

# **MID-TERM EVALUATION**

of the

**Enhancing Resilience of Communities in Solomon Islands to  
the Adverse Effects of Climate Change in Agriculture and  
Food Security**

**Strogen Waka lo Community fo Kaikai**

**SWoCK**



**January 2014**

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**Project Title:** Enhancing resilience of communities in Solomon Islands to the adverse effects of climate change in agriculture and food security

**UNDAF Outcome(s)/ Indicator(s):** 4. The mainstreaming of environmental sustainability and sustainable energy into regional and national policies, planning frameworks and programs; and Pacific communities sustainably using their environment, natural resources and cultural heritage

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Promote Climate Change Adaptation

**UNDP Strategic Plan Secondary Outcome:** Mainstreaming environment and energy

**Expected CP Outcomes:** Crisis Prevention and Recovery  
Environment and Sustainable Management

**Expected CPAP Outcome(s) /Output/Indicator(s):** 3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development  
4.2 Solomon Islands communities effectively manage and sustainably use their environment, as well as natural and cultural resources  
4.1 Environmental sustainability and sustainable energy are mainstreamed into regional national policies, planning framework and programmes

**Executing Entity/Implementing Partner:** Ministry of Environment Climate Change, Disaster Management and Meteorology (MECDM)

**Implementing Entity/Responsible Partner:** UNDP, MECDM, MAL, SNR, KGA, NGASI

|                   |             |                           |              |
|-------------------|-------------|---------------------------|--------------|
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| Project ID:       | 00078069    |                           |              |
| PIMS #            | 4451        |                           |              |
| Start date:       | April 2011  |                           |              |
|                   |             | Regular                   |              |
|                   |             | Other                     |              |

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## 1. Executive Summary

The project entitled “Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security” (or locally “StrogenWaka lo Community foKaikai (SWoCK)”) addresses the NAPA priority and will contribute to enhancing resilience of the agriculture sector to maintain and improve food security in the country. The project is financed by the Global Environment Facility (GEF). The GEF executing agency is United Nations Development Programme (UNDP). The project is nationally implemented (NIM), although UNDP sub-office in the Solomon Islands provides managerial services and UNDP Regional office in Suva, Fiji provides financial services for the implementation.

The project is highly relevant for UNDP, GEF, The Government of the Solomon Islands, Ministry of Environment Climate Change, Disaster Management and Meteorology (MECDM), to the implementing partners: Ministry of Agriculture and Livestock (MAL), School of Natural Resources (SNR), Kastom Garden Associatio (KGA), Nut Growers Association of the Solomon Island (NGASI) and the local communities in 5 out of 9 provinces of the wide spread country.

Even though Solomon Islands (SI) has been able to obtain much donor financing compared to the size of the country and the low population, it doesn't mean that this will last forever. Sustainability is an issue at all levels.

The main objective of the project targets increased and more reliable food production, food preservation and storage in Solomon Islands in an environmentally and economically sustainable way. It must be taken into account the high population growth of 2,8 % (Sig 2000), which is one of the highest in the world, with 40 % of the population under 14 years of age. This highlighted that food security is not only threatened by the effects of climate change but also the increased need for food for the rapidly growing population and the scarcity of land.

We have to highlight that presently virtually there is no food shortage in the SI. Food shortage only happens during and after natural disasters, but in highly populated areas food shortage could occur during abnormalities in the weather pattern, although there are adequate quantities of food in the nearby villages.

Due to the climate change and the rapidly growing population there is an obvious risk of food shortage in the near future.

The project had a slow start and a weak project management during the initial period, with lower results as expected at mid-term. However, the result has only speed up since the new project manager was recruited. The greatest delays in the project were caused due to lack of management

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and lack of proper planning, we have to admit that to find a suitable project manager was extremely challenging and took 1.5 year due to shortage of qualified and experienced professionals in the Solomon Islands.

In mid- 2013, the new Project Manager and the rest of the team members were recruited. Since then, the implementations of activities have improved a lot, and most of the outputs have so far been achieved during the last year.

The MTR Consultants conclusion is that it is very unlikely to complete any goals of the project on time, due to the following reasons:

1. Inefficient planning;
2. Lack of agro-technical expertise;
3. Very lengthy and vague line of reporting in place;
4. Inadequate information available for decision making provided by a technical committee to the decision makers; and
5. Slow and inadequate financial system in place.

All this factors have resulted, in inefficient project management, besides all efforts taken by the PMU and due to the system's difficulty, it is impossible to work effectively in this working environment. However, it has to be highlighted that in many cases the qualities of the activities does not meet the required standards.

On the other hand a lot has been done, which could provide the basis of an improving project, should the above-mentioned set backs are addressed. With most core information gathered, there is adequate information available for proper and feasible project planning, and adequate data to identify the required agro-technical and aqua-cultural expertise. It is therefore, highly advisable to invite an international expert with a local counterpart both for project management and also in agro-technical issues.

The current state of achievement on the outcomes differs. The probability to be successful at the end of the project also fluctuates. In order to achieve the set objectives, there has to be changes in the approach to the implementation of the programs, otherwise the project will fail. There is also the risk of spoiling the reputation of UNDP in the communities since a lot of expectations have been raised at the village level. The need to change has been realized and steps have been taken to address it, although further action is required.

#### Present state of the project and recommendations

Outcome 1. Based Adaptation initiatives implemented in at least 18 Communities across at least 3 regions in the Solomon Islands. **The foundation** to implement activities to achieve the objectives **have been established, and the next step is to decide** what kind of structure to be put in place and use and **what are the practical goals/measures of these outcome**. Unfortunately the **first sets of measures/activities, described in the V&A assessments does not meet the standards of a UNDP GEF intervention due to lack of expertise and inadequate mobilization of knowledge** to implement the task. **To overcome this bottleneck the following steps are advised:**

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1. **Use national and international knowledge and expertise, best practices** in the objectives as in Choiseul Province. During operation, use systems which have proven Seaworthy and ensure reliable fuel depot system similar to that of World Vision. It is recommended for the use of meteorological and sea state forecast during planning of missions to the project sites;
2. **Strengthen PMU and provide them with relevant tools and incentives to get the stakeholders motivated** to attend meetings and implement their project activities to meet the set deadlines;
3. The PMU needs outside assistance to ensure the project is back on track. To do this **PMU needs agro/aqua and project management expertise for a certain period of time**. There should be also a technical committee in place comprising of the various partners with the relevant skills to address project matters before the project board approves or endorses them.

This outcome would require approximately an extra 1 – 1,5 year to achieve the set outputs as an expert estimation.

Outcome 2, “Institutional strengthening to support climate resilient policy frameworks for the agriculture sector

The results and the state of the outputs to achieve this outcome should be divided. **The capacity building of the Solomon Island Meteorological Service (SIMS) is on track**, where **the outcomes can be reached within the planned closing date of the project**.

While the **integration of climate and disaster risks into national and provincial policies** have started, the speed is relatively very slow since **not a single policy is in place or approved** at the provincial level. To date, **only one national policy has been drafted** while, other areas of importance have not been even identified when the mid evaluation was carried out.

The fact that National Parliamentary Elections will be held in September 2014 in SI, resulted with our estimation on time required for this task to complete is about an additional six months to the planned closing date.

While **there is capacity building in land-use planning using GIS** technology to personnels from the MECDN, MAL and SNR **have been done**, **there is no visible evidence that the knowledge learnt has been put into practice in the work place by all stakeholders including project staff**. **GIS has not been incorporated into any activity**. The main problem is the lack of basic understanding even on baseline data collection, data input and the requirements to create a functioning GIS system. The result of inadequate planning of activities and purchasing of equipment has resulted in the non-function of this important component of the project. It was also evident during the MTE that there is lack of space to set up the GIS computers for training purposes at the SNR located at the university vicinity. **It is highly recommended that this component must be done** in order not to waste all that has been achieved for this component and to begin GIS support for land-use planning in the Solomon.

There is no additional time requirement to achieve this outcome.

## Outcome 3 Adaptation specific knowledge production, sharing and dissemination

**This is based on the achievements of the first two outcomes; no real achievements can be reported although activities have already been started.**

The project has not produced any technical documents, information- and training materials except a pamphlet on climate change, which was way to scientific for villagers. Despite of this, achievements are visible in the participatory activities, thanks to the dedicated work of the field staff, even though these activities are not documented in a practical way for referencing and as evidences on steps and skills conducted to achieve the outcome. It is also important that documentation is available if trainings are to be consistent for communities in similar situations. There is also the need for staff to conduct consultation with villagers to ensure they have planned activities in place to allow continuation of the project before the next mission. This is to avoid villagers implementing activities only and when staff visited project sites as this is one of the main causes for delays at the community level.

It is **highly recommended that standard training and informative documents must be developed** specifically for the target groups taking into **considering their technical knowledge and skills, field of interests in certain topics and their limitation and capabilities of understanding theoretical concepts. It is important to ensure practical advices are available, which can be used in their daily lives.** According to our findings, they had good knowledge on the scientific terms of climate change, but very little knowledge on pest management, food preservation or how to protect their crops during draught or heavy rains. There is significant importance that people are aware of the whole concept from soil improvement and management, food productivity, pest management, post harvesting and food preservation especially on seasonal root crops and fruits.

The majority of people in the villages are practical subsistence farmers therefore, will believe and learn more on what they see and not waste their time on theoretical activities. It is therefore relevant that contracting NGOs, extension officers and Provincial Project Coordinators (PPC) are knowledgeable on factors to improve the efficiency of the project in the communities. It is absolutely necessary to provide basic training on agro, aqua and other field of expertise to the field staff before they visit and provide advice to the communities. It is worth noted that some of the extension staff have not been trained on specific areas to enable them to provide competent advice on food security. For such cases, outsourcing to experts in certain fields such as (pest management/entomologists) pest management trainings must be considered.

They should be equipped with basic but informative manuals or pictorial handouts with activities regularly monitored. The achievements at the rural level, depends very much on the background knowledge input by the field staff depending on the agricultural situation of individual communities. It is vitally important for communities involved to have a sense of ownership of the project to ensure its sustainability after the program ends. At the time of the MTE it is difficult to foresee the projects sustainability because of the fact that some communities were paid labor to establish and maintain the food banks. With the precedence set, most communities are expected to be paid by the project. These type of projects are doomed to fail as people would not maintain and continue with the activities at the end of the project.

There is however a good potential for using the participating villages in the future for other project activities, especially in training and capacity building. Gender mainstreaming is an important issue in UNDP context; although in the SI gender issues are not so relevant then in other developing countries. Positive aspects are the good relations with SWoCK and the women groups in the villages.



**Pic.: 1 Community discussion about SWoCK with Jennifer Tugunau MTE Local Consultant in Isabel Province**

The donor organizations should mainstream their way of working with ministries involved with the goal to reduce workload on SWoCK staff and increase efficiency and sustainability. It is e.g. important to assure better information sharing to ensure alignment between the products of different procurement processes, because one consultancy's activity might depend on the finalization of another. It is highly advisable to create some kind of simplified Grant chart to monitor activities and visualized their connection and interactions to achieve the goal of the project. There also is a need to harmonize projects of similar nature so that they learn from each other and at the same time complement each other's activities for a common purpose.

The Steering Committee has a very important role in promoting coordination, efficiency and accountability. **The Consultant recommends that there should be a stronger decision-making support to the PM** with expert advices pro and contra analysis on the decisions. A technical committee in place would be recommended to deal with project matters.

In order to reach the targeted outcome the MTE Team recommends the followings:

1. **Extend the project by the required time (approximately 1 - 1,5 years)**, which has been calculated by a realistic Grant-chart, taking into account the local geographical location of the islands, circumstances with difficulties in communications, transport and layback island approach to timing;
2. **There is an urgent need for project management support to the PMU** to put the project back on track. It is evident that the line of reporting and the level of authority is still being confused by the project staff especially those at the provincial level. An example is sending of reports to the director research while, others send it to the director extension or the PMU.
3. It is highly recommended **to hire an agro and an aqua consultant**, who are capable of thinking outside the box to assist rural people with projects suited for the communities and sustainable in the long term. The experts should develop 10-20 optional activities based on what is suitable for atoll, inland and highland villages;
4. **The structuring of the V&A Assessments** as core documents to determine what activities are to be done and how it should be done to achieve the objectives needs to be re-structured based on the original plan. The raw data collected during the V&A sessions needs **to be re-written in a standardized**. This is according to the geographical location of the communities as stated in the original documents with each having its own V&A Assessment, but separately documented. The communities should be able to select from the various range of activities, which were previously identified during the V&A process in details. While **activities involve the safe guarding access to enough food by communities, there is also the increase need for income generating by the villagers who have no or little land for food production**. Depending on where the communities are geographically located, other options such as surfing, eco-lodge accommodation, bird-watching tourism, shell money making are other means to get an income. With the money earned, they can buy food from the local market. It is important that beside surpluses for sale, they must be connected to a market otherwise the initial rationale for sustainability and continuous access to food would not happen. It should be encouraged for people to form cooperatives to meet demand and possible reduce in cost of transporting goods to the market.

**UNDP is managing a large portfolio in the SI. For that reason it is recommended that UNDP carry out a complete review of its national and regional operating system, and define the organizational setup and staff needs for management of the country portfolio.** Regarding SWoCK project, the recommendations are based on what was observed and experienced during the MTE:

1. **Re-establish financial credibility of the UNDP** with the service providers within SI;
  2. **Establish fuel depots in regularly visited provincial centers** to save time, ensure availability of fuel supply and reduce traveling costs;
  3. **Strictly adhere to the UNDP field safety procedures** such as the importance to have access to **meteorological information on weather services to plan for field activities and travelling to the provinces**;
  4. **Keep the safety equipment of UNDP in working order** (satellite phone and Personal
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Rescue Beacon (PRB). It is advisable, that staff on tour must have appropriate safety equipment on hand in case of any disasters;

5. **Train UNDP staff on safety and first aid** as the general use of safety equipment such as satellite phones, PRBs are very important;
6. **Establish a project server with a backup system and a centralized filing system at the PMU office. It is also recommended that a hard copy library of documents must be in place at the PMU.**

**Pic.:2 On the way to Auki market – typical way of carrying goods to the markets**

## 7. Introduction

### Purpose of the evaluation

The first objective of the Mid-Term Evaluation (MTE) is to provide an independent analysis on the progress of the project to date. Secondly, to identify potential problems with the project design, evaluate progress towards achieving the project objective, identify and document lessons learned (including lessons that may improve design and implementation of other UNDP-GEF supported AF projects), and make recommendations regarding specific actions to be taken to improve the project.

The MTE evaluates early signs of project successes or failures and identify necessary changes to be made. The project performance are primarily measured based on the indicators in the project's logical framework, however other performance indicators are also used in order to get a true and realistic picture of the current state of the project and identify areas, which needs improvement. The overall purpose of an evaluation is the aim to provide proactive suggestions to improve the overall performance of the project where and if necessary.

