financial reporting policies of the UN Environment, UNDP, UNOPS	Compare financial management requirements and processes of the management team Interviews	Request to financial team Audits UN Environment, *UNDP and UNOPS staff*
		• Is the project expenditure in line with the approved budget?	Actual spend across the life of the project and comparison with approved budget	Document review	*Project reports*
		• Were there any financial management issues that have affected the timely delivery of the project or the quality of its performance?	Level of timeliness in disbursement of funds to the project Level of efficiency of the financial	Interviews	*Project partners* UN Environment, *UNDP and UNOPS staff*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
			planning and management		
F. Efficiency *(Equivalence OECD/DAC: Efficiency)*					
Q7. To what extent was the project cost effective and timely executed?	i. Financial cost effectiveness	To what extent the intervention achieved the results to the lowest cost? Did the project include long term investments? What could have been the cost saving measures to put in place to maximize results?	Level of appreciation of the cost effectiveness by the project team UNDP and UN ENVIRONMENT Budget execution per year and per activity Amount of co-financing per year and per activity Amount of resources that project has leveraged since inception (and source(s))	Documentation review and comparison with other (GEF) financing projects Interviews	*Project document, PIR* *Interviews of PCU, project staff, UN ENVIRONMENT and UNDP*
	ii. Timeliness of project execution	Did the project exceed the planned time frames?	Number of activities complying with their schedule	Comparison of milestones with achievements	*PIRs, Workplans*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
			Number of activities exceeding their planned time frame		
		What were reasons for delays? Identify and discuss	Reasons for delays	Rating Interviews	*PIRs* *PCU, project staff, UN Environment and UNDP*
		What could have been time-saving measures?	Examples of saving measures	Interviews	*PCU, project staff, UN Environment and UNDP*
G. Monitoring and Reporting *(Equivalence OECD/DAC: Efficiency)*					
Q8. To what extent was the M&E plan well-conceived and sufficient to monitor results and track progress toward achieving objectives?	i. Monitoring Design and Budgeting	Does it include scheduling, assignment of roles and responsibilities, and provision of adequate resources?	• Level of clarity of the M&E plan • Level of adequacy of the provision and budget with M&E plan?	Assessment of project documentation	*Project M&E plan*
		Are chosen performance indicators appropriate (are they SMART), and was adequate baseline information collected at the start of the project?	• List of project performance indicators with baseline values. • Assessment of quality indicators	Document review	• M&E plan, Baseline Assessment report
		Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?	• M&E budget	Document review Interviews	• M&E plan, Baseline Assessment report

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
					• PCU
Q9. To what extent was the M&E plan effectively and efficiently implemented?	ii. Monitoring of Project Implementation	Were the logical framework and work plan used during implementation as a management and M&E tool? Are monitoring indicators from the revised logical framework effective for measuring progress and performance?	• Number of monitoring missions of the PCU • Number of NSC and RSC meetings hold • Number of recommendations from the MTR taken up and addressed by the NSC and RSC	Assessment of project documentation	*PIRs, quarterly reports, monthly reports, MTR, MTR management response*
	iii. Project Reporting	Are PIRs complete and contain high quality information? Were monitoring and evaluation reports discussed with stakeholders and project staff? Are recommendations on adaptive management from PIRs / MTR implemented and monitored?	• Number and quality of the PIRs and quarterly reports • Numbers of workshops and committees meetings addressing M&E issues • Number of recommendations from PIRs/MTR addressed	Assessment of project documentation	*PIRs, quarterly reports, monthly reports, MTR* *RSC and NSC minutes*
H. Sustainability *(Equivalence OECD/DAC: Sustainability)*					

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
Q10. What is the likelihood that project results will be sustained, with respect to project institutional framework and governance, financial, socioeconomic and environmental considerations and socio-political sustainability?	i. Socio-political Sustainability	Do political and social framework conditions favor sustainability of the financiers' engagement?	• Number of awareness raising campaigns on WUE and IWRM conducted and number of persons reached • Level of participation of the national partner? National ownership of the project?	Documentations review Interviews	*Project team* *Demo projects reports*
	ii. Financial Sustainability	Does the project provide sustainable financial investment opportunities?	• Budget allocation for the implementation of the IWRM plans and WUE strategies • Existence of replication projects already financed	Document review Interviews	*Project team and partners* *Budgets*
	iii. Institutional Sustainability	Did the project have an adequate sustainability strategy in place and implemented? Are the institutional framework and governance factors ensuring sustainability of the project results?	• Number of legal mechanisms in place ensuring the implementation of the sustainability strategies? • Number of national	Document review Interviews	*Project team (IPSA, PCU)* *Project sustainability strategies* *National plans; policies or*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
			programs in which the project has been mainstreamed? • Numbers of policies and plans delivered by the project and adopted by the government		*programs related to the projects*
Q11. What lines of evidence demonstrate that the benefits generated through the project provided continued benefits for end beneficiaries beyond will continue to be delivered after GEF funding ceases the project end?		Are efforts being made to document and share lessons learned from the project or otherwise facilitate replicating the project either in the future or in other locations?	• Activities carried out to document lessons learned • Presence or absence of replication strategy • Targets identified related to replication and scaling up • Perspectives of future replications	Document review Interviews	*Final report* *Project Team* *Project Partners*
		Is there evidence of country ownership, including creation of any relevant policies, plans or other legislation?	• Policies or plans, at the local, regional or national level, that have been created and are relevant to the project.	Document review	Policies or plans, at the local, regional or national level, that have been created and are relevant to the project.