The Evaluation has been performed by MTE Team:

Jennifer Tugunau as national expert (jtugunau@gmail.com)

Bence Fülöp as international expert (fulop.bence@trinityenviro.hu)

And supported by the Project Management Unit (PMU-SWoCK) and UNDP Solomon Islands Sub-Office.

### Scope & Methodology

The scope and methodology of the Evaluation Report is determined by the ToR of the MTE, the ROTL Handbook and "The Handbook on Planning, Monitoring and Evaluating for Development Results", however evaluation adaptation strategies had to be used during the evaluation due to local circumstances as follows:

1. Due to inappropriate record keeping no document was handed over to the Evaluation Team prior the *in situ* start of the Evaluation mission. It is worth noted that there were issues with the contract of the national expert as she was legally contracted a month before the international expert was engaged. However, the contract lapsed without any work started and not until a day before the international expert arrived that her contract was renewed. Even with two documents received from PMU, there was no time to send them as the consultants were introduced two (2) days prior to the arrival of the international expert. They were also not documents that you can get an overall view of the whole project. There was also no central filing system in place and the fact that the line of reporting was not clear added to the problem of collecting the documents. It is paramount that before any work is to be done, the consultants have to be briefed on the project and update on its status. We find it rather unusual to sign a contract committing someone when they could have done other work during that period..
2. The evaluation mission was held during the festive season of Christmas and New Year. The timing itself was not suitable taking into account the problem with availability of people to be interviewed and also, transport difficulties to the provinces. Communities engaged were

heavily committed over the break therefore, making it difficult to get the opinion of the majority on the project and the way it was delivered.

Therefore, the following adaptive changes were made on the standard evaluation methods described in the previously mentioned documents:

1. Prior to the actual evaluation, project documents were collected from various members of the project team, which did not allow the team to deliver the inception report on the due date as expected by the project. It is also difficult to get an over view of the project at the beginning as we were against time to interview people as well as collect documents before they go on leave. Most of the documents collected from various sources were either raw data or written with limited technical knowledge as most field staff lack agricultural background. This has cost the project double to deliver its activities as project field staff rely very much on extension officers even for simple advices. It is therefore, recommended that project staff have some basic training on field of interests to enable them to follow up on future activities and avoid delays when technical staff are not available.
2. Before any work was done including the Inception Report, a list of potential persons to interview was made. The pressure for timing means that interviews with most of them were done prior to their departure for the Christmas holidays. The confusion on missions and the cancellation of bookings meant that time was lost as we move forward our trips to the provinces into the New Year 2014.

The data collection and plan for the missions were organized and agreed upon with the Project Team and is described in the Inception Report Memo. The major driving forces for the MTE Team activities were;

- (i) Visit to three (3) different Provinces (Guadalcanal, Isabel and Malaita) where project field activities are implemented, and meet with as many selected communities as possible. The bad weather over the break and extension staff on leave also resulted in some communities not visited.;
- (ii) Meet as many stakeholders and recipients as possible. While we interview contact people in the communities, it would have been better to meet the majority who are directly involved with the implementation of the activities. Most villages visited were busy with their community activities making it difficult to get the view of the majority on the project.

#### Structure of the evaluation report

For this Report, we follow the standard reporting format suggested by” The Handbook on Planning, Monitoring and Evaluating for Development Results“, as well as the outline presented as annex to the MTE ToR. Wherever possible we try to share our field experience with examples. These Examples are presented in Boxes.



## Project description and development context

### Project start and duration

The Project Inception Workshop was held on the 30 June 2011 and the expected end of the project is in June 2015, while the MTE conducted between December 2013 and January 2014.

### Problems that the project sought to address

As a Least Developed Country, Solomon Islands is one of the most vulnerable countries to the predicted impacts of climate change. The Solomon Islands National Adaptation Program of Action (NAPA) to address the effects of climate change (2009) identified agriculture and food security as one of the most vulnerable sectors requiring urgent attention.

Therefore the main objective of the project is to improve and strengthen a more reliable and effective food production system, to introduce and highlight the necessity of post harvesting, food preservation and storage in the Solomon Islands in an environmentally and economically sustainable way. Not only is it crucial to preserve food but also to preserve their nutritional values.

The project must take into account the country's current population growth of 2.8% (Sig 2000), making it one of the highest in the world with, forty percent (40%) of the population below 14 years of age. This factor highlighted that food security is not only threatened by the effects of climate change but also by the increased need for food for the rapidly growing population and the scarcity of the resources available for food production.





**Pic.3 Kids in Malaita Province posing in front of an experimentally soup-soup Garden**

We have to highlight that currently, there are no food shortages in the SI. Food shortage only happens during natural disasters and unusual weather patterns in highly populated areas even, there are adequate quantities of food in nearby villages with some times neither transportation nor markets are available for other communities to have access to these surpluses. The tenure of land ownership is also a factor determining the availability of land for food production. For such communities it is necessary to look into other areas of production to earn an income to enable them to buy food. This is evident and common with those who live along the coast and on atolls.

The project entitled “Enhancing Resilience of Communities in Solomon Islands to the Adverse Effects of Climate Change in Agriculture and Food Security” (or locally “Strogen Waka lo Community fo Kaikai (SWoCK)”) addresses the NAPA priority and will contribute to enhancing resilience of the agriculture sector to maintain and improve food security in the country.

**Immediate and development objectives of the project**

The objective of the project is to strengthen ability of communities in Solomon Islands to make informed decisions and manage likely climate change driven pressures on food production and management systems. In particular, the project will lead to the following key results (outcomes):

- 1) Promote and pilot community adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions;
- 2) Strengthen institutions and adjusted national and sub-national policies related to governing Agriculture in the context of a range of climate change futures;
- 3) Foster the generation and spread of relevant knowledge for assisting decision-making at the community and policy-formulation level.

If we take a closer look and take a more practical approach to achieve the targeted development objectives, the project should consider and address the followings which, has not been highlighted in any documentation:

1. Food security can be addressed with more access to food produced either locally or purchased from the local market.

Currently there is pressure on the consumption of locally produced food as villagers prefer readily available and affordable Chinese processed foods. This has opted communities preferring earn money than growing their own food for consumption. Processed food is larger in quantity and can feed more people compared to those produced locally or from the local market. By having money in circulation, it can also give them a choice as to what to buy to feed the family. It not only contradicts the purpose of the project but affects the health of the people in the long term.



**Pic.:4. Budget chicken wing from Australia, in a shop in Auki, while farmers are complaining about access to markets. The importation of cheap chicken from overseas has put pressure on local farmers with high production costs.**

There is tendency increase in food security during “normal times” but not during any disaster periods, when the transportation of supplies to villages are impossible due to rough seas or inaccessible land transport putting the communities at a higher risk. Nutrition and health issues are other areas to be considered, which is way out of the scope of this report but needs to be considered. It is very important in any food production that the food produce provide a nutritional balance meal.

On the other hand if adequate supplies are unavailable, processed food such as Chinese noodle and tinned food can serve as an emergency food during shortage of local food.

2. If we take a closer look at the agricultural production of the SI, an average garden is about 60x100 m, on a slope, which has an angle of at least 40° and the method of gardening practiced is slash and burn. The accessibility to food garden is usually very limited to a steep slippery pathway. Access to land for gardening also very much depended on land ownership. While those in the interior may have access to land to produce food, most find it difficult to transport them in bulk to the village or the market. For those living on an atoll and along the coast with limited land, they depend very much on sea resources to earn an income to enable them to buy local food from the market. It is important for this project not only to concentrate on production of food from the land but marine and water resources that people can earn income from to sustain their daily livelihood.



**Pic.: 5 Typical agricultural area in the Solomon Islands, this garden had a slope of 43 degrees**

According to the interviews held, the majority of the people in the communities are capable of producing extra crops/fish/crab/fruits etc to sale at the local markets, although in very small quantities as they do not make much effort to produce in bulk due to the limited access to the market and the cost and the time involved. Most of the people talked to, expressed similar views that they, would be happy to produce more if there is access to markets at a cheaper cost and less time involved.

Even with land available, there is competition between production for food and cash crops such as kava, cocoa, coconut and rice. Cash crops are preferred to be planted on arable and flat land while food crops are planted further inland usually on slope areas. Economic benefits are regarded more than food production as they earn an income to meet their needs and can buy food of their choice.

To achieve a sustainable food security taking into consideration the high population rate, either the agricultural area has to be increased or that of crop yield. Due to competition for agricultural land, the only viable option is to increase the crop yields, and it is important to preserve especially seasonal crops and other foods for the bad days. Another alternate is to create revenue for the villagers from unrelated activities. Our findings during the participatory consultation with individuals and community representatives in the villages, the people stressed the fact that despite the unpredictable weather pattern, they continue to work on their food gardens to feed their families. Their need to meet other community obligations means, there is a more greater need to earn some income to meet school fees, church contributions or contribute to family bride prices and meet other basic needs in the home.

**To maintain a sustainable healthy food security, food must be, produced locally with local and regional cooperation. To achieve such outcome, the yields of crops have to be increased. As a result of a high yield production and a connection to a market, it reduces the work and time input into production and the need to find a market for the surpluses.** Whatever agricultural activities the communities are involved in food crops or livestock, surpluses should provide some revenue. This balances the need to maintain their access to healthy food and the need to meet other commitments financially.



Pic.: 6 Shell money – this piece is worth 150 SBD, which is a cost of a good dinner in a fancy restaurant in Honiara (watch for sizing) or a cheap school fee. People can buy 20kg bags of root crops and 2 med yellow fin tuna from the local market with the same

During our travels in SI we have found three good examples to help the farmers to earn some revenue from their products:

1. Buala fish market – The fish is bought at a set price, the wholesale and market sale is done by the fish buyers.
2. Sea weed whole-sellers – traders assist coastal villages to produce and harvest sea weed and regularly buy the produce, which is later exported. Either the Ministry of fisheries or the traders train farmers on quality production.
3. Eco tourism – surf or birdwatching, eco tourists stay in the communities. While the locals provide accommodation, food, guidance and land/wave access, the tourists pay for the services provided.



**Pic.: 7 Surfers are regular tourists who are staying for longer periods in villages and they tend to return.**

## Baseline Indicators

In order to measure the effects of the project the following indicators and their baseline indicators has been determined:

| Type of Indicator | Indicator  | Baseline  |
|-------------------|--|---|
| Objective         | No. of enabling policy instruments and coordination mechanisms in the agriculture and food security sector reviewed to integrate climate change hazards and risks.   | National policy instruments, coordination mechanisms and institutions in the agriculture and food security sector do not address climate related risks and hazards.   |
|                   | No. of farming systems to be introduced, communities and households in coastal areas and highlands in Solomon Islands able to maintain or increase food production and food security and cope with climate variability and change. | Communities and agriculture food production systems in coastal areas and highlands of Solomon Islands are exposed to future climate related risks and hazards, have weak coping capacity and have not started building resilience.                                  |
|                   | No. of national and provincial level policies, strategies, plans and coordinating mechanisms reviewed and incorporate climate change risks   | Very few national policies taking climate risks into consideration, no policy instruments in place to guide and support communities and households address climate variability and change and coordinating mechanisms not addressing climate change considerations. |
| Outcome 2         | No. of weather stations established in the country, meeting WMO standards and contributing data to national weather service and early warning system   | Only five manual weather stations in operation in the country with none located in the windward side of the main islands and in areas more prone to cyclones  |
|                   | Agriculture-tailored climate early warning and information products established and communicated to users.   | Historic and new weather data not analysed nor information generated and tailored for distribution to the agriculture sector and other related sectors.   |
|                   | No. of officers within MAL, MECDM, NGOs and SNR trained in methods to support communities integrate climate considerations into agriculture production and land-use planning.  | Climate change division of MECDM has only three staff who already have heavy workloads and not able to support V&A and climate change mainstreaming into agriculture and other sectors.   |
|                   | GIS-based agriculture  |   |

|  |  |  |
|--|--|--|
|  | information system integrating climate information, and related institutional capacities for climate risk management in agriculture. |  |
|--|--|--|

|                  |   |  |
|------------------|---|--|
| <b>Outcome 3</b> | No. of knowledge products developed and disseminated  | Absence of a communication strategy and lack of information management system to support adaptation of the agriculture sector and food security to climate change risks. |
|                  | No. of exchange programs and activities designed to share lessons learnt and raise awareness on climate change impacts on agriculture and food production   | There is no existing nationwide program and there is a lack of expertise to integrate climate and agriculture information for dissemination to public.                   |
|                  | No. of documented case studies and lessons learnt used in the teaching of short courses as well as certificate and diploma courses in agriculture, forestry and environmental studies in the School of Natural Resources (SNR). | SNR do not have local case studies on climate change adaptation and agriculture for use in the range of courses on offer.  |

#### Main stakeholders

UNDP - United Nations Development Programme;

1. Country Director
2. UNDP Analysts
3. PMU Staff including PSOs

MECDM - Ministry of Environment, Climate Change, Disaster Management and Meteorology;

4. Permanent Secretary & Board Chairman

MAL - Ministry of Agriculture;

1. Director-Extension
2. Soil specialist
3. Permanent Secretary (Ag)

SNR - School of Natural Resources;

4. Coordinator (projects)

KastomGaden Association - KGA;

5. Manager

NGASI - Nut Growers Association of Solomon Islands;



6. Director

Selected Village communities;

7. Malaita Province (RadeAekwa, Lilisiana&

8. Guadalcanal Province ( Talise&Avuavu communities)

9. Isabel Province ( Tirotona, Nareabu&Kmaga village)

Provincial Governments.

10. Premier – Malaita Province

11. Chief Field Officer& field staff – Isabel Province

12. Extension Officer – Avuavu ward

Other stakeholders: Regional Technical Support organizations

13. Manager – SIDT

14. General secretary – DSE

15. Coordinator –PACC project

#### Expected Results

The objective of the project is to strengthen ability of communities in Solomon Islands to make informed decisions and manage likely climate change driven pressures on food production and management systems. In particular, the project will lead to the following key results (outcomes):

1. Promote and pilot community-adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions;

To achieve this, the project has targeted to develop various agricultural and aquacultural, activities based on the V&A Assessments, in the following focal areas:

1. Increase agricultural production, with local varieties of mostly root crops, using local best practices.
2. Food preservation and food banks;
3. Collection and distribution of Seed and vegetative planting materials from selected local varieties. A selected site is used as a food bank where planting materials are multiplied and to be distributed to local farmers.

The problems identified in achieving this outcome are as follows;

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4. The number of communities (18) in the original project document was drastically increased to thirty (30) without any clear clarification from those that were interviewed and part of the V&A assessment team.
5. The land size for the allocated food bank sites were too small compared to the farmers in each region. Food bank production should be that to meet the demand for planting materials.
6. The varieties collected were not diverse as most materials collected around the regions were the same variety but have been given different names. It is important for food banks to also look at vegetables and fruits that can grow well in those areas. Currently, the food bank only concentrates in root crops.
7. Post harvesting and food preservation are key factors to consider as these are important aspects when it comes to food security.
8. While there are various local varieties that can be distributed, the fear of spreading pests and diseases remains a concern. There is no venue in the food bank sites where collected planting materials are collected and observed for pest and diseases.
9. Farmers must be also taught on the importance of food and nutrition. There is no point in having enough food that lacks nutritional value.
10. Strengthen institutions and adjusted national and sub-national policies related to governing agriculture in the context of a range of climate change futures;
  1. To achieved this, the project has targeted to channel climate change into nation policies in 3 areas, although to date of the MTE only one area has been identified:
  2. Land Use policy. This is still in its consultation stage and it may take time to be approved, endorsed and become effective
  3. The other 2 areas are not yet pointed out.
  4. Capacity of Solomon Islands Meteorological Services (SIMS) strengthened to produce enhanced weather and climate information services tailored to the agriculture sector and land resources management;
  5. Automatic weather stations to be built and installed;
  6. Customized meteorological modeling to be developed for SIMS;
  7. Personnels of the SIMS to be trained.
  8. Capacity of CCD of MECDM, MAL and SNR enhanced to support integration of climate risks into land use planning and field operations

**The capacity building in land-use planning using GIS technology to personnel of the MECDN,**

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MAL and SNR **have been done, but without any visible success due to lack of evidence and knowledge that the people trained are using it at their work place or connected to the system. GIS has not been incorporated into any activity.** Lack of understanding of the baseline data collection and input, the needs and the requirements to create a functioning GIS system, as well as inadequate planning of activities and the purchasing of equipment has caused this component of the project to fail. As a result, the computers for this component are still to be set up and the systems installed. **It is highly recommended that this component is redone** in order not to lose all that has been achieved and to start GIS supporting land-use planning in the country. Those who will use this program must be taught from the basics to the importance of its daily use at the work place. It is important to get all stakeholders who uses the information available connected.

It is the duty of the project to ensure that all its stakeholders are up to date with the implementation of their activities based on their proposals. The MTE team has tried on several occasions to meet with the Dean of SNR where the purchased of 40 computers are to be housed and used. At the time of the evaluation, we managed to talk informally with some staff of the school who mentioned that the computers are in the Deans office but have not been installed due to lack of space and technical person to train the students. If the school is not committed to its input into the project, the project management should take the step to address the issue with the Dean of the school.

9. Climate Change Adaptation specific knowledge production, sharing and dissemination.

**This is based on the achievements of the first two outcomes; no real achievements can be reported although activities have been started.**

The project has not produced any technical documents, information- or training materials except a pamphlet on climate change which was way too scientific for villagers. Despite all these, achievements are visible in the participatory activities, with the dedication work of the field staff, although activities are not documented in any practical way for reconstruction. There are no standard manuals even the activities carried out in some communities are similar. It is therefore, difficult to compare the achievements based on what was done as it mainly depended on what the PSO know or think is relevant for a particular community. The need for continuous monitoring is relevant so that the activities outlined and implemented are both understood and up to date. Continuity is paramount to ensure that activities are completed in time and not wait for project staff to work on the next activities.

It is common knowledge that villagers know about climate change and the effect it has on food production. However, they need to be taught how to produce the same food differently taking into account the changes to the soil, weather patterns and to understand basic knowledge on crops that are resilient to these changes. There are also measures that they need to be taught to preserve the fertility of the soil and increase yield in food production.

## Findings

In addition to a descriptive assessment, all criteria marked with (\*) are rated using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory

### Project Design / Formulation

The objectives of the project remain relevant and the formulation sound and correct, after stakeholders and recipients have been visited and interviewed.

The fact that most communities visited appreciated the concept of the project means that they understood its importance in their current situation. They have also confirmed the changes to the weather pattern and how it has affected their daily lives. It is more the reason why it is relevant that competent people are available to give advice should and when required. Even with extension officers involved in the provinces, not all are trained in specific technical fields especially in post harvesting, food and nutrition, pathology and entomology that are crucial for any food security to be addressed. Now that project is in its implementation phase, it is relevant to reconsider the activities selected and include what has been missed. Overall, this is a relevant project for the selected target group and if successful, it can be replicated to other communities in the country.

Thus the following holistic questions are not being captured:

1. Competition for agricultural areas for food crops vs cash crops;
2. Competition between local food and “Processed food”
3. Local’s preference for income generating activities.

Regarding to this holistic view please refer to Annex XY in Expert General Opinion.

The roles of the selected stakeholder NGOs may need to be reviewed as some of their technical knowledge and expertise has been over estimated. While the roles NGOs play a significant importance in a lot of communities, their priorities is in achieving their own outcome taking into account the competition between donors to fund and implement their activities. Most of the NGOs are also over committed with other donors and the need to comply with various regulations can be beyond their capacity. There is lack of evidence during the MTE even to the provinces on the activities that were to be implemented by the NGOs involved. It is obvious during the mission that only the extension officers and the PSOs visited the communities even though in some communities, they are well in advance with their activities. With the completion of V&A for most of the communities, it should provide a baseline information for the NGOs to carry out their activities or trainings based on the needs identified. The technical capacity of KGA in terms of agricultural knowledge is limited however they can engage the right extension officer or outsource their activities. There needs to be a budget line allocation for such activities.

In order to achieve the objectives of this project, it is important that the PMU looked at other sources as the needs out there could be advance knowledge on what the communities already know. For such activities, it is important that the right local technical experts are engaged. Such example is pest management, post harvesting and food and nutrition. Persons or NGOs involved have to be able to simplify the trainings to meet the target’s level of understanding. To avoid duplication of

trainings and activities, if possible PMU and the NGOs have combine missions to cut costs and also to complement each other than competing for the same target group.

For the established “food-banks,” no sense of ownership has been seen at the community level. This is due to the fact that labors who made the gardens are being paid by the project. It is therefore questionable who will be responsible to maintain and up keep the food-banks at the end of the project. Most food bank gardens visited concentrates only on root crops. It is paramount that resilient leafy vegetables and fruits trees are included to create a balance diet for the rural population. There are also wild edible crops that can be brought and planted closer to home. Most communities have experience with donor funded projects and don’t expect to be paid for labor as that is regarded as their contribution. The provision of payment is difficult to address as it sets precedence for new communities. It is recommended that the PMU and the PB put in measures to ensure that the message is passed on to the communities to put in say 20-25% of their contribution in kind in order to receive assistance in terms of planting materials and trainings. This way, it puts them in a position to avail labor and resources towards the project as most lack financial resources.

#### Analysis of LFA/Results Framework (Project logic /strategy; Indicators)\*

After analyzing the LFA/Results Framework and the situation on ground in reality, we have to say:

1. The Project is logical;
2. The strategy has been well planned out and adequate;
3. The Indicators are sound although they are not capable to tackle the problem of poor quality execution.

To tackle the quality issues either the Indicators should be changed to a multi-dimensional (integral) Indicators as number of activity X quality of activity or the Quality Control within the project should be strengthen.

MTE Team expert opinion on this issues as follows:

Both variations are good in certain circumstances, if the Quality Assurance is backed up by international experts on part time basis to assist in Project Management and Agricultural technical trainings. Only then, will the indicators be kept as they are. Otherwise if the PMU support is done by local experts, I would recommend creating an Integral indicator as stated above.

**Rating: 5**

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|---|---|
| <p><b>This project will contribute to the following Country Programme Outcome as defined in CPAP or CPD:</b></p> <p>3.1 Disaster risk reduction and management of responses to humanitarian crisis and natural disasters are effective and integrated into all forms of development</p> <p>1.</p> <p>4.2 Solomon Islands communities effectively manage and sustainably use their environment, as well as natural and cultural resources</p> <p>4.1 Environmental sustainability and sustainable energy are mainstreamed into regional national policies, planning framework and programmes</p> | <p><b>REMARKS:</b></p> <p>✓ - Currently, there are no practical successes, but activities on the ground have been planned depending very much on what the PSO and the extension officer designate, know, planned and implemented such as food banks, food preservation, GIS activities and the improvement of SIMS.</p> <p>✓- At the moment there are no practical successes. There are signs of theoretical successes in certain communities especially in the LLL. We have to highlight that the traditional way of life in the SI is sustainable, but it is challenged by the changes to people's life styles at the current situation and the tremendous population growth, therefore the idea that the traditional way of agricultural using local practices must be maintained is misleading . Traditional agricultural practice must be upgraded with adequate, reasonable and modern methods to ensure increase in yield and quality. Such Technical Documents would be really useful to the project (at the moment, the communities are capable to produce enough food to feed themselves Their obstacles in food production is the lack of knowledge and tools to use modern agricultural methods and the lack of flat land for agricultural activities).</p> |
|---|---|

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|--|---|
|  | <p>✓At the moment, there are no practical successes as yet. The National Policy on Land-use Planning is still in draft form.</p>  |
| <p><b>Country Programme Outcome Indicators:</b></p> <p>3.1 Number of national development plans/strategies that specifically address disaster risk management as a development issue</p> <p>4.2 Number of pilot initiatives in sustainable livelihoods and environment management</p> <p>4.1 Number of national development strategies, policies and plans of PICs incorporating environmental sustainability issues</p> | <p>It is evident that disasters are not associated with Climate Change in most of the Stakeholders of the project, I would highly recommend that the effects of Climate Change must be highlighted as this is more understandable to the general public in remote areas due to the fact that they can associate the effects to their experiences.</p> <p>The set of proposed Activities are not validated in terms of social sustainability. It is clear based on the scale and the community input into the activities. It is important also to take note that communities have immediate pressing issue of survival. It was mentioned earlier that the activities sustainability has no sense of ownership especially where the food bank sites are. This is due to payment of labor provided by the project. It is important to note that most communities are familiar with donor funded projects where their labor is regarded as a community contribution. The payment made by the project has set a bad precedence whereby, people expect to be paid for work done in the future. The project really needs to address this issue for future communities. There is no sense of ownership and this puts pressure on the sustainability of the project.</p> <p>If the strategy does not tackles the issues on the driving forces of the individual communities, large number of development strategies can be done but no sustainable results will be achieved.</p> |

|   |  |
|---|--|
| <b>Primary applicable Key Environmental and Sustainable Development Key result Area:</b> 3. Crisis Prevention and Recovery or 4. Environment and Sustainable Management ✓ |  |
|---|--|



### Assumptions and Risks

Almost all risks have been foreseen in the AF, which was identified during the MTE mission. It is recommended to identify risks in two (2) dimensional ways, as risk is the probability of an event multiplied by the effect of the event. It is important for stakeholders to understand more the nature of associated risks to the project and the more effective risk mitigation/adaptation strategies/methods to be developed and used during implementation.

One major specific risk in the country that is not mentioned but relevantly important to the project and worth considered is;

1. Transport difficulties and limited communication network coverage in most of the communities involved in the project. The risk associated with the lack of fuel or transport on arrival at provincial centers, have made the project to rely heavily on other donors (e.g. world vision), and the availability of transport from the provincial extension office. It is also important to highlight the hiring of MAL resources such as the use of MAL boats and vehicles in the provinces. The fact that this project is implemented through MAL and MECDN questions what the ministries input are into the project besides technical staff. This is often a bulk of the budget for the missions which, could have been save to put into the project activities. These limitations have resulted in the delay of planned project activities, staff safety and on time delivery of activities. There needs to be measures in place to ensure staff safety during missions and the availability of fuel and transport to the project site.

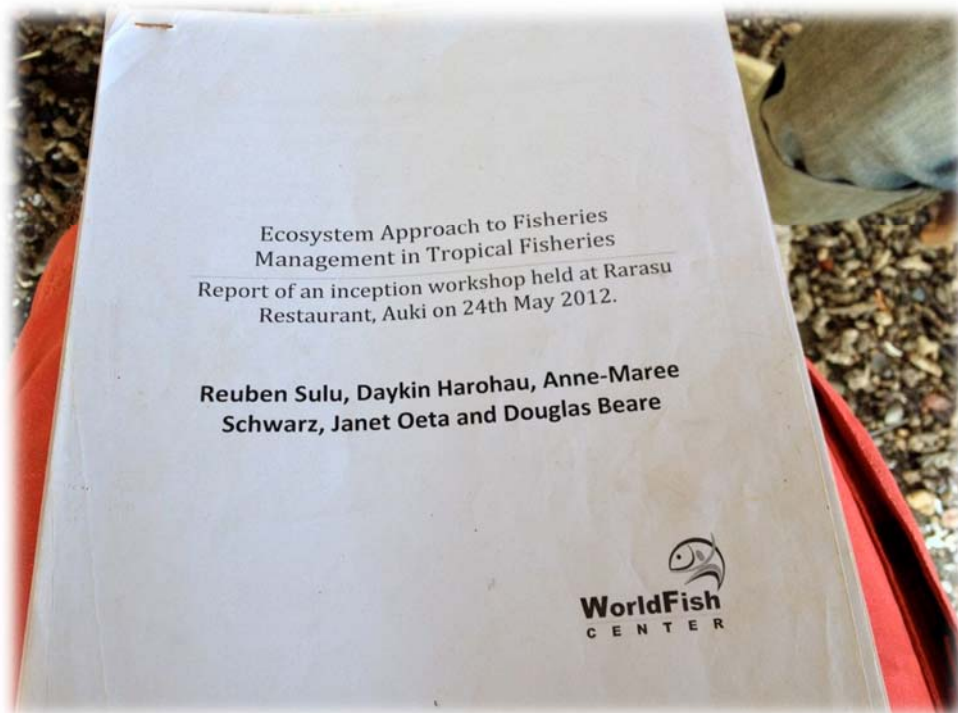
Inadequate information on weather and sea state for mission planning, and lack of reliable means of telecommunication network can prolong activities or affect personnel safety.

It is highly advice able to plan the yearly activities based on the regularities of the sea state. During Northern Hemphisphere winter season high waves are arriving from the North and could cause rough seas in the Weather cost of Isabel, Malaita etc., while during Southern Hemphisphere winter season the waves are arriving from the South, aka more activities should be planned during calmer seas periods. For sea state the forecast are quite reliable which could forecast 1-2 weeks ahead. A member of the MTE Team has used [www.magicseaweed.com](http://www.magicseaweed.com).

The weather forecasting for the Solomon Islands are very challenging however, the international weather forecast are quite reliable on tendencies for a couple of days ahead. It is recommended that the staff in charge of missions to check and print weather forecasts for 2 weeks to ensure risks is limited.

Lessons from other relevant projects (e.g., same focal area) incorporated into project design

The possible sources of Lesson Learned has been identified and well designed in theory, however no direct measures or mechanism has been developed and applied, therefore during the project implementation it was not visible at all!