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
		What rating does the Project show for its efforts at sustainability and catalytic effect up to the time of the MTR	• MTR Rating scale and appreciation of evaluator	Document review Consultant assessment	MTR and Final project report
I. Factors and Processes Affecting Project Performance					
Q12 What are the factors and processes that have affected the project performance at the different stages of the project cycle?	i. Preparation and Readiness	what are the factors and processes that have affected the development of the inception or mobilization stage of the project?	• Time taken from GEF approval to first signed agreement with project partners • Measures taken for adjustment of project scope between project approval and first signed agreement with project partners	Timeline Project document review	*PIRs, ProDoc, MTR*
	ii. Quality of Project Implementation and Execution	Was project management by the UNOPS PCU proactive and demonstrating leadership?	• Number of recommendations from the PCU followed by results • Number country visits from the PCU	Qualitative assessment	*PIRs, Interviews with project partners, PCU missions reports*
		What affected the performance of the project management?	• Clear evidences of discrepancies between management actions / intended	Comparison of justification for management action / intended results and	*PIRs, Interviews with PCU staff and project partners*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
			results and actual results • Mention of factors that have affected the project management	actual results of management action	
		Which factors were hampering success? In particular high staff turnover / lack of continuity and mis-interpretation of implementation challenges, delay in adaptive management decisions	• Clear evidence of unforeseen external factors affecting implementation	Analysis if factors applied	*PIRs, Interviews with project partners)* *MTR and management response* *Implementation review*
		Were communication and risk management used appropriately?	• Measures of risk mitigation and adaptative management	Qualitative assessment	*PIRs, MTR and management response,* *Implementation review* *Interviews with project partners Steering Committee minutes*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
	iii. Stakeholder Participation and Cooperation	Quality and effectiveness of communication and consultation with stakeholders?	• Existence of a communication / consultation protocol with stakeholders • Number of consultations conducted	Assessment by stakeholders Questionnaire	*All stakeholders*
	iv. Responsiveness to Human Rights and Gender Equity	To what extent did project design, the implementation, and monitoring take into consideration: (i) possible gender inequalities in access to and the control over water resources; (ii) specific vulnerabilities of women and children; (iii) the role of women in water management at community level?	• Existence of a HR and GE strategy in the regional and national projects • Number of measures contributing to gender equity	Mentions to HR and GE in the regional and national projects Review of the project reports	*Project document, Reports, PIRs*
	v. Country Ownership and Driven-ness	What was the level of ownership and driven-ness of the beneficiaries?	• Level of commitment of the beneficiaries • Participation in the meetings, workshops, committees and work groups	Assessment by stakeholders Review of documentation	*Meeting minutes, MTR and Final report* *Interview of stakeholders*
	vi. Communication and Public Awareness	Was communication and learning between project partners and interested groups effective?	• Number of workshops, round tables or other events with	Assessment by project partners	*Interviews of the Communication expert and project partners*

Evaluation questions	Sub-criteria	Sub-questions	Indicators	Method of collection	Data source
			project partners organised • Existence of a communication or awareness raising plan or strategy	Interview of the communication expert	
		Was public outreach effective?	• Channels of communication • Number of flyers, brochure, information events etc.	Interview of the communication expert	*Communication expert*
		Were feedback channels established, including from the local level to the PCU?	• Number of feedback channels established	Qualitative assessment,	*Communication expert*
		What knowledge management efforts were undertaken?	IT based knowledge management tools Evidence of knowledge transfer between the 6 countries	Qualitative assessment, including by the PCU and project stakeholders Interviews	*Interviews of PCU and Project Stakeholders* *Interview of Result and Knowledge management specialist*

Annex III. list of documents reviewed

Regional Project Documentation

- GEF, Project Document of the "Implementing Integrated Water Resources and Wastewater Management in Atlantic and Indian Ocean SIDS" (November 2010)
- CEO Endorsement
- Project Review Sheet
- Project Consultants Terms of Reference

UNDP PIRs

- UNDP Annual Project Implementation Review of PIMS 3524 Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS (2014)
- UNDP Annual Project Implementation Review of PIMS 3524 Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS (2015)
- UNDP Annual Project Implementation Review of PIMS 3524 Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS (2016)
- UNDP Annual Project Implementation Review of PIMS 3524 Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS (2017)

Un Environment / GEF PIRs

- UN Environment / GEF Annual Project Implementation Review fiscal year 2013 (July 2013 – June 2014)
- UN Environment / GEF Annual Project Implementation Review fiscal year 2015
- UN Environment / GEF Annual Project Implementation Review fiscal year 2016
- UN Environment / GEF Annual Project Implementation Review fiscal year 2017

UN ENVIRONMENT Progress Reports

- UN Environment progress report for the period March – December 2013
- UN Environment progress report for the Period July – December 2015
- UN Environment progress report status as at 30 June 2016
- UN Environment progress report status as at 31 March 2016

UNOPS Project Reports

- UNOPS Monthly Project Reports June 2016 - December 2016; January 2017 – September 2017
- PCU Meetings Minutes

Regional Steering Committee

- Inception Workshop and 1st Regional Steering Committee Minutes including annexes, working documents and country presentations (October 2013)

- 2nd Regional Steering Committee Minutes including annexes, working documents and country presentations (July 2014)
- 3rd Regional Steering Committee Minutes including annexes, working documents and country presentations (October 2015)
- 4th Regional Steering Committee Minutes including annexes, working documents and country presentations (May 2016)
- 5th Regional Steering Committee Minutes including annexes, working documents and country presentations (November 2017)

Project Reviews

- UN Environment / UNOPS, Implementation review strategy (May 2015)
- UN Environment/UNDP/GEF, Mid Term Review Report, Project Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS (April 2016)
- UNDP / UNOPS, MTR Management Response and Action Plan (April 2016)
- UN Environment/UNDP/GEF, Final project report of the Project Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS and annexes, (April 2018)
- GEF, Tracking tools: baseline, midterm assessment and terminal assessment
- Evaluation Office of the UN Environment, ToR for the Terminal Evaluation of the UN Environment / GEF Facility Project "Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS" (April 2018)

Financial Expenditure and Co-financing Records

- Combined Delivery Reports
- Asset registers
- Co-financing reports and records

Demonstration projects documentation

- Country Fact Sheets (June 2015)
- Demonstration projects Final Reports
- Demonstration projects Quarterly Progress Reports when available
- Diagnostic Analysis when available
- IWRM Consultant Mission reports
- Technical documentation for the 3 countries visited such as UNDP country program document, Water Resources Management Plan, Communication Plan, PCA with UNOPS, National IWRM Plan, National IWRM Indicator Framework, regulatory tools drafted, etc.

Other documents:

- National Reports on Achievements towards Millennium Development Goals
- Sector plans and approved budget allocations in the six beneficiary countries
- GEF focal area strategies, policies and technical reports
- UN Environment Medium Term Strategies and Programs of Work, and relevant evaluations
- UNDP Country Program Documents and relevant independent evaluations
- Evaluations of complimentary projects and programs
- Other GEF project document of regional IWRM projects

Annex IV. list of interviewees

The TE consulted the following persons either through face-to-face interviews whenever possible and by Skype.

UN Environment representatives	
Haffner Sifakis Christine	UN Environment/GEF Task Manager for IW Africa Portfolio
Volovik Yegor	Portfolio Manager, GEF International Waters Marine & Coastal Ecosystems Unit/Branch Ecosystems Division.
UNDP representatives	
Alcindor Roland	Programme Manager, UNDP in Seychelles
Ramchurm Satyajeet	Environment Programme Analyst, UNDP in Mauritius
Yamamoto Akiko	Regional technical Advisor
UNOPS representatives	
Katrin Lichtenberg	Senior Portfolio Manager, UNOPS WEC Senior Portfolio ManagerHead (C1)
Bayabos Kirk	UNOPS WEC/SGP, Senior Portifolio Manager (C1-4)
Ebhart Alexander	UNOPS WEC/SGP (C1)
Frauenfeld Rainer	UNOPS EAH Director
Weerstand Arjan	UNOPS EAH, Head of Project Implementation
UNOPS Members Regional PCU	
Deblon Geraldine	Communication Specialist, UNOPS EAH
Nzyuko Daniel	Regional Project Coordinator, UNOPS EAH
Ribeiro Nuno	Project Officer, UNOPS EAH
COUNTER PART PERSONNEL	
Cape Verde	
Ribeiro Nuno	Former demonstration project manager
Comoros	
Ali Ahmed Karim	Program Associate, in charge of environment and Sustainable Development, UNDP in Comoros
Ouledi Ahmed	IWRM Policy Support Analyst, Comoros
Maldives	
Aminath Sheron	Former national project manager in Maldives
Mauritius	
Beegoo G.	Mauritius Meteorological Services – Vacoas, Divisional Meteorologist
Beejan V. S.	Senior Engineer, Wastewater Management Authority (WMA)
Beejan V. S.	Engineer/Senior Engineer Civil, WMA
Bikoo R.	Ministry of Energy and Public Utilities (MEPU)
Bissessur M	Acting Lead Engineer (Planning/Maintenance), MEPU
Cunden V.	Industrial Sector stakeholders, Production Technical Manager, Innodis Flora
Gopaul A. K. and Surnam-Boodhun R	Central Water Authority (CWA)
Gungoa Varsha	IWRM Policy Support Analyst, Mauritius
Jahajeeah D.	Deputy Director, Technical Services, MEPU