**Pic.:8 Unknown and useful information has been found in one of the communes – a good knowledge to import to SWoCK**

Apart from SWoCK, there are also other donors and organizations who are addressing the pressing needs of food security. There is the Economic Livelihood Project funded by AusAID through Kastom Gaden, The PACC project that mainly works with communities on the atoll islands on food preservation and backyard gardening. The most successful are those from the training centers and the Community based organizations. These centers are mostly run by volunteers or the churches with the aim to build the capacity of the less fortunate on life skills. Most centers include agricultural skills which can be replicated in the local setting. It would have been better if SWoCK had work with them as they have the experience, the demonstration farms and the target group (villagers) who will later return to their communities and pass on the knowledge. There are evidences of these centers using measures to address effects of climate change by introducing terracing, contouring and mulching. They also introduce the use of vativa grass to address soil erosion especially on sloppy areas. The use of chicken or cow manure is also important when land is scarce. This, not only improve the soil but also increase the yield even though the same area is being used. This is sustainable in the long term.

On the other hand, PACC is encouraging the use of solar driers to preserve sea food for those living on the atoll islands. Not only is it applicable for seafood but also root crops or seasonal fruits and nuts. SWoCK should have taken the initiative to learn from this project and apply the relevant techniques to the communities that they work with. It is important that benefits spread to other communities with the lessons learnt. A look and learn trip could be arranged for those living in coastal and atoll communities to PACC demonstration sites. This is an effective measure as people remember what they see than what they hear.

The Livelihood Project under AusAID through KGA is a very diverse project with 5-6 different components but with a similar aim to improve food security and engage people in farming to earn a living. While their technical knowledge is limited, there are practical factors where SWoCK can copy with those that they work with. Taking into account the lack of agricultural background of the PMU, this is relevant.

#### Planned stakeholder participation

The stakeholder's participation is adequately planned, however not all stakeholders are represented during meetings and updates on the project. It is also difficult to know the state of the activities from other stakeholders as we did not get the sense that they have been progressing according to the schedule. Some of whom we did not get to meet. Those that we interviewed have barely started due to difficulty in access to funding for their activities or lack of proper coordination at their project level. The team got the sense that most stakeholders are heavily committed with other projects and have prioritize, their activities to that of SWoCK.

At the Province level, the government has little knowledge about the project and their role, tasks are unknown to them. While the lessons from other donor projects are not channeled into the project except the Coshie V&A Assessment. There are other projects funded by other donors that also targets food security and at the same time looked at improving soil fertility. It is advisable that similar projects consult each other to either learn from the other or to complement the other projects. This is due to the fact that most work in the same provinces. It is important that the provincial government know about the project and its activities as they very important stakeholder for one of the project components in formulating policies to incorporate climate change into agriculture policies especially in food production and land use. It is also relevant that measures to address climate change are mainstreamed into any development of the province.

The role of the Provinces is advised to be strengthened or at least they should be regularly informed about the activities of the Project. While the extension officers are involved, they are also committed to RDP managed by World Bank. Their input is limited and those involved are there only for the high allowance provided by the project. Visits to communities have confirmed that there are no follow up visits by the staff involved.

The Premier of Malaita Province had not even heard about the project, nor aware that the Provinces have the opportunity to formulate their Regional Policies to include climate change in the selected areas as land-use. It is important that provincial governments are involved in the stakeholders meeting to ensure that the objectives of the projects are achieved.

#### Replication approach

The replication approach is visible and well thought out in the project document, LFA and other key project information, but in reality those actions cannot be reproduced and the sequence of activities, their linkages cannot be understood, due to lack of proper documentation and written description of activities. Most of the documents available for the MTE are for information purposes. These documents cannot be used for training purposes. While much is said on paper, it is quite different on the ground. Let alone project staff have to rely on availability of extension staff. There is the need for proper training manuals to be made available so that they could be shared with communities in similar situations. Taking into account the literacy level of the target group, the manuals have to be very practical or pictorial so that people could look at them and able to carry out the activities. Coordination between stakeholders are very important for the success of this project. Take for example a mission to the Weather Coast; KGA and NGASI should arrange with the project so that they visit as a team. While the project staff may monitor the project activities, the other two stakeholders can carry out their activities. It also means that technical people are available to assist with any questions the communities may have. This is why, it is important for activities implemented by similar communities to be measurable.

The original focus to have the V&A report documented according to their geographical location was ideal for such matter. This is because the location of the communities determine what kind of activities are suitable for them and what options of opportunities are available for them to ensure food securities are addressed. These approaches if sustainable could be copied by other donors as well as nearby villages who are not part of the project. It is why, demonstration sites are important as a look and learn site.

#### UNDP comparative advantage

UNDP comparative advantage is obvious in the field of coordination and financial control, although it is clear that there are areas, where there is a huge potential of advantage, which UNDP could provide to the project but has not been utilized. With the understanding that MAL will lead this project, there is little evidence this is the case. The research office is overloaded with work and now that the research and problem analysis are made, it is only appropriate that the implementation phase is led by the extension department and the PMU. The extension officers involved are those under the extension department. The UNDP has the authority to make such decision to ensure that this project succeeds. These areas are:

1. Project management tools and methods;

We can say that UNDP has the resources and means to take on board on part time basis project management and other expertise both internationally and locally to assist the project with its implementation tasks. However, this has not been the case until the MTE of the project. There is room for improvement with the right assistance provided This is evident with the lack of proper backup to project work, central filing system in place and the need for right direction in line of reporting in all sectors of the PMU and the stakeholders involved.

2. Technology and knowledge transfer;

During the missions to the provinces, it is evident that the only agricultural techniques and methods introduced to the communities are those from the project staff and the extension officers. It is worth noted that some of the extension officers on sites have been out there far too long and may not be so up to date with the latest technology. Apart from them, there are no other specialized person has visited the communities.. The reason not to recruit international expertise on project management and agricultural technical expert can be partly compensated with the involvement of local expert where and when necessary. There are local people who studied outside of the country mainly regionally or trained in Australia and New Zealand who gained advance knowledge that can assist speed up the project implementation and provision of sound advice. The recruitment of the international expert should not be seen as a replacement of what is already there but to complement the execution of the project activities to achieve the objectives. The difficulty with the project is the intake of staff with no agricultural background or experience in that field.

3. Quality control.

Reading through the prepared documents it is obvious that there are areas, where they need technical expertise support. With the right technical assistance provided, project need analysis can be identified and proactive steps could be taken to address the problems The fact that most of the project staff had limited or no agricultural back ground means that they rely entirely on the extension staff for the execution of their activities. This could also be a cause for the delay of the implementation of the activities. However, it is worth taking into account that not all extension staff are experts in the fields required for a quality delivery of the project activities. This is evident with the food bank in one of the sites visited where the root crops planted were entirely eaten by insects, not labeled and not properly arranged. This could not be regarded as a model farm or a site where planting materials can be shared to farmers. The provincial PSO should be able to point out the problem should it be in his capacity. It is crucial that such must be addressed at an early stage to ensure that similar situations can be avoided. There are also too many reports received by the project manager. It is ideal to limit the number of reports at any one time so that she will be in a position to address actions required.

While preference for local expert is highlighted by main stakeholders, it is also seen important to have international expert input who, may have past experiences with similar project elsewhere. The overall importance of both international and local counterpart input is to ensure that the knowledge and expertise is passed on and remain in country. Both experts needed to work together to serve the best interest of the local communities and work towards an achievable outcome.

It is understood that “Learning by doing and knowledge management is a crucial component of this project”<sup>1</sup>. The MTE team however suggested that UNDP provide supervisors in the areas mentioned earlier. The urgent need at the moment is in project management. This is to assist the project manager to a level where she is able to be up to date with the backload. The other areas of importance are the technical experts in the field of agriculture (soil, pest management, post harvesting and food and nutrition) and aquaculture (sea weed farming, fish, crab, shell and mangrove re-planting). These are some of the areas of interest that were mentioned during the consultation with the communities.

The recruitment of the PM has provided much speed and support to the implementation of the activities. However, the fact that all communities are at different levels of implementation will only drag on the project into the future. While there is regional and country experts manning the project, there should be a competent team in place to ensure the project progress is in line. The missing body in this project is the technical advisory committee which looks into the technical aspect of the project to ensure that obstacles are addressed before reports are forwarded to the project board for decision making. This is the crucial committee that will determine whether or not the project will be sustainable and will be successful.

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<sup>1</sup>AF-SWoCK page 44

At the project level, project staff capacity on basic technical knowledge be it agriculture or on climate change must be addressed. The fact remains that communities that they work with to address climate change and food security have some knowledge in these areas. It would be a waste of time to tell them what they already know. They would be expecting some new knowledge, skills or information that will address their need to improve food security and sustain their livelihoods.

#### Linkages between project and other interventions within the sector

The possible sources of linkages have been well identified, although the direct measures or mechanism occurs only at the highest level of the project which is the PB. There should have been better coordination between all stakeholders responsible for the implementation of the activities. Most activities carried out correlate to each other and may complement the other.

There are quite a number of projects funded by other donors that addresses food security and the relevant farming system for various communities that SWoCK could learn from. Stakeholders involved in the project may have one way or another also involved in this projects. Currently there is the Livelihood Project funded by AusAID through Kastom Gaden Association (KGA), Livelihood Component through MAL funded by RDP and managed by World Bank, PACC funded by SPC, and the Climate Change project in Choiseul also funded by SPC. There are also other NGOs and CBOs that are very competent in this field whom SWoCK can learn from.

At the Project Board Level, they very much depend on the PMU and the technical advisory committee which none was in place at the time of the MTE. The continuous non-attendance by any key stakeholders would mean a delay in some decisions that will determine the progress of the project. The key members of this board no doubt are part of some of the projects mentioned and it is important that they bring in the knowledge and lessons learnt from other projects to support SWoCK and its sustainability.

At the PMU level, there needs to be some coordination initiated by SWoCK with other donors/projects who are implementing similar projects. Not only will they learn and use the skills from them but the project can complement what others have done. Resources could also be shared especially in terms of travel costs or technical resources. There is room for improvement and more collaboration at this level if the project takes on the initiative.

World Fish Documentation (Pic.: 8) and suggestion on Aquaculture in the LLL found that the villagers would be happy to use the model of farming outlined and have a follow up programme on it, while in the presented V&A documents, there are no specific options on aqua culture farming. The PPC and Extension Officers in Malaita showed no knowledge on them beside Tilapia farming as they have only agricultural background and were not oriented on other alternatives available for coastal and those living on atolls.

#### Management arrangements

The management arrangements described in the AF are clearly outlined and adequate for the successful implementation of the project. The lack of project management in place for a year and a half and poor communications between stakeholders and partners have resulted in the delay of the project activities. It is the work of the PMU to put pressure on implementing partners to speed up their activities. There should be monthly to quarterly update so that everyone is in line with what others are doing and where their activities are implemented. It is relevant for information sharing and it might be ideal to share resources during missions to the provinces. Besides cutting costs, it will assist the PM to plan her visits to check on what has been done on the ground.

It is obvious that use of the Suva UNDP Office for services (financial), makes it complicated for the swift implementation of the project activities, although it is understood for accountability and transparency purposes.

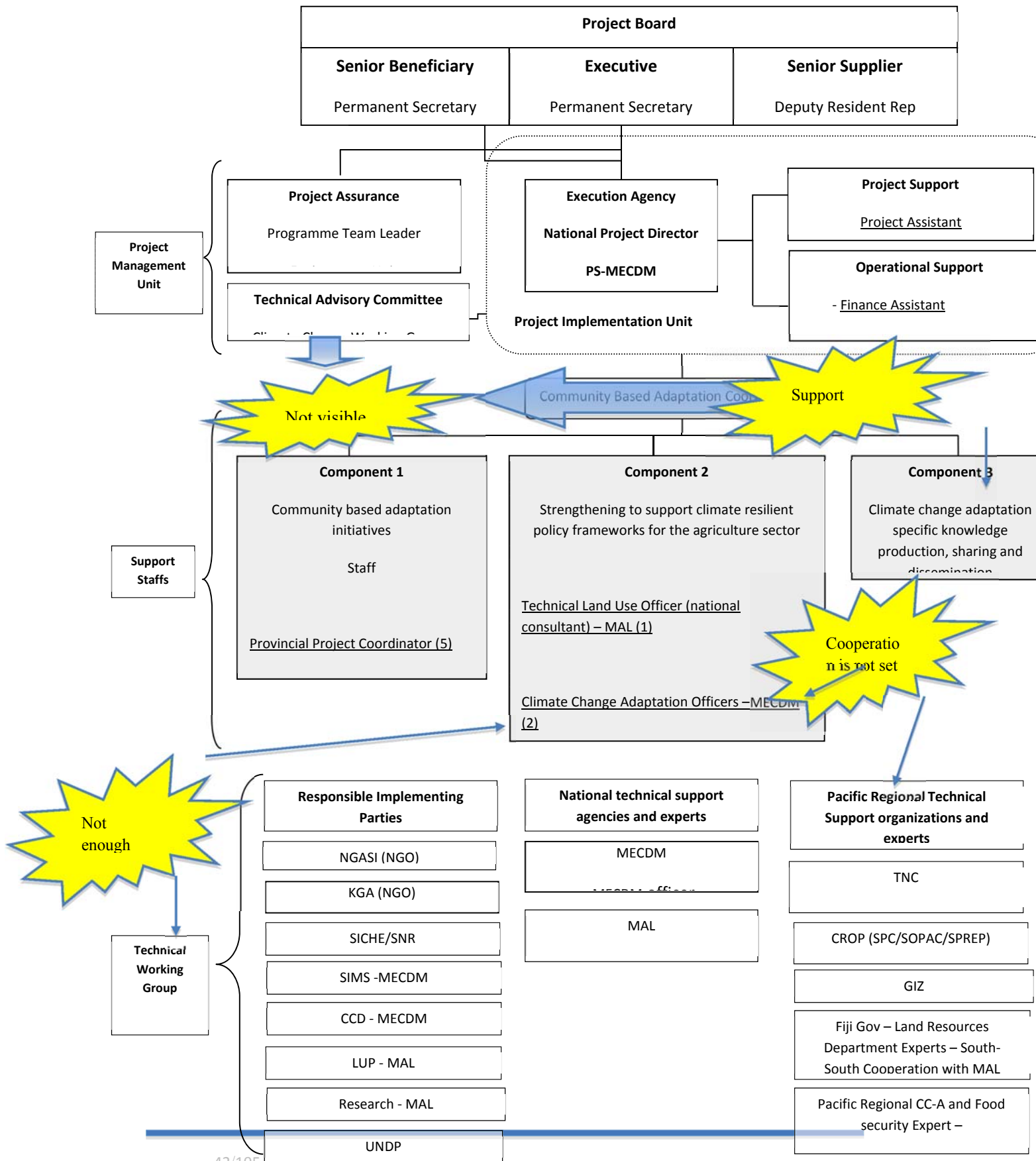


In the following revised project organogram from 2012, we have highlighted the major problems, which are highly affecting the execution of the project.

According to our consultations with the PMU, the implementing partners are not proactive in responding to e-mails or attend to meetings. Two major causes were mentioned: 1. most is overwhelmed with other workloads; 2. SWoCK is not regarded as a priority project for most.