Jinerdeb Dutt	Focal Point of the Project, Ministry of Energy and Public Utilities (MEPU)
Joysury R.	Acting Laboratory Manager, WMA
Kinnoo. H.	Works Manager, Wastewater Management Authority (WMA)
Kinoo H.	Works Manager Civil, WMA
Lomus Juggoo	Director of the Water Resources Unit (WRU)
Moosoohur D.	Assistant Permanent Secretary, MEPU
N.N	Ministry of Gender Equality, Child Development and Family Welfare
Nababsing Nirmaladevi	Senior Chief Executive, Ministry of Energy and Public Utilities (MEPU)
Nowbuth S.	Irrigation Authority, Officer-in-Charge
Pokhun R.	Principal Hydrological Officer, MEPU
Ramgoolam D.	Industrial Sector stakeholders, Manager, Group QSE Sustainability and Risk Terra Mtius Ltd, Beau Plan.
Ramjaun S.M.	Production Manager, Denim de l"île, Ile D'ambre, Rivière du Rempart. Production Manager, Denim de l"île, Ile D'ambre, Rivière du Rempart.
Ramlugon M.	Industrial Sector stakeholders, Crop Chief Sustainability Officer, Omnicane – La Baraque – L'Escalier
Dr Soonarane P. M. K.	Director, Technical Services, MEPU
Urdhin H.	Financial Analyst
Sao Tome and Principe	
Aires Alberto	Papagaio Committee, Auditor
Amado Dionisio	NGO Zatona Adil, Operations Director
André Ramos	City of Neves – Lembá District, President
Artur da Mata Simão	Papagaio Committee, Assembly President
Bastos José	NGO Globo Verde, President
Cabral Edley	City of Neves – Lembá District, Dir. Of Municipality Office
Carneiros Adilson	MINRE, Former Advisor
Ceita Gualter	Papagaio Committee, Member/Audit Board
Chicher Pires Diogo	MINRE, Head of Water Directorate
Costa Wilder	Consultant, IWRM Indicator Framework
Cravid Edchilson	MINRE, Head of Geography and Mining Directorate
Cravid, Isaque	MINRE, Technician (retired)
Delgado Nelson	MINRE, Príncipe Manager of Technical Department
Deolinda Trinidade	MINRE, Technician
Diogo Chicher Pires	General Directorate of Energy and Natural Resources of the Ministry of Natural Resource, Energy and Environment
Diogo Olivio	C1, socio economic report, consultant
Dos Barros Aristides	C1 Manager, Ministry of Natural Resource, Energy and Environment
Dos Ramos Lazaro	Lembá District, Custodian/Janitor
Gomes Carlos	MINRE,Technician, HR/Accounting/Admin
Goula Francisco	MINRE, Principe, Secretary General
Jamil Cassandra	MINRE, Principe, Advisor
Lima Justina	MINRE, Technician

Montiero Lorenzo	MINRE, Environment Directorate, GEF Focal Point
Neves Isabel	Papagaio Committee, Member
Oliveira Andre	Papagaio Committee, Member
Pereira Kilson	Clube dos Amigos do Rio Prováz
Quaresma Danilo	Lembá District, District Councilor
Quaresma Sulisa	MINRA, Environment Directorate, Operations Director
Ramos Geisel	Comité de Gestào do Rio Provas
Ramos Gilmar	Director General, Ministry of Natural Resource, Energy and Environment
Rocha Joaquim	Papagaio Committee, Member
Rodrigues Edite	TESE NGO, Country director
Silva Teresa	Papagaio Committee, Communication Manager
Soares Alberto	Papagaio Committee, President
Tavares Elise	Papagaio Committee, Vice President
Tavares Maria	Papagaio Committee, Member
Vangente Argentino	MINRE, Technician
Viegas Antonio	UNDP Country Office, Assistant to the Resident Representative
Seychelles	
Alcindor Roland	UNDP Program Manager
Dogley Didier	Minister of Tourism, Former Minister of Environment, Energy and Climate Change
Follete Sandra	Demonstration Project Manager, PUC
Imaduwa Toni	CEO, Seychelles Energy Commission
Labrosse Jean Claude	Ministry of Environment, Energy and Climate Change
Laurencine Ginnie, Marlon Santache, Lynne Betsy	Public Utilities Corporation
Martin Michele	Executive Director S4S (Rainwater harvesting systems)
Matatiken Denis	Ministry of Environment, Energy and Climate Change (MEECC), Special Advisor
Morel Guy	Project Manager C2-4 Ministry of Environment, Energy and Climate Change
Morel René	La Digue Advisory Board
Rose Josiana	Seychelles National Park Authority
Souienne Bibi	MEECC inspector in La Digue
Uranie Kathy	Landscape and Waste Management Agency (LWMA)

Annex V. Mission Plans

334. Sao Tome

Name	Position	Organization
Saturday, 30 June: international consultant arrives to São Tomé		
Sunday, 01 July, São Tomé (introductory meeting)		
Chicher Pires Diogo	Head of Water Directorate	Ministry of Infrastructure, Natural Resources, and Environment (MINRE)
Monday, 02 July, São Tomé		
Gilmar Ramos	Director General	MINRE
Chicher Pires Diogo	Head of Water Directorate	MINRE
Edchilson Cravid	Head of Geography and Mining Directorate	MINRE
Carlos Gomes	Technician, HR/Accounting/Admin	MINRE
Justina Lima	Technician	MINRE
Isaque Cravid	Technician (retired)	MINRE
Argentino Vangente	Technician	MINRE
Deolinda Trinadade	Technician	MINRE
António Viegas	Assistant to the Resident Representative	UNDP Country Office
Tuesday, 03 July, São Tomé in morning, travel to Príncipe in afternoon		
Mr. Wilder Costa	Consultant	IWRM indicator framework
Mr. Lorenzo Montiero	GEF Focal Point	MINRE, Environment Directorate
Wednesday, 04 July, Príncipe		
Mr. Francisco Goula	Secretary General	MINRE, Príncipe
Mr. Jamil Cassandra	Advisor	MINRE, Príncipe
Mr. Nelson Delgado	Manager of Technical Department	MINRE, Príncipe
Ms. Elisa Tavares	Vice President	Papagaio Committee
Ms. Maria Tavares	Member	Papagaio Committee
Ms. Teresa Silva	Communication Manager	Papagaio Committee
Mr. Simão Artur da Mata	Assembly President	Papagaio Committee
Mr. Alberto Aires	Auditor	Papagaio Committee
Mr. Gualter Ceita	Member/Audit Board	Papagaio Committee
Mr. Alberto Soares	President	Papagaio Committee
Ms. Isabel Neves	Member	Papagaio Committee
Mr. Joaquim Rocha	Member	Papagaio Committee
Mr. Andre Oliveira	Treasurer	Papagaio Committee
Thursday, 05 July, travel to Neves and return to São Tomé:		
Mr. Andre Ramos	President	Lembá District
Mr. Edley Cabral	Director of Municipality Office	Lembá District
Mr. Lazaro dos Ramos	Custodian/Janitor	Lembá District
Mr. Danilo Quaresma	District Councilor (Health, sports and environment)	Lembá District
Mr. Geisiel dos Ramos	President of Committee	Provaz River Committee

Name	Position	Organization
Mr. Kilson Pereira	President of NGO	Friends of Provaz / Operator of Moto-wash
Aristides dos Barros	Component 1 Manger	MINRE
Friday, 06 July, São Tomé:		
Aristides dos Barros	Component 1 Manger	Ministry of Infrastructure, Natural Resources and Environment
Mr. Adilson Carneiro	Former Advisor	MINRE
Mr. Olivio Diogo	Consultant	Socioeconomic report, Component 1
Dr. (Ms.) Sulisa Quaresma	Operations Director	MINRA, Environment Directorate
Mr. José Bastos	President	Globo Verde (Green Globe) NGO
Mr. Dionísio Amado	Operations Director	Zatona Adil NGO
Ms. Edite Rodrigues	Country Director	TESE NGO
Saturday, 07 July, São Tomé (wrap-up meeting):		
Chicher Pires Diogo	Head of Water Directorate	MINRE

335. Mauritius

Name	Position	Organization
Monday, 09 July: international consultant arrives to Port Louis, Mauritius		
Monday, 09 July, Port Louis (briefing with UNDP Mauritius)		
Ms. Christine N. Umutoni	UNDP Resident Representative	UNDP Mauritius
Mr. Satyajeet Ramchurn	Energy and Environment Program Manager	UNDP Mauritius
Monday, 09 July, Port Louis		
Mr. Dutt Jinerdeb	Deputy Permanent Secretary (national focal point for the project)	Ministry of Energy and Public Utilities (MEPU)
Dr. (Mr.) P. M. K. Soonarane	Director, Technical Services	MEPU
Mr. M. Bissessur	Acting Lead Engineer (Planning/Maintenance)	MEPU, Water Resources Unit
Mr. M. Caullychum	Senior Engineer (Planning/Maintenance)	MEPU, Water Resources Unit
Tuesday, 10 July, Port Louis		
Mr. Meetoo	Works Manager Civil	Wastewater Management Authority (WMA)
Mrs. R. Joysury	Acting Laboratory Manager	Wastewater Management Authority
Tuesday, 10 July, Port Louis		
Mr. Lutchoomu		Irrigation Authority (IA)
Mr. Mooloo	Engineer, Irrigation Planning Unit	Irrigation Authority
Mr. Jrluuaroo	Irrigation Planning Unit	Irrigation Authority
Mr. Hauzaree		Irrigation Authority
Tuesday, 10 July, Port Louis		
Mrs. M. Outim	Environment Officer	Ministry of Environment, Sustainable Development,