It is recommended that the project create and put a motivation system in place to encourage experts who are participating in the project. As a suggestion, those who miss less than 10% of the regular meetings, will go on a study trip on the project or will get a 10 % bonus at the end of the year. The option of giving the much needed tasks to service providers is also ideal. These are independent but competent people who are paid based on their achievements.

At the PMU level, it is recommended to create a systematic schedule for the meetings. This is non-existing at the moment. For example, every 2nd Tuesday would be for the Technical working group. The PMU must be proactive in meeting arrangements especially giving enough time in advance for participants to manage their time so not to have excuses not to attend. Two weeks in advance notice would be ideal with a week reminder to ensure their attendance or to delegate someone to attend instead. The availability and input of the national expert it is impossible to run a successful project.



### Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Adaptive management practice is absolutely necessary for this project due to its novelty. The adaptive management is in practice but according to the opinion of the MTE Team the adaptive changes in the project have not been well thought out and the benefits and the associated risk are lower than the gains.<sup>2</sup>

Adaptive management has been practiced in the project as:

1. **Number of the communities has been increased** from 18 to 30, which is in the first sight looks good as there are more communities are involved and there is an overall shortage of management capacities within the PMU due to inefficient practices and we have a feeling that during the full scale implementation there will also happen with the field workers, as they will not have enough time to visit the communes regularly as required and to do the reporting.
2. Originally in the **V&A Assessments** the communes where planned to group by their geography location with the adaptive management the **grouping has been changed** to Provincial bases. According to our position it was mistake to change the grouping.

With adaptive management there is a chance to bring an „access to market“ component to the project. This component would create cooperatives that can arrange the product (food crop) transportation, and marketing and sales of the product.

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<sup>2</sup>The number of the communities has been increased from 18 to 30.

Partnership arrangements (with relevant stakeholders involved in the country/region)

Stakeholder participation is not adequate in the project due to the following reasons:

1. Relevant knowledge available from stakeholders are not recorded and utilized especially those from SNR and MAL;

The MTE team suggested the project seek technical advice from SNR and MAL and involve them especially in production of informative quality materials for information purposes for the public.

2. The NGOs position, their task and their quality of activities is not controlled.

We would suggest limiting NGOs participation in the project only to Component 3.

We have founded that reporting most of the lower level personals in the project are complaining about the reporting, as the basic problem of the reports that they are too long, and lack of facts. We have asked how much time they spend on reporting after our 2 days trip in Malaita it takes about half a day, we have visited 3 communities.

Also we have made a quick theoretical calculation if all activities will run pararell in 30 communes how much reports will be generated and how much time will it required to run trough it from the PMU.

From the Reports the facts are not collected in a commune or activity bases, also the information are not summarized and cannot be used for decision support.

The line of reporting was not clear for all interview people. Because of different steps and the local circumstance as the „island time“ therefore the reporting takes time there is a huge chance of information loss.

The present system is not supporting the project control; it is extremely hard to create benchmarks on costs, time, and manpower and equipment requirements. Presently bench marks on cost or time is based on personal experience. In our experience no one was questioned the four times higher fuel bill during one of our trip.

The information are not checked, in number of cases villagers were reporting that the MTE Team member Mr. Bence Fülöp was the first whom has ever wanted to visit and climb up to the fields!!!

It is highly suggested to create a protected content Excel sheet for reporting the main figures and information, the report should be sent to PMU as a center of all information, the PMU should store, archive, analyze the information (bench marks on cost and time) and penetrate the information. The information requirements should be as simple as possible – when, where, who, what and costs. Presently Mission Reports are esseys.

#### Feedback from M&E activities used for adaptive management

Due to the current complicated and confusing reporting system in place, it is evident that there is inadequate information in management, lack of technical knowledge and technical support to PMU, resulting in ineffective adaptive management.

The lack of documentation makes it unclear how the decisions and adaptive decisions are made.<sup>3</sup>

#### Project Finance

3A good example to this the decision to increase the number of the communities compared to the original number in the project document. The lack of documentation on the decision and the fact that no one was able to answer to the question of the MTE Team how and why and when the decision was made. Need to formulate **MR**

The financial services of the project are inadequate. It is noted that there are cases where funds are not available in time or in the particular geographic project location of the planned activities. The MTE Team had also experience similar situations.

Benchmarks are not set for cost.

#### Monitoring and evaluation design at entry and implementation (\*)

Presently the monitoring and evaluation of the project is only based on completion of the quarterly/yearly work-plan. It does not contain any evaluation on the quality of results from the activities. As in practice the PMU hardly receives any technical expertise they are not capable to evaluate the quarterly/yearly achievements by quality evaluate the associated risks. The current methodology and practices do not highlight risks as a result of poor delivery of activities, which at the end of the project will not achieve the expected results.

The sequence of activities and their linkages to each other should also be evaluated.

#### Rating: 1

As an example: almost everybody in the project was very happy that the tools have been purchased for the activities and they will be sent to the communes soon. Only the Head of the extension officers were challenging the purchase. We had the following basic argument on this issue:

How did they decided what kind of tools do they have to purchased if the V and A have not been accepted? Different activity requires different tools.

How do they know what kind of tool is required in a specific community?

Fishing net or a shovel?

Who will get the tool in the community? Is any rule of usage?

We get an example in Auki: EU has financed a community slaughter house, but one family has claimed the ownership as the slaughter house was built in their land. The family does not allow using others' facility.

In Isabel there is a good example of renting: a very low fee should paid to use the community owned equipments, with this fee they can replace it if it was lost or worn out. As they have to pay villagers are tend to look after the equipments.

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**UNDP and Implementing Partner implementation / execution (\*) coordination, and operational issues**

More relevant, effective execution and coordination is required especially on a daily basis. It is important to have a technical committee in place to provide advice and finalize technical reports before they are submitted to the board for approval or endorsement. IA Tech Advisory Group was identified already in various venues, including the Aug 2013 PB meeting. At the time of the MTE the establishment of a TAG was under way. Although there some misunderstanding between PB members on the TAG quality requirements. (Please refer to para 4.1.3 on localism) It not only saves time but also provide references as to why important decisions are made at the project level.

Presently there is no visual effect on the approach and the quality of the prepared technical documentations and the field activities, although a technical working group has been established and led by MAL. This could be caused either by lack of ownership of the project by the working group or by the lack of available time of the coordination of this working group as it is time consuming and ineffective (see previously under para 4.1.8). I have to admit that the knowledge is more or less there, but the major problem the lack of leadership who poses adequate knowledge to raise the questions within the project, who understands the steps and the logics of the planned activities, who understand the iteration to find the best available solution.

In terms of the daily operations, the financial system takes up a large part of the work at the PMU. The delay in availability of funds most time forces staff in the field to over-estimate expenses, to enable them to have sufficient funds for their daily operations.

It is obvious that financial planning is very challenging in the SI, where monetary culture of the population is low, but the present system makes non-routine operations impossible,.

During our MTE mission, although more or less our agenda was set after the first couple of days, as we would like to visit at least 3 different Provinces, but the financial installments were not always been set on time. In one case the MTE Team had to pre-finance the trip to Malaita in order to achieve the goals of the mission.

Moreover the travel agencies for air travel are not any more accepting end of the month payment for UNDP due to late payments in the past.

With these set up it is impossible to arrange a quick trip/activity to any of the Provinces if it is required to solve a problem, which should solved as soon as possible. For example there is a pest invasion in one of the villages and urgent, immediate help is required nor the provincial staff (PPC and extended officer) nor the project staff can jump to the scene immediately or in a case where immediate negotiations are required no one can fly, sail over to set out the fire.

As the time, when the funding available, the cash is in their hand cannot be predicted by the project staff the planning of activities is challenging.

It is understood that there are challenges to room a functioning office in the SI, but we have found out that the project do not have a server where all the documents can be found. Moreover there is no back up of electronic documents.

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Also it is understood that is impossible to follow all UNDP requirements for ocean safety, but all satellite phones should be working and the staff should receive it in a fully charge state. Personals traveling on the sea should receive a safety package at least with a basis survival kit, first aid kit, PRB and a sat phone. Moreover personals should be trained how to use the satellite phone – pre set number should be programmed – PRB and basic ocean safety and survival techniques.

After several times of asking for the last trip of the MTE Team to the weather cost of Guadalcanal the team has received a satellite phone, but the phone was not charged and PMU member told us that she do not know how to use it and otherwise at the last time when they was caring it was not working. After checking the dialed numbers it was obvious that dialed numbers were not correct they did not contain the international access code and country code. In the non GSM serviced area we have try to establish connections with the satellites, which we did managed but we get a message that this phone cannot join the network.

It is recommended to follow WorldVision safety procedure in the SI

In terms of transportation our team has found out the purchase of fuel is challenging in the SI, in two occasions we have to cruise along half day to get adequate supply of fuel and buy the fuel in high prices (double then Honiara price). It is worth considered establishing fuel depots for the project where wholesale price bought fuel is kept. World Vision has a system for this also it might considerable to join them or copy their system.

The current financial control is established by strict requirements and long procedures with detailed reporting. This requires a lot of time and effort for adaptive project management, while the savings and cost effectiveness is not visible with this method.<sup>4</sup> As the control is driven by quantity analysis and no quality analysis. It is worth to consider establishing benchmarking for cost items. According to my opinion it will be extremely useful to control expenditures and will be a great help for financial planning if the project will charge in fuel speed in 30 different locations.

It is a common problem at every project level, however if expenses are well documented, the financial section would not have questioned the budgets thus causing the delays. There are good examples in this project: (i) the most expensive offer has won the tender for GIS work station for MAL. The reason why an Apple Power Mac has been selected is the fact that there are less virusess for OS:X environment; (ii) GIS works station (desktops) have been purchased even with the knowledge that there is no space to install the GIS lab. The purchased computers have not been installed for the last two years and at the time of the MTE they have not been installed

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4.USD).



**Rating: 2**

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## Project Results

## Overall results (attainment of objectives) (\*)

Currently, the overall result to achieve the objectives or major part of the objectives of the Project within the given time frame is impossible.

| EXPECTED PROJECT COMPONENTS   | EXPECTED CONCRETE OUTPUTS   | EXPECTED OUTCOMES   | MID-TERM REVIEW FACTS   | REMARKS   |
|---|---|---|---|---|
| 1. Community Based Adaptation initiatives implemented in at least 18 Communities across at least 3 regions in the Solomon Islands | 1. Development and implementation of community-level integrated land-use plans to support traditional crops and livestock             | Promote and pilot community-adaptation activities enhancing food security and livelihood resilience in pilot communities in at least 3 selected regions | The number of Communities have been doubled and they are covering 5 regions.  | It is provides even greater work load on the PMU as communication and transport is far from ideal in the SI.  |
|   | 2. Climate change resilient farming and aquaculture production techniques and systems introduced at community level                   |   | No written Climate change resilient farming and aquaculture production techniques and systems have been outlined, although Climate change resilient farming techniques and systems are being introduced | As the introduced information is not checked nor standardized there is a visible risk of misleading and inappropriate techniques and systems are being introduced. No new knowledge is arriving and distributed in the country. |
|   | 3. Establishment of nurseries at the provincial and community levels to ensure the continuous supply of resilient traditional plants. |   | Nurseries have been established, although without agro-technical control.   | As there are no written, nor verbal agro-technical advices to the nurseries they is a high risk of failer and complete disaster.  |
|   | Establishment of provincial and community level food banks to overcome periods of climate related disruptions.                        |   | No food bank has been established.  | No guide lines how to, where and who should do it.  |

|  |   |  |   |  |
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|  | 4. . Strengthening capacity for processing and storage of root and tree crops   |  | We did not manage to visit any facilities, although it is said that some foodbanks are already exists. NGO do have the techniques, which is tested in the field, although we did not managed to get any written material on it. | Seemingly technically the best kept area as we have seen many driers in the villages trough out the SI.  |
|  | 5. Government and NGO field staff and communities trained in the use of climate information to support land-use decision making |  | Unfortunately no-body has been trained, not even the project field staff.   | The information penetrated in the villages is largely depends on the experience of the PPCs, as they were not trained. Also there is a lack of knowledge in land use. Moreover a general feasibility calculation of various agricultural activities versus the required amount of food in the near future. As presently the yield is probably very low, although no adequate information is available on yields. As it is might be necessary that overall scheme of traditional agriculture activities in traditional farm lands should be rethought as present traditional agricultural practices are not |

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|  |   |  |  | suitable to easy the work of the farmers and this way it shifts the population to the consumption of Chinese Noodles.  |
| 2. Institutional strengthening to support climate resilient policy frameworks for the agriculture sector | 6. Integration of climate and disaster risks into national and provincial Agriculture and Livestock sector policy, other relevant policies, strategies and related instruments and coordination mechanisms. | Adjusted national and sub-national policies related to governing agriculture in the context of a range of climate change futures | No steps have been made yet. The responsible Governmental body has not yet pin pointed.  | As the Parliamentary Elections will be hold in September 2014, I do not think that any action can be done until new Government sets up. Moreover to approve the provincial policy tooks at least 7 months according to the XY of Makira Province                             |
|  | 7. Capacity of Solomon Islands Meteorological Services (SIMS) strengthened to produce enhanced weather and climate information services tailored to the agriculture sector and land resources management    |  | The SIMS has been strengthened to the models have been established, the employees have been trained, the automatic weather stations have been arrived to the SI. The system is about to set up in a short while. | There is a question how the information will reach the farmers effectively. If the mobile phone coverage will cover most of the country, then it will not be a problem, with dedicated SMS, but presently the coverage is extremely low and not reliable in the rural areas. |
|  | 8. Capacity of CCD of MECDM, MAL and SNR enhanced to support integration of climate risks into land use planning and field operations<br><br>9.   |  | The policy has been written but in power. Over 40 persons have received GIS training. A GIS work-station has been established at MAL for land use planning, which is not in                                      | I personally did not feel any visible sign of this activity.   |

|   |  |  |  |  |
|---|--|--|--|--|
|   |  |  | use any more as the employee has been quit and there is no replacement yet. No land use training has been held or material has been written.     |  |
| 3. Climate Change Adaptation specific knowledge production, sharing and dissemination | <p>10. Lessons learned and best practices are generated (case studies, photo stories, short videos, posters, brochures, etc) and distributed to other communities, civil society, policy makers in government and globally through appropriate mechanisms.</p> <p>11. Training materials developed incorporating climate change issues and used for training of field staff and students</p> | Fostered the generation and diffusion of knowledge on adapting to climate change in a systemic manner at the community and regional level. | Evan the existing materials have not been collected and even what is collected is not known by the project staff that that material is existing. | <p>It is highly advisable to establish a library to collect relevant articles, publications, books etc.</p> <p>As the internet penetration is low and the internet speed and reliability is extremely low even in the office of UNDP it is suggested to run a paper based library.</p> |

**Rating: 4**

## Relevance(\*)

The activities within the project are relevant to achieve the objectives in theory if we step over some basic question, which was descried under **parax.y** as competition for agricultural areas, and the preference of Chinese noodles.

In reality as the logical steps are not kept for the activities, moreover the quality of the activities are low and even the findings and the conclusions of the previous activities are not followed. The activities are weight by number and their effectiveness and their efficiency is not considered, therefore the activities are relevant in theory but not effective and efficient in most of the cases.

As a good example to this is the case of the V and A Documentations: In theory all but one V and A Document has been done, but in reality I said to say the documentations are useless, except the Coishe one, which was taken over from another project. Moreover the V and A Assessments have not been accepted yet by Project Board. The field staff (PPCs, Extended Officers and the NGOs) have not been trained yet, they did not even have the chance to read the V and As, but there are already some activities in the field and tools have been purchased and about to hand over to the villagers.

Therefore the activities are relevant to the overall objective to the project, and helps to achieved the targeted indicators, but in the field, in the villages it is very likely of misleading or ineffective activities could happen, which not only underline this project but any other project related to the UNDP in the present and in the future. To give a weight to this there is another example: In Isabel Province we have visited a nursery of seedlings and planting materials, which is a wonderful activity and we could set back that the project is in a good path, but in this plot the entire plantation has been affected by very serious pest damage. There were more holes in a leaf then the leaf itself. It happened because the plot has not been prepared adequately and they did not use any pest control techniques, moreover they did not even worry about it. We have to imagine what happens if those inflected plating materials are distributed to the local gardens, I do not think the UNDP will be welcomed there any more.

Suggested solutions to these problems:

1. V and A assessments should be rewritten (please refer to latter under para<sup>xy</sup>);
2. Field staff should be trained to the activities described in the V and A Reports.

To solve the problem of the Isabel Province nursery as a fire-fighting activity:

1. There is well kept nursery in the Weather Cost of Guadalcanal near AvuAvu, it is a good example how the plot should be prepared before the plantation. There is an other nice example



**Pic.: 10 – Pest heaven – planting material garden without any pest management in Isabel**

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4. Field staff should be trained to the activities described in the V and A Reports.

To solve the problem of the Isabel Province nursery as a fire-fighting activity:

5. There is well kept nursery in the Weather Cost of Guadalcanal near AvuAvu, it is a good example how the plot should be prepared before the plantation. There is an other nice example about 10-20 minutes walk from Isabel Province nursery close to the river, although that plantation is cultivated with light engine power equipments;
6. For pest management there is a nice booklet by KGA, although it is in the Dropbox, but none of the project staff mentioned it to the MTE, although pest management practice questions were raised regularly.

**Rating: 5**

## Effectiveness &amp; Efficiency (\*)

The MTE Team can say that the effectiveness and the efficiency of the Project to date is not sufficient. The cause of which may be the result of non-performance from the previous Project Manager and the delay in his replacement for 1.5 years. There are positive signs in place to increase the effectiveness and the efficiency of the project, and there are plenty of rooms for improvements.

The effectiveness and the efficiency of the Project can be greatly improved with;

## 12. Better project management

As no project management tools and practices are used in the PMU, it is advisable that a Ghant Chart should be developed by a experienced person and based on it a simplified chart or visualization technique should be used in the daily work. As presently the linkages between activities, the responsible entities/persons are not kept, deadlines for actives are not set, this a major cause of delays and not acceptable quality of activities or documents.

It is highly recommended that for the activities a responsible entities/person should be pin pointed and a feasible deadline are set. A motivation system could be useful to set up to meet encourage project staff to meet deadlines. Travels to overseas for training could be a good motivation to project staff. It is understood the time has another meaning in the SI, called “Solomon time” but without proper timing and set deadlines, project management is quite challenging in terms of man power and money allocations.

## 13. Better technical support.

Effective Project Management can only achieved if adequate technical, financial, back-office support is available, during the MTE the following system errors were spotted:

1. The PMU is not supported by an independent agricultural expert;
2. The PMU should be trained of the regulations of the World Bank and advices should be given them how they can move within the boundary of the rules and regulations;
3. The PMU needs better technical support by reliable IT system, a project server, reliable and working Satellite Phones, PRBs, accurate advice on travel time to provinces in general, accurate near future weather and sea state report.
4. Logistic support from a dedicative officer.

The effectiveness can be improved by increasing the technical support required to achieve the project objectives.

**Rating: 2**





**Pic.: 11 SWoCK Project site in Isabel, Trial of different varieties of crops without labeling, without clearing the area from tree trunks without pest management etc.**

It is important to point out that there is quite a large number of mis-managed activities due to lack of technical support in the project. The MTE Team have seen that most of the activities already on the ground are done without any proper documentation in place or little or no input from technical officers from the ministries. This is in terms of outlining the processes and skills involved as well as technical input from the relevant service providers. Some examples: (i) GIS training has been conducted, although none of the 40 participants whom attended uses GIS in their daily or monthly work. This is due: to lack of GIS information available; no training was done on GIS information capturing and inputting; no base maps provided and none asks for GIS based works within the project *aka* no associated task with GIS within the project. (ii) Another example is the bulking site in Isabel Province, where pest management practices are not introduced; therefore 100% of the plants are completely affected by pest. Also the varieties of the different root crops planted are not labelled. This makes effectiveness comprehension limited and large room for errors. (iii) The structuring of the V&A reports have been change from geographical to provincial referencing, which is a technical error. There are various useful observations here from field visits, please present them in a structured way along project outcomes and outputs

### Country ownership

The ownership of the Project is visible with local stakeholders. Stakeholders are very much interested in the outcomes even with only local knowledge and skills available. Despite the absence PS of MAL not attending the de-briefing of the project and one MAL representative attended.

There are possibilities for input from international experts in the field of project management skills and practices, agricultural knowledge and practices, according to the MTE Team opinion. This would increase effectiveness and the efficiency of project delivery, which are currently undermining the relevance of the project. This is due to international experts not favoured. The procurement processes and the expenses involved in terms of travel and accommodation means that international experts have less chance to work in the project. It is suggested that an international expert on a short term basis and a local counterpart be engaged to assist the PMU until it is up to date with management issues.

### Mainstreaming

UNDP supported GEF, financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation has assessed the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. The objectives of the project are mainstream of the development and daily lives of the local population and the Project highly captures all UNDP priorities including sustainability, although presently there are almost no results of the project's sustainability at all, thus there are visible steps towards the results.

### **Rating: 3**

### Impact

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Presently there are limited impact has been realized yet. The most significant impact will is with the meteorological services. This is with the arrival of the newly purchased meteorological equipment and their installation at selected locations. The stations will able to provide much needed weather (wind and rainfall) data for agro and early warning meteorological services with the newly established modeling system.

Currently there are some limited impacts in the food security sector in integrating climate change hazards and risks as some best practice activities has be identified as nursery of seeding in the Weather Coast of Guadalcanal.

Other impacts expected in Component 2 in the climate change aspect is, the Land-use Planning Policy which, is in its formulation stage and in the pipeline to be approved and endorsed by the government, if this step will be achieved another major achievement can be accomplished.

## Conclusions, Recommendations & Lessons

Corrective actions for the design, implementation, monitoring and evaluation of the project

The following actions are highly recommended to ensure the success of the project:

1. The project timeframe should be extended. The required time for the completion of the project should be calculated with a Grant chart.
2. A Grant chart or other project management aid should be used in order to capture the linkages between activities and the necessary steps required to perform the activities. Decision making should be determined in advance with the relevant information available to support the decision made. The information sources must be analysed and task allocated to a responsible person.
3. PMU to be assisted with a project management and an agricultural and an aquaculture expert preferable with international experience.

### Actions to follow up or reinforce initial benefits from the project

According to the Team findings the major threat undermining the main objectives are the lack of technicality and expertise in the proposed activities implemented in the communities. More attention should be given on the quality control of the documents and on the advises of the field staff, as presently field staff in situ contribution is not controlled, nor measured, nor valued.

In terms of activities within V&A, it is worth to consider the followings to included:

1. Shell money production;
2. Crab and seaweed farming;
3. Ecotourism, bird watching, surf *etc.* tourism.

Depending on where the selected communities are geographically located, besides their agricultural or aquacultural activities. The list above have been identified during the MTE field trips in 3 Provinces after several the discussion of varies members of the communities.

The community's linkage to the markets could increase the productivity as they see the result of their work, there will be a driving force to produce surpluses. There is a room and need for UNDP's intervention to help communities to establish cooperatives and to help them to have a continuous supply of goods with reliability and to produce quantities with a critical mass, while arranging affordable freight transport and market presence.

Food banks and nurseries ownership and maintenance must be clearly identified. This is whether the Provincial government, MAL, MECDM or the communities should run the facilities.

### Proposals for future directions underlining main objectives

Technicality and expertise must be included in the field activities with adequate quality control system for written documentation. As SINU holds the best knowledge and experience in this field it is highly

suggested to involve them in the QC. This is for the field demonstration and also for learning purposes and sharing with other communities.

The competition within the agricultural sector should be analysed and integrated into the project. According to the interviews, we have analysed the following competition for agriculture resources:

1. Food crops vs. cash crops;
2. Local traditional food vs. processed food (e.g. Chinese noodle and rice).

People prefer to plant and harvest produce, what they can sell to earn an income. However, people still prefer to cook fast and affordable Chinese noodle and rice because they are more convenient.

Majority of the people interviewed are willing to grow surplus of local food both for consumption and to sell if there is a link to a market outlet. However, they prefer cash crop to earn income and buy processed food. This could be due to the change in eating habits for most of the households.

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

Firstly, we would start with the worst practices:

Adaptive management is not backed up and supported by technically sound desktop studies or expert advices. This practice challenges the relevance, the performance and the final success of the Project.

PMU supported by UNDP should be results driven and focus to find ways to ease the workload of the field staff and the PMU with adequate control and monitoring options.

The financial instruments should be properly planned to ensure adequate budget is readily available for field staff as this is a major obstacle to the implementation of the activities. It is recommended that a monthly budget focus is planned to ensure funding is at disposal from the PMU or UNDP Honiara office.

For best practices, it is worth highlighted the adaptive management of the field staff/partner communities at the provincial level, their pro-active habit especially in Northern Malaita and the Weather Coast of Guadalcanal.



**Pic.: 12 Good practice at the nursery of plantings at the Weather coast of Guadalcanal**

Annex 1 – ToR

## Annex 2 – Itinerary

The MTE mission has started on the 10<sup>th</sup> of December 2013 and finished on the 16<sup>th</sup> of January 2014.

The following field mission were hold:

| <b>Departure Date</b> | <b>Returning Date to Honiara</b> | <b>Province</b>      | <b>Communities</b>   | <b>Names of Persons under taking missions</b> |
|-----------------------|----------------------------------|----------------------|----------------------|---|
|                       |                                  |                      | Garana Research site | Eric Houma                                    |
| 29/12/2013            | 02/01/2014                       | Isabel Province      | Nareabu village      | BenceFulop                                    |
|                       |                                  |                      | Kmaga village        | J Tugunau                                     |
|                       |                                  |                      | Fa'alau village      | BenceFulop                                    |
| 05/01/2014            | 08/01/2014                       | Malaita Province     | Radeackwa village    | J Tugunau                                     |
|                       |                                  |                      | Lilisiana village    | Mary Fa'alimae                                |
|                       |                                  |                      | Talise village       | BenceFulop                                    |
| 10/01/2014            | 13/01/2014                       | Guadalcanal Province | Avuavu village       | J Tugunau                                     |
|                       |                                  |                      |                      | EmmanuellaKauhue                              |



Annex 3 - List of persons interviewed

| Date       | Time       | Name of person<br>Interviewed/consulted | Title                                 | Organization  |
|------------|------------|---|---------------------------------------|---|
| 11/12/2013 | 12:00 noon | Gábor Vereczi                           | Regional Adviser                      | UNDP-Regional   |
|            | 02:00 pm   | Clement Hadosaea                        | Manager                               | Kastom Gargen Association (KGA)   |
|            | 10:00 am   | Richard Pauku                           | Director                              | NGASI   |
| 12/12/2013 | 01:00 pm   | Longden Manedika                        | Manager                               | Solomon Islands Development Trust (SIDT)                                |
|            | 02:30 pm   | Nancy Jolo                              | General Secretary                     | Development Services Exchange (DSE)                                     |
| 13/12/2013 | 02:00 pm   | Gloria Suluia                           | Governance Analyst                    | UNDP Sub-Office Honiara   |
|            | 04:00 pm   | Laurel Lamba                            | Farming Systems Officer               | SWoCK PMU   |
|            | 10:00 am   | Sera Devi & Nancy Diamana               | Climate Change Officers               | SWoCK PMU   |
| 16/12/2013 | 01:30 pm   | Martha Saunana                          | Farming Systems Officer               | SWoCK PMU   |
|            | 02:50 pm   | Michael Ho'ota                          | Director – Extension Services         | Ministry of Agriculture   |
| 17/12/2013 | 12:00 noon | Akiko Suzaki                            | Deputy Residence Representative (DRR) | UNDP Sub-Office Honiara   |
|            | 03:00 pm   | EmmanuellaKauhue                        | Project Manager                       | SWoCK PMU   |
| 18/12/2013 | 08:00 am   | Dr. Melchior Matakai                    | Permanent Secretary                   | Ministry of Environment, Climate Change, Disaster & Meteorology (MECDM) |
| 19/12/2013 | 10:15 am   | Casper Super                            | Coordinator                           | Pacific Adaptation Climate Change (PACC)                                |
|            | 11:10 am   | Simon Iro                               | Soil Specialist                       | Ministry of Agriculture & Lands (MAL)                                   |
|            | 10:20 pm   | Helesi& Kennedy                         | Community Representatives             | Tirotona Village, Isabel Province                                       |
| 30/12/2013 | 11:00 am   | Jacob Pitu& field workers               | Chief Field Officer/staff             | Extension Office – Buala, Isabel Province                               |
|            | 04:00 pm   | Annie Vavaha                            | Procurement Officer                   | KastomGaden Association (KGA)   |

|            |          |                                   |                                   |   |
|------------|----------|-----------------------------------|-----------------------------------|---|
|            | 04:30 pm | Ben Ono                           | Chairman                          | Nareabu Village, Isabel Province                    |
| 31/12/2013 | 11:50 am | Rawcliff & community members      | Chief & Community Members         | Kmaga Village, Isabel Province                      |
| 06/01/2014 | 12:25 pm | Vice chairman & community members | Vice Chairman & Community Members | Fa'alau Village, Malaita Province                   |
| 07/01/2014 |          | Vice chairman & community members | Vice Chairman & community members | Radeaekwao Village, Malaita Province                |
|            | 02:00 pm | Vice chairman & community members | Community Members                 | Lilisiana Village, Malaita Province                 |
| 08/01/2014 | 10:00 am | Edwin Suibaea                     | Premier                           | Malaita Province                                    |
| 09/01/2014 | 10:00 am | Jimmy Saelea                      | Permanent Secretary (Ag)          | Ministry of Agriculture & Lands                     |
| 10/01/2014 | 10:00 am | Lynelle Popot                     | Environmental Analyst             | UNDP Sub-Office, Honiara                            |
|            | 11:50 am | John Tatalo                       | Lecturer                          | Solomon Islands National University (SINU)          |
| 11/01/2014 | 11:00 am | Celestine Aloatu                  | Coordinator                       | Talise Community Base Organization Training Center. |
|            | 03:34 pm | Edwin Valenga                     | Extension/research Officer        | Avuavu-Weather Coast, Guadalcanal Province          |

## Annex 4 - Summary of field visits by Project Staff (shortened version)

Overall objective of the Mission was to gather specific infield data and information that were crucial for MTE of SWoCK targeted sites in **Isabel Province**.