Name	Position	Organization
		Disaster and Beach Management (MENV)
Tuesday, 10 July, Wooten - Curepipe		
Mr. Vencatasamy	Research Scientist	Food and Agriculture Research & Extension Institute (FAREI), Ministry of Agriculture
Wednesday, 11 July, St. Paul, Phoenix		
Mr. A. K. Gopaul	Senior Scientific Officer	Central Water Authority (CWA)
Mrs. R. Surnam-Boodhun	Officer	Central Water Authority
Wednesday, 11 July, Vacoas		
Mr. G. Beegoo	Divisional Meteorologist	Mauritius Meteorological Services (MMS)
Wednesday, 11 July, Beau Climat, La Flora		
Mr. V. Cunden	Protection Technical Manager	Innodis (food industry – chicken)
Wednesday, 11 July, Port Louis		
Mr. H. Urdhin	Financial Analyst	Ministry of Finance and Economic Development
Thursday, 12 July, travel with M. Caullychurn of the Water Resources Unit to the northern aquifer region		
Mr. Lomush Juggoo	Director, Water Resources	Water Resources Unit, MEPU
Mr. M. Caullychurn	Senior Engineer, Planning	Water Resources Unit, MEPU
Thursday, 12 July, Goodlands (northern aquifer region)		
Mr. Sheik Hossen	Rector	Sharma Jugdambi State Secondary School
Thursday, 10 July, Grand Baie (northern aquifer region)		
Mr. T. Seebourth	Senior Technical Advisor	Grand Baie Wastewater Treatment Plant
Mr. Damry	Technical Advisor	Grand Baie Wastewater Treatment Plant
Thursday, 10 July, northern aquifer region		
Mr. Sunghoon Kneepallos	Small Planter	Small Planters Association
Mr. Bheechook Shioduth	Small Planter	Small Planters Association
Mr. Dawlut Bhanupaitab	Small Planter	Small Planters Association
Friday, 13 July, Port Louis		
Mrs. Mohini Bali	Head Gender Unit	Ministry of Gender Equality, Child Development and Family Welfare
Friday, 13 July, Beau Plan		
Mrs. D. Ramgoolam	Manager, Group QSE Sustainability and Risk	Terra Mtius Ltd. (sugarcane industry)
Friday, 13 July, Ebéne		
Mr. D. Jinerdeb	Deputy Permanent Secretary	MEPU
Mr. D. Jahajeeah	Deputy Director, Technical Services	MEPU
Friday, 13 July, Rose Hill		
Mr. M. Bissessur	Acting Lead Engineer (Planning/Maintenance)	MEPU, Water Resources Unit
Mr. M. Caullychum	Senior Engineer (Planning/Maintenance)	MEPU, Water Resources Unit

336. Seychelles

Date	Time	Meeting	Venue	Confirmation
Monday 9th July 2018	6:45 **(Arrival)**	-	-	
	1.00 pm	Denis Matatiken	PCU office	yes
	4:30 p.m			
Tuesday 10th of July 2018	8:30 a.m	Roland Alcindor	UNDP Meeting Room	Yes
	09:15 a.m	Guy Morel	PCU meeting Room	Yes
	10:45 a.m	Visit to a home with Demo Project	Perseverance	Yes
	11:00 a.m	Visit to Charles Pool	Providence	yes
	11:15 a.m	Visit to Best way Plumbing	Providence	yes
	11:30 a.m	Site visits	Visit to Au Cap School	Yes
	13:30 p.m	Minister Dogley	Botanical House	Yes
	3:30	La Digue Advisory Board	PCU Meeting Room	Yes
Wednesday 11th of July 2018	8:15 a.m	Meeting with Vanessa Quatre (S4s)	PCU meeting room	Yes
	9:00 a.m	Meeting with Jeaun Claude Labrosse	PCU Meeting Room	Yes
	10:00 a.m	PUC representative	PCU meeting room	Yes
	1:30 p.m	Tony Imaduwa	PCU meeting Room	Yes
	2:15 p.m	Sandra Folette	PCU meeting Room	
	4:30	Trip to La Digue		
Thursday 12th July 2018	09:15 a.m	Ms Kathy Uranie, LWMA	La Digue DA Office	
	10:00	Visit to desalination plant		

	11:00 a.m	Michael Dora, PUC		
		Visit to Groundwater extraction points		
		Visit to rainwater harvesting system private owned		
		Visit to landfill and leachate treatment plant		
	1:30 p.m	Josiana Rose, SNPA	LAa Digue DA office 2:30 p.m(TC)	(TBC)
	3:30 p.m	Visit to Source Anse d'Argent (outlet, bridge)		
Friday 13th of July 2018	9:00 a.m	Souienne Bibi	La Digue DA office	(TBC)
	10:00	Visit to marshes and desilting work		
	11:00	Visit to rainwater harvesting system in hotel		
	12:00 a.m	Visit to La Digue School (Rainwater Harvesting)		
	13:30	Visit to Grand Anse		

Annex VI. data collection tools

General Semi Structured Interview Protocol

This interview protocol brings together the questions to be submitted to organizations and stakeholders that will be interviewed as part of this evaluation. The protocol indicates the most relevant actors to ask each question. A specific protocol will then be tailored for each actor based on questions extracted from this list and adapted to the interviewee.

The interviews will be limited to 20 questions and a maximum duration of 1 hour.

General

1.	How long have you been involved in the Atlantic and Indian Ocean SIDS project?	All stakeholders
2.	Please describe the nature of your involvement (specific activities)	All stakeholders
3.	Who are your primary colleagues or counterparts with whom you have most actively been involved in this project?	All stakeholders

Strategic relevance

4.	To what extent does the project contribute to the objectives of the 6 national project countries? Was the project in line with development priorities, plans and expectations of the countries / your country?	UN Environment, PCU, UNOPS consultants, NFP
5.	To what extent was the project complementary to other existing interventions and were the efforts coordinated to avoid duplication and optimize synergies?	UN Environment, PCU, UNOPS consultants, NFP, Govt partners and other local project partners
6.	To what extent was the project aligned to your needs and priorities	Local stakeholders

Quality of the Project design

7.	Did the project objectives alter during the course of the project?	UN Environment, UNDP, PCU
8.	If you were re-designing and running this Project again from the beginning, would you implement it differently and, if so, how?	UN Environment, UNDP, PCU
9.	In broad overview, was the Project Document and its expected deliveries realistic within the time-frame and funding?	UN Environment, UNDP, PCU