**Purpose/Objective of Mission:**

1. For the Mid-Term Review to be more effectively evaluated and monitoring of the Project.
1. To get feedbacks from MAL staffs in Buala, Isabel Province on SWoCK and community people of project sites namely Nareabu and Kumaga.
2. To witness the MAL Research site (SWoCK Bulking site) and visit to community gardens to see how people do their farming related to the project.

**Mission Outcomes:**

3. The visits and meetings contributed to the Mid-Term Review report of the Project with the findings collected during the visits.
4. The team has discussions with the MAL CFO, the extension officers about the progress of SWoCK project in Buala, Isabel Province which will be included in the MTR report.
5. Visiting the Research site, target communities gardens contributed to how far SWoCK project in its implementation stage since it started.
6. Meeting with different groups (Women and Men) in the community really give good feedback to the team for the evaluation of the project.

**Lessons Learned**

7. If the Evaluation can be done in different time apart from Christmas period as most communities were very busy during x-mas periods.
8. Without PPC on the ground logistical support is very difficult.
9. Check the weather forecasts for Provinces before missions as good weather is essential to collect good soil samples.
10. Provincial Transport arrangements should be contacted as early as possible to know prices and rates.

**Best Practices Learned**

11. Community still finds time for the evaluation meeting although they have a very tight community programs during the Christmas period.
12. Need to be aware of the community's daily routines/activities so that team's planned activities does not interrupt or hinder their (communities) routines.

**1. Mission Activity:**

To do a mid-term review (evaluation) on SWOCK Project activities carried out in the communities in Malaita. Three communities selected. One in North Malaita Region being Fa'alau

And two in the Langalanga Lagoon. The communities are Radeaekoa and Lilisiana just in front of the Auki town.

**2. Purpose:**

To evaluate the activities carried out or established in the communities, in strengthening the ability to manage driven pressures on food production and practices.

**3. Mission Outcome:**

Visited North Malaita community being Fa'alau, established contour terraces to control soil and water erosion on hillside farming. Due to population pressure, farming on hills are now popular and controlling these problems terraces are built to conserve soil and water. Farming on hills are similar to farming on flat land.

In the Langalanga Lagoon two sites were visited, Radeaekoa has cleared land ready for soil improvement near the community, though crab will be the main enemy, while Lilisiana has yet to embark on any activity identified.

The Langalanga communities are too vulnerable and interventions must be proper to address in these communities. Aquaculture is a must for LLL.

**4. Lessons Learnt:**

Communities (people) were present to listen and speak to the evaluators. Sites visited and people raised concern especially Lilisiana, that the project must get off the ground and not just visiting and making promises. Lilisiana looking into the harbor has scarce resources and SWOCK must do more to support the community.

Again, aquaculture be introduced to the community. Before resources were plenty, now all is scarce when population soared.

**5. Best Practices Learnt:**

Communities continue their daily livelihood, SWOCK though slow in its deliberation to the communities, other donor projects are penetrating in but not enough to salvage the current difficulties the LLL communities are facing. Although population is soaring people strive for survival day after day, they aren't calling to the Government or donors for help. They survive on what resources developed by sweat.

**6. Next Step Action Plan:**

SWOCK to realistically commit the objectives and goals of the project to its' fullest. Time is running and there is a need to work hard and faster to complete the interventions.

Communities must be partners to the identified interventions and become full owners of the activities derived.

**7. Any other Comments:**

Any evaluators come to review actual work on the ground and not ask too many questions on nothing. Many things asked provoke the recipients and people give up easily.

**Purpose/Objective of Mission:**

The objective of the mission is to visit

- ☐ To visit the three Community Project Sites in the Weather Coast of Guadalcanal, namely: AvuAvu Bulking Site; Haisere Bulking Site and Talise Bulking site.
- ☐ To take people's views and opinions on the SWoCK Project and the kind of impact the Project is making;
- ☐ Views and opinions of the community/s will be documented and reflected in the Mid Term Review Report on the SWoCK Project since 2011;

**Linkages to AWP Activity 4 on proposed mission:****Aims/ Objectives:**

1. To see the kind of bulking site established;

To see the kinds of local crops promoted on the bulking site/s;

3. To interview the community people on the status of the project;

**Specific Roles/Activities of the team during the Mission.**

1. To visit the Demonstration Sites at AvuAvu to Talise
2. Speak to the community people and individuals on the impact the project is making;

## Annex 5 - List of documents reviewed

After all of our efforts the following documentation was able to collected from various person of the SWoCK project Team:

1. Key Findings (based on HHS data) Agriculture and Food Security Assessment Maringe, Isabel Province 2013
2. Project Document - AF –SWOCK\_ProDoc\_2011
3. SEA LEVEL RISE SURVEY MARINGE DISTRICTSISABEL PROVINCE 2013
4. V and A Summary Reports(Makira, Isabel)
5. Report on Work Carried out on Enhancing Resilience of Communities in Northern Malaita for Food Security 2013
6. AF SWOCK quarterly narrative report for year 2013
7. GRANT AGREEMENT – Kastom Garden Association
8. GRANT AGREEMENT - NGASI
9. Soil Reports (Malaita, Choiseul)
10. Climate Change and Food Security Vulnerability Assessment for Sepa and Loimuni, Choiseul, Solomon Islands - Secretariat of the Pacific Community Land Resources Division Suva, Fiji 2013
11. Revised ProjectPerformanceTemplete–SwoCK–9Oct2012.xlsb

After 4 weeks of the start of the MTE the Consultants have finally received access to the Dropbox of the project, which contains information on the past of the project, although in the Solomon Islands we were hardly able to access the Documents stored there due to limited internet capacity, while those documents are available in the Dropbox with works in offline mode also, although after our countless question no one from the PMU were able present them. Evan though the documents are might there if the PMU cannot know how to access it, it is like the documents are not available. Moreover after the MTE Consultants gained access to the Dropbox was obtained the international expert was not able to access it in the SI from the UNDP HQ nor it is mobile Internet, while at home it was accessible without any problem..



Generally as there is no Document and File management system and there is no common shelves and folders where the soft- and hardcopy are kept and categorized it is extremely challenging to find any documents, which was then previously.

As there is no server and no backups there is extremely high potential of using data and documents.

The get an access to Dropbox was challenging and took for weeks as it finally turned out that no one from the PMU did know how to invite a new person to the Dropbox. As the internet connection is slow and not reliable the International Consultant did not managed to get in and synchronized content of the Dropbox within the SI, This issue should look after and check once again and it happens regularly other document sharing service should be chosen.

It is advise able a number coding for the communities and for the activities also.

## Annex 6 - Evaluation Question Matrix

| <b>Evaluation Ratings:</b>                     |               |   |               |
|--|---------------|---|---------------|
| <b>1. Monitoring and Evaluation</b>            | <i>rating</i> | <b>2. IA&amp; EA Execution</b>                | <i>rating</i> |
| M&E design at entry                            | 6             | Quality of UNDP Implementation                | 2             |
| M&E Plan Implementation                        | 5             | Quality of Execution - Executing Agency       | 2             |
| Overall quality of M&E                         | 5             | Overall quality of Implementation / Execution | 2             |
| <b>3. Assessment of Outcomes</b>               |               | <b>4. Sustainability</b>                      |               |
| Relevance                                      | 2             | Financial resources:                          | 3             |
| Effectiveness                                  | 1             | Socio-political:                              | 4             |
| Efficiency                                     | 1             | Institutional framework and governance:       | 4             |
| Overall Project Outcome Rating                 | 2             | Environmental:                                | 4             |
| <b>Overall likelihood of sustainability: 3</b> |               |   |               |

| <i>for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</i>   | <i>Sustainability ratings:</i>  | <i>Relevance ratings</i>                |
|--|---|---|
| 6: Highly Satisfactory (HS): no shortcomings<br>5: Satisfactory (S): minor shortcomings<br>4: Moderately Satisfactory (MS)<br>3: Moderately Unsatisfactory (MU): significant shortcomings<br>2: Unsatisfactory (U): major problems<br>1: Highly Unsatisfactory (HU): severe problems | 4. Likely (L): negligible risks to sustainability<br>3. Moderately Likely (ML):<br>2. Moderate risks Moderately Unlikely (MU): significant risks<br>1. Unlikely (U): severe risks | 2. Relevant (R)<br>1. Not relevant (NR) |

***Impact Ratings:***

3. Significant (S)

2. Minimal (M)

1. Negligible (N)

## CURRICULUM VITÆ

### BenceFülöp

Born: 02/03/76, Budapest, Hungary

#### Education:

1994-2004 Budapest University of Technology and Economics,

Faculty of Civil Engineering –Master of Science in Civil Eng.

#### Majors:

1. Environmental engineering
2. Water-qualitymanagement

#### Language skills:

3. Hungarian: native;
4. English: fluent;
5. German: intermediate;

#### Professional Background and Experience:

6. Project management;
7. Awareness raising;
8. Draught measures;
9. Flood protection measures;
10. Water quality improvements;
11. Climate Change adaptation and mitigation measures, land-use and food security;
12. Nature Protection;
13. Environmental Impact Assessments, , Cost Benefit Analysis, Risk Assessments, Feasibility Studies, IFI Applications and Evaluations – project development;
14. Sustainable development (economical, environmental, sociological aspects);



15. Engineering methods – Remote sensing, GIS, modeling *etc.*

Employment Record:

Trinity EnviroKft, Managing director, — 2005 – at present

Project management and consulting services in environmental related projects

Trinity Consulting L.P, Leading partner, — 2003- at present

Feasibility Studies, Accounting, Financial Advisory.

ForEnvironKft. – presently MottMacDonald Hungary, Project manager — 2002-2004

Project management and consulting services in environmental related projects

UTB EnviroKft., Process engineer, — 1999-2002

Drinking water, wastewater and sludge treatment processes for communal and industrial projects.

| Date    | Location | Client                      | Position                 | Description  |
|---------|----------|-----------------------------|--------------------------|--|
| 2013    | Iraq     | Ministry of Water Resources | Lecturer                 | <p>Lecturer on Yong Leaders Program of the Ministry. Subjects:</p> <ol style="list-style-type: none"> <li>1. Integrated Waterbasin Management;</li> <li>2. Transboundary Rivers (International Waters);</li> <li>3. Climate Change.</li> </ol>   |
| 2012-   | Nigeria  | Government of Imo State     | Project leader           | <p><b>Creation, implementation and operation of Waste Management in Imo State, Nigeria.</b> Presently there is hardly any organized and environmentally friendly management of wastes in Imo State Nigeria. The project aims to establish an economically, socially and environmentally sustainable waste management system all over Imo State.</p> <p>Waste flux calculation are based population estimations, while waste logistics are based on GIS based fractal modeling.</p>   |
| 2011-12 | Lebanon  | UNDP Lebanon                | International Consultant | <p><b>Evaluation of Flood Project I in the Baalbacek-Hermal region.</b> The draught prone region's occasional rain events cause sever flush flooding events, while desertification, loss of top soil, overgrazing are threatening the livelihood of the locals. Measures have been implemented for water retention capacity for the region moreover a water harvesting pond and efficient drip irrigations has been created in order to protect the environment while stepping towards a sustainable development.</p> <p>The assignment was to evaluate the project as per The World Bank requirements and provide lesson-learnt advices for the participants.</p> |

|         |             |  |                |  |
|---------|-------------|--|----------------|--|
| 2011    | Hungary     | Regional Environmental Center for Central Eastern Europe | Project leader | <p>I have been appointed to evaluate the present programs and prepare advices on the “Preparation of an Analysis of the Carbon emission-related Aspects of the Economy of Hungary” for the Regional Environmental Center for Central and Eastern Europe (REC. The assignment was included awareness rising events on climate change for the Hungarian Regions in the aim to include climate related planning for the upcoming 7 year financing period. The overall aim of the assignment was to find the linkages on efforts on climate change with boosting the sustainable development by created jobs and revenues and savings on energy.</p> <p><b>Task: Risk Study, Economic Analysis, Baseline Report, Awareness Raising</b></p> |
| 2011-12 | Africa-Asia | The World Bank – Arab League                             | Advisor        | <p>Advisor on water, food security, urban development and gender for the <b>First Flagship Report on Adapting to a Changing Climate in the Arab Countries.</b></p> <p><b>Joint strategic effort of</b> The World Bank and The Arab League to create a strategic document of the adaptation and mitigation needs and possibilities of the Arab countries. Governments of all members of The Arab League States, and local stakeholders were included in the finalization of this strategic document. Themes included: draught, heat waves, urbanization, migration, gender, economics, biodiversity etc.</p>  |

|         |         |                               |                         |   |
|---------|---------|-------------------------------|-------------------------|---|
| 2010    | Albania | UNDP Albania                  | Project leader          | <p><b>„Evaluation of the soil erosion measures in Albania“</b> financed by UNDP via <b>GEF Climate Change</b> projects. Our task <b>was to evaluate the soil erosion measures, which was founded by UNDP</b>. As no baseline data was available, natural erosion, baseline erosion and present erosion rates have to be determined. The project was a community-based actions on erosion via improvements on their crop diversity, productivity and agricultural methods, via cheek dams, small scale reservoirs, efficient irrigations etc.. Also the cost efficiency of the measures has to be determined, while our finding was presented in lesson-learned awareness raising event for the participants of the project.</p> |
| 2010    | Hungary | SwissAid                      | Consultant              | <p><b>Evaluation of water related</b> project ideas for SwissAid. Our job was identified feasible projects, which could receive SwissAid fundings.</p>  |
| 2009-12 | Libya   | OiLibya                       | Project and Team Leader | <p><b>„Due Diligence Study Phase 1 and 2 for the OiLibya“</b> filling stations in Libya. 1st time ever Due Diligence Study for the oil company, which serves all over in Libya with 151 filling stations nation wide. Our job was identified the environmental liabilities of the company and promote environmental awareness.</p>  |
| 2009    | Hungary | Hungarian Academy of Sciences | Project and Team Leader | <p>As the part of <b>WaterRisk Project</b>, we have conducted a research on available Climate Change Scenarios for the Carpathian Basin. A comprehensive analysis was made to evaluate their methods and findings.</p>  |