Nature of External Context

10.	In your opinion, what were the challenging operational factors that negatively affected project performance?	All project staff

Effectiveness

11.	To what extent was the project effective in achieving its main objective, expected outputs and outcomes?	All project staff
12.	Have there been any unintended results (positive or negative) and what were they?	All project staff
13.	What are, in your opinion and if any, the indications that the project has contributed to, or enabled progress towards its intended impacts (namely less pressure on water resources and environment; contribution to SGG targets related to water and a sustainable AIO SIDS partnership)?	UN Environment, UNOPS, PCU, NFP, Demo PM
14.	To what extent did the Implementing Agency (UNDP and UN Environment) and the Executing Agency (UNOPS WEC and EAH) provide effective leadership and management?	All project staff

Financial management

15.	To what extent was the project management in line with the financial management policies of the Un Environment, UNDP, UNOPS?	PCU Officer, financial team
16.	In your opinion, to what extent were project funds well-managed? (provide details if appropriate)	All project staff

Efficiency

17.	What is the value-for-money of the financing that went into the project (GEF and co-financing)?	All project staff, Govt partners and other local partners
18.	Do you think the project could have been more efficient in time and cost? If yes, how?	All project staff, Govt partners and other local partners

Monitoring and Reporting

19.	Can you describe the M&E processes in the Project? In your opinion, was M&E effectively and efficiently implemented?	All project staff
20.	In your opinion was the oversight by the National and Regional Steering Committee effective?	All project staff

Sustainability

21.	What are the sustainable financial investment opportunities provided by the project, if any?	PCU, Demo PM, NFP
22.	To what extent the institutional and socio-political conditions are favoring sustainability of the project results?	Demo PM, NFP, IPSA, Govt and local partners
23.	In your opinion, to what extent are the activities and outputs from the project likely to continue after the end of the project? At demonstration and regional level?	PCU, UN Environment staff, Demo PM, NFP, IPSA, local project partners
24.	In your opinion, what are the lessons learned from the Project which are being shared with other communities and other states in the region or the continent, if any?	All project staff
25.	Have any of the project demonstration efforts been replicated, or are being planned to be replicated after the project?	PCU, UN Environment staff, Demo PM, NFP, IPSA, govt and local project partners

Factors and Processes Affecting Project Performance

26.	How do you rate the project management by the UNOPS PCU proactive and demonstrating leadership in terms of its efficiency, effectiveness, and communication with stakeholders? (i.e. has there been sufficient dialogue with stakeholders? Has there been sufficient transparency? Any lessons learned?)	PCU, UN Environment staff, Demo PM, NFP, IPSA, local project partners
27.	Which factors were hampering success? In particular high staff turnover/ institutional arrangements / lack of continuity and mis-interpretation of implementation challenges, delay in adaptive management decisions	All stakeholders
28.	How do you rate the quality of the communication and consultation with the stakeholders and further, the public outreach?	All project staff, Communication expert
29.	According to you, did the beneficiaries take real ownership of the project? What was the level of political commitment? What about the communities at local level?	Project staff, project partners
30.	Can you identify any gaps or lessons learned that should be captured for future initiatives?	All stakeholders

Annex VII. Terms of reference

GEF-2706-AIO-IWRM-SIDS-TOR-TE-2018041

Annex VIII. Criterion Rating Description Matrix

Available at _Criterion_rating_descriptions_matrix_22.01.19.pdf

Annex IX. Quality Assessment Report

GEF 2076 AIO SIDS IWRM Terminal Evaluation

All UN Environment evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills. Nevertheless, the quality assessment is used as a tool for providing structured feedback to evaluation consultants, especially at draft report stage. This guidance is provided to support consistency in assessment across different Evaluation Managers and to make the assessment process as transparent as possible.

	UN Environment Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
Quality of the Executive Summary: The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.	Final report: A well presented executive summary.	6
I. Introduction A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.) Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?	Draft report: The Project Summary table needs additional information: UNEnvironment and equivalent UNDP programmes of work and expected accomplishments; The intro is missing the following information: results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners (addressed in the Context); Total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part	5

	of a synthesis evaluation, evaluated by another agency etc.) Sentences are concise and well written. Final report: All issues addressed	
II. Evaluation Methods This section should include a description of how the *TOC at Evaluation*[27] was designed (who was involved etc.) and applied to the context of the project? A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section. The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described. It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome. Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views.	Draft report: Methodology/considerations to ensure that potentially excluded groups is missing Final report:	5
III. The Project This section should include: • *Context:* Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses).	Draft report: Stakeholders: The focus here should be on targeted stakeholders and if any groups may have	5

[27] During the Inception Phase of the evaluation process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

• *Objectives and components*: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* Description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* A description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* Any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	been left out. What is presented is the implementation structure… Project financing tables missing – due to lack of information from the project team. Final report: All aspects adequately resolved.	
IV. Theory of Change The TOC at Evaluation should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors. Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow OECD/DAC definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Evaluation. *The two results hierarchies should be presented as a two column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.*	Draft report: Narrative is weak – the articulation of the major causal pathways have not been discussed clearly. Explanations of all the driver and assumptions as well as the expected roles of key actors missing Final report: All issues have been adequately resolved	5
V. Key Findings **A. Strategic relevance:** This section should include an assessment of the project's relevance in relation to UN Environment's mandate and its alignment with UN Environment's policies and strategies at the time of project approval. An assessment of the complementarity of the project with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed: i. Alignment to the UN Environment Medium Term Strategy (MTS) and Programme of Work (POW) ii. Alignment to UN Environment/ Donor/GEF Strategic Priorities iii. Relevance to Regional, Sub-regional and National Environmental Priorities	Final report: A good analysis has been presented.	6

iv. Complementarity with Existing Interventions		
B. Quality of Project Design To what extent are the strength and weaknesses of the project design effectively summarized?	Final report:	5
C. Nature of the External Context For projects where this is appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval), and how they affected performance, should be described.	Draft report: The design and implementing structure were analysed here instead of external factors such as natural disaster, conflict, economic situation, etc. Final report: All issues have been adequately resolved	5
D. Effectiveness **(i) Outputs and Direct Outcomes:** How well does the report present a well-reasoned, complete and evidence-based assessment of the a) delivery of outputs, and b) achievement of direct outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention. The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.	Draft report: The indicator tables used in the achievement of outcomes were better suited to present the delivery of outputs. Achievement of direct outcomes have not been analysed as per the reconstructed ToC and have been used interchangeably with outputs. Final report: Well addressed and discussed.	5
(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact? How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed? Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.	Final report:	5
E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.	Draft report: The evaluation team had limited access to financial information, and hence this section cannot be assessed accurately.	6

Consider how well the report addresses the following: • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	Final report: The consultants have provided a good analysis of financial management despite the limited financial information given. *(if this section is rated poorly as a result of limited financial information from the project, this is not a reflection on the consultant per se, but will affect the quality of the evaluation report)*	
F. Efficiency To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including: • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UN Environment's environmental footprint.	Final report:	6
G. Monitoring and Reporting How well does the report assess: • Monitoring design and budgeting *(including SMART indicators, resources for MTE/R etc.)* • Monitoring of project implementation *(including use of monitoring data for adaptive management)* • Project reporting *(e.g. PIMS and donor report)*	Draft report: Project Reporting section was missing Final report: All issues at draft report have been resolved	5
H. Sustainability How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct outcomes including: • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability	Final report:	5

I. Factors Affecting Performance These factors are <u>not</u> discussed in stand-alone sections but are **integrated in criteria A-H as appropriate**. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes: • Preparation and readiness • Quality of project management and supervision[28] • Stakeholder participation and co-operation • Responsiveness to human rights and gender equity • Country ownership and driven-ness • Communication and public awareness	Final report: A well presented section without repetition	6
VI. Conclusions and Recommendations **i. Quality of the conclusions:** The key strategic questions should be clearly and succinctly addressed within the conclusions section. It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.	Draft report: The key strategic questions should be clearly and succinctly addressed within this section. Final report: All issues at draft report have been resolved	5
ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons must have the potential for wider application and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.	Draft report: Some elements missing – stating the lesson learned and providing context from the project. Final report: All issues resolved	5
iii) Quality and utility of the recommendations: To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when. At least one recommendation relating to strengthening the human rights and gender	Draft report: Recommendations lack the identification of people/position-holders to resolve concrete problems affecting the project – who should do what and when. Some recommendations are not time bound nor measureable. Recommendations do not represent a measurable performance target in order	5

[28] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UN Environment to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UN Environment.

dimensions of UN Environment interventions, should be given. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.	that the Evaluation Office can monitor and assess compliance with them. Final report: All issues at draft report have been resolved	
VII. Report Structure and Presentation Quality		
i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?	Final report: Annex – please include a short CV for each of you. Also the evaluation bulletin (2 page summary) is missing	5
ii) **Quality of writing and formatting:** Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?	Final report:	6
OVERALL REPORT QUALITY RATING		**5.3**

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	**Compliance**	
	Yes	**No**
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	✓	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	✓	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	✓	
4. Was the evaluator contracted directly by the Evaluation Office?	✓	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	✓	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		✓
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?	-	-
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	✓	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	✓	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	✓	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?	✓	
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	✓	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	✓	
Project's engagement and support:		
14. Did the project team, Sub-Programme Coordinator and identified project stakeholders provide comments on the evaluation Terms of Reference?	✓	
15. Did the project make available all required/requested documents?	✓	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?		✓
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	✓	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	✓	
19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	✓	
20. Did the project team, Sub-Programme Coordinator and any identified project stakeholders provide comments on the draft evaluation report?	✓	
Quality assurance:		

21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?	✓	
22. Was the TOC in the inception report peer-reviewed?	✓	
23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?	✓	
24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?	✓	
Transparency:		
25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	✓	
26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?	✓	
27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?	✓	
28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	✓	
29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	✓	
30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	✓	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

Process Criterion Number	**Evaluation Office Comments**
15	Some documents requested were not made available. However, through triangulation of data/reports/interviews made available, the evaluation consultants were able to assess the project and give fair ratings.
16	Financial reports submitted were late, incomplete and inconsistent with the different agencies. The evaluation consultants spent a considerable amount of time validating the information presented to them.