|         |         |   |                            |   |
|---------|---------|---|----------------------------|---|
| 2007-09 | Hungary | EU Cohesion Fund<br><br>The Central Directorate of Water and Environment of Hungary | Project & Team Vice Leader | <p><b>„Kis-Balaton Project“</b> is a <b>Ramsaari site and a Natural Park</b>, also part of the EU Natura 2000 areas. This is biggest sweet water wetland in Europe, our project was to ensure its natural beauty and wide biodiversity, and also preserving the water quality of Lake Balaton from eutrophic state. The design cost of the project was more then 2 million EUR. Our job was to create an Environmental Impact Assessment, a Feasibility Study, Cost-Benefit Analysis and the Application Form and Tender Documentation for EU funding. Among the issues watershed management with erosion control was examined for optimal solution.</p> <p>A series of stakeholder forums were organized in order to an optimal solution between nature protection, water quality aims, local developments, tourism, flood protection, fishing etc.</p> <p>Selection of various indicators, which are representing the aim as nature conversation was also part of the project; careful attention was made on selection of bio-indicators as cost-effectiveness, information values and objectivity were the biggest concerns for the bio-indictors.</p> <p>The area is home of number rare birds, mammals, fish, snails and other animals and rare flora.</p> |
|---------|---------|---|----------------------------|---|

|         |         |  |                            |  |
|---------|---------|--|----------------------------|--|
| 2007-09 | Hungary | EU Cohesion Fund<br><br>The Central Directorate of Water and Environment of Hungary              | Project & Team Vice Leader | <b>„Danube Project”Improvement of the flood protection of the Danube Valley in Hungary.</b> Due to changes in the upper watershed the flood curves has been changed in the recent years. 200 km of dike and 21 structures has been renewed our newly constructed. Our job was to create the Environmental Impact Assessment, Feasibility Study, Cost-Benefit Analysis, Tender Documentationsand application for the funds. |
| 2007-09 | Hungary | EU Cohesion Fund<br><br>The Central Directorate of Water and Environment of Hungary              | Project & Team Vice Leader | <b>„Szamos-Kraszna Reservoir project”.</b> The project is part of the Vászrhelyi Plan, where 12 <b>emergency reservoirs</b> are being designed to lower the <b>extraordinary floods</b> of the Tisza River, while keeping water for the dry sunny months of <u>the draught torn region</u> . Our job was to create a Environmental Impact Assessment, a Feasibility Study, Cost-Benefit Analysis and Application Form.     |
| 2008-10 | Hungary | EU Cohesion Fund<br><br>The Northern and Southern Greater Plain Development Authority in Hungary | Consultant                 | <b>The Northern and Southern Greater Plain Drinking Water Projects.</b> All together around 500 settlements drinking water development projects were carried out from project identification to Application Form via Feasibility Study, Cost-Benefit Analysis and EIA if it was required. EU funding.  |
| 2007    | Hungary | EU Structural Funded project<br>Central Danubian Water Authority                                 | Project & Team Leader      | <b>Feasibility Study, Cost-Benefit Analysis and the Application Form for the Bába-Szekszárd Canal</b> – irrigation -water management project EU funding.   |

|        |         |  |                       |  |
|--------|---------|--|-----------------------|--|
| 2006   | Hungary | EU Structural Fund Western Hungarian Water Authority | Project & Team Leader | <b>Feasibility Study, Cost-Benefit Analysis and the Application Form for the Lukásháza emergency reservoir - small river flood protection project</b> EU funding.  |
| 2006-7 | Hungary | Holcim Inc.  | Project & Team Leader | Our company has prepared the <b>surface water modelling and analysis for a cross-boarder EIA</b> for the 63 billion HUF <b>Holcim's new Cement factory plant at Lábatlan with state of the art dynamic modeling methods using GIS data sets.</b> Our model is an air to rain water to soil to erosion to surface water model for heavy metals acomplied with soil particles developed by us according to the SWAT model. |

|                   |         |   |                             |   |
|-------------------|---------|---|-----------------------------|---|
| 2004<br>-<br>2007 | Hungary | National<br>Development<br>Office of<br>Hungary | Project &<br>Team<br>Leader | <p><i>Project Manager and Team Leader of a team of 13 experts. Our team task <b>was to evaluate and improve the project ideas received by National Development Office of Hungary EU Cohesion and Structural Funds Managing Authority from the Ministries and Regional Development Offices in the area of environmental development</b> (drinking water, wastewater, sewer, waste, renewable energy, <b>nature protection</b> and natural resources, climate change/draught) and erosion. <u>Project cost varying between from 25 million up to 440 million EUR, all together 81 pieces.</u> Our evaluation included a matrix consisting among others cost estimations, comprehension with legislation, scientific evaluation, management evaluation, procurement plan and time schedule for project preparation and construction. My second task was to participate contractual negotiations as Consultants to ensure the high quality of the projects to be prepared to receive future CFS grants during the period 2007-13 prepare ToR for public procurements of the projects.</i></p> |
| 2002-<br>2003     | Hungary | UNDP - GEF<br>Municipality<br>of Budapest       | Project<br>Manager          | <p><b>North-Budapest Wastewater Treatment Plant Nutrient Removal</b> The Municipality of Budapest received a grant from World Bank GEF program to protect the Black Sea from eutrophication the preparation of the NBWWTP nutrient removal project consultancy works and the other component of the project the Gemenc floodplain project.<br/><a href="http://www.iwmi.cgiar.org/PDF/12.pdf">http://www.iwmi.cgiar.org/PDF/12.pdf</a>,</p>   |

|           |         |   |                 |  |
|-----------|---------|---|-----------------|--|
| 2002-2003 | Hungary | The World Bank IDA Municipality of Budapest | Project Manager | I was assigned to lead the development of the <b>Tender Documentation</b> of the <b>Csomad Sludge Depositing Plant</b> Stage IV for our Client, The Municipality of Budapest. The documentation was created according to The World Bank Smaller Works Contracts. <b>The development was financed through The World Bank IDA Loan agreement.</b>  |
| 2003      | Hungary | The World Bank IDA Municipality of Budapest | Consultant      | <b>Interpretation of the Relevant Hungarian and EU Legislation for the initiation of the PPP tariffs in Budapest (The World Bank).</b> Our company as part of a consortium was assigned to <b>prepare a study</b> about a new wastewater tariff system in Budapest. The new system was in line with PPP ( <b>Polluter Pays Principle</b> ). The study gives a comprehensive outlook of the possibilities of the new system in legal, technological and financial aspects. It was my responsibility to write a comprehensive study about the relevant Hungarian and EU Legislation related to this project. <b>The development was a The World Bank IDA Loan agreement.</b> |

|           |         |   |                  |  |
|-----------|---------|---|------------------|--|
| 2002      | Hungary | EU ISPA Fund<br><br>Ministry of Environment and Water | Consultant       | <b>Zagyva-Tarna Riverbasin Management Plan, WFD – Water Framework Directive (ISPA).</b> Our company was assigned to the Hungarian Ministry of Environment and Water <b>to complete the ToR</b> of the Zagyva-Tarna Riverbasin Management Plan, which is not only in Hungary but also in the EU was a novel project. My job was to compile the already existing materials, <b>opening all the contradictions and to create the final content and form and to work with international consultants from EIB (European Investment Bank).</b> |
| 2000-2002 | Hungary | UTB Envirotec Ltd.                                    | Process Engineer | UTB is one of the leading wastewater, sludge and biosolids tech. company in Hungary owned by Indians. I have participated in several <b>WWTP-s designs from the pre-studies to the Commissioning ranging from 10 m<sup>3</sup>/d up to 60,000 m<sup>3</sup>/day</b> both in communal and industrial applications. Our clients were including Samsung, Bonduelle among others. The work has included <b>recipient flow analysis (hydrology)</b> for influent limit calculations.  |

### **Publications:**

#### **Experience on Public Utilities Development -WORKSHOP ON PROJECT PIPELINE, Budapest, Hungary 2005;**

Lecturer on Environment - public utilities development: waste water, drinking water, communal waste. Participants of the workshop among others were: the Hungarian Development Office, the Commission of the EU, EIB (European Investment Bank), EBRD (European Bank for Reconstruction and Development), Ministry of Environment and Water *etc.*

**8th Conference and Expert's Forum on Environmental Management and Protection – Hungary, 2005**

The Environmental Assessment of the North-Budapest Wastewater Treatment Plant Nutrient Removal Project (The World Bank UNDP-GEF)

**Climate Change and the Water Industry – Practical Responses and Action – IWA 2008 5<sup>th</sup>World Water Forum**

A perspective paper by the IWA Specialist Group on Climate Change

Key Author of Chapter on "Adaption and mitigation of low laying countries"

**TerraGreen12 International Conference - Clean Energy Solutions for Sustainable Environment (CESSE) – Beirut Lebanon -2012**

Invited speaker and Chair - "Detection of hot spots of soil erosion and reservoir siltation in ungauged Mediterranean catchments"

**Adaptation to a Changing Climate in the Arab Countries – various events by The World Bank and The Arab League 2011-12**

Advisor on Climate Change, Water Security, Flood and Draught, Gender issues.

### **CURRICULUM VITAE**

Name: Jennifer Tugunau

Address: P O Box 788  
Honiara  
Solomon Islands

Nationality: Solomon Islander

#### **Qualifications:**

| <b>Institution</b>   | <b>Diploma/Certificate</b>   |
|--|--|
| 1999<br>Solomon Islands College of Higher Education, (SI)          | Certificate in Adult Learner's Training Program (ALTP)             |
| 1994 – 1995<br>University of Queensland – Gatton Campus, Australia | Diploma in Applied Science (Plant Protection)                      |
| 2010 – 2012<br>University of Queensland – Gatton Campus, Australia | Masters in Food and Agriculture Science (Rural Systems Management) |

#### **Other Trainings:**

| <b>Trainings</b> | <b>Certificate</b>                |
|------------------|-----------------------------------|
| 1995 (1 year)    | Certificate of attainment, AGSAFE |

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Gatton Campus, University of  
Queensland, Australia

2002 (2 weeks) Certificate of attendance in Project Cycle  
Management

Honiara & conducted by Micro Project

2002 (5 days) Certificate of attendance in Economical  
and Financial Analysis

Honiara & conducted by EU Brussels

2004 (5 days) Certificate of participation in Participatory  
Rural Appraisal Training

Honiara & conducted by MereseiniSeniloli  
(Third Day Consultancy)

2005 (5 days) Certificate of attendance, International  
Women's Development Agency Partner's  
Workshop

Chiang Mai, Thailand & conducted by  
Ausaid

2006 (5 days) Certificate of attendance, Environmental  
Integration in EC Development  
Cooperation

PNG & conducted by EU AIDCO Brussels

2007 (2 days) Certificate of attendance in AIDCO Audit  
Training

PNG & conducted by EU AIDCO, Brussels

2007 (3 days) On the job training in CRIS and OLAS  
Financial Circuit

PNG & conducted by EU AIDCO, Brussels

2007 (5 days) Certificate of attendance in CRIS Training

Suva & conducted by AIDCO, Brussels

2009 (5 days) Certificate of attendance in CRIS UPDATE  
Training

Suva & conducted by AIDCO, Brussels

2011 (5 days) Certificate of Attendance in Beyond  
Managing Projects

UQBS Corporate Education, University of  
Queensland, Australia

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**Language & Degree of Proficiency (1 Excellent, 5 Basic)**

| <b>Language</b>        | <b>Reading</b> | <b>Speaking</b> | <b>Writing</b> |
|------------------------|----------------|-----------------|----------------|
| English                | 1              | 1               | 1              |
| Solomon Pidgin         | 1              | 1               | 1              |
| Marine (mother tongue) | 1              | 1               | 1              |
| Gao (mother tongue)    | 1              | 1               | 1              |

**Other skills**

1. Computer literacy in excel, micro soft word and power point presentation
2. EU Stabex 98 & 99 and EDF 8, EDF 9 & EDF 10 Operational and Financial Circuit programs
3. Full Driving License
4. Common Relax Information Systems (CRIS)
5. Financial Pre-audit Verification on Projects Retirement
6. Impact assessment on donor funded projects (AusAid, EDF & Solomon Islands Government funded)

**Professional Skills**

7. Systems Thinking for Sustainability
  8. Evaluations of Programs and Projects
  9. Leading and Facilitating Groups
  10. Models and Strategies for Change
  11. Research, Development & Extension Methodologies
  12. Rural Community Development
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- 13. Negotiation & Conflict Management in Resource Management
- 14. Project management Principles
- 15. Beyond Managing Projects

## PROFESIONAL EXPERIENCE

| <b>Date from –<br/>Date to Location</b>                   | <b>Company/<br/>Organisation<br/>Position</b>   | <b>Job Description</b>  |
|---|---|---|
| 2012 to<br><br>Isabel Province<br>(Kaloka<br>ward)date    | Provincial ward<br>grants<br><br>Volunteer in<br>providing<br>Technical<br>support in Rural<br>Development &<br>food security<br>projects | <ol style="list-style-type: none"> <li>1. Provide assistance in community based project identification through Rural Participatory Approach (RPA).</li> <li>2. Appraise community project proposals, monitor &amp; evaluate</li> <li>3. Provide technical support in agriculture &amp; food security related issues.</li> <li>4. Assist with narrative &amp; financial reporting</li> <li>5. Assist with Pre-audit verification on retirement on ward grants</li> <li>6. Procurement &amp; logistics support on project materials</li> </ol>  |
| 22.10.2012 to<br>09.11 Honiara &<br>all<br>provinces.2012 | AusAid – Rural<br>& Economic<br>Livelihood<br>Private<br>Consultant<br>(Agriculturist)  | <ol style="list-style-type: none"> <li>7. Perform the primary responsibility of providing core technical expertise in food security and rural livelihoods to the review team and under the guidance of the Monitoring and Evaluation (M&amp;E) Team Leader.</li> <li>8. Ensuring that the advice provided in food security and rural livelihoods is in line with international best practice.</li> <li>9. Assist the M&amp;E Team Leader in the review of the implementation progress of the “Strengthening Food Security for Rural Livelihoods in Solomon Islands” Program against the program objectives after the first year.</li> <li>10. Identify lessons learned in program implementation and outline any necessary adjustments in program implementation.</li> <li>11. Assist the Team Leader to assess whether the M&amp;E Framework is being used effectively to measure progress towards programme outcomes.</li> <li>12. Assess whether gender and disability are being appropriately addressed within the program.</li> <li>13. Assess the effectiveness of KGA’s implementation arrangements and relationships with its partner organisation (CBOs).</li> </ol> |

|                          |   |  |
|--------------------------|---|--|
|                          |   | 14. Assess whether the support provided by TerraCircle is meeting the needs of KGA and identify areas whether further support might be required.   |
|                          |   | 15. Assess the robustness of the financial management system and processes for ensuring financial accountability.  |
|                          |   | 16. Assess the effectiveness of the HR system for recruitment and performance management of staff.   |
|                          |   | 17. Assess whether current staffing levels are adequate to manage the program, with particular reference to the workload of the program manager.   |
|                          |   | 18. Assess whether training and capacity building of staff over the last year has been effective in addressing priority needs within the organisation and identify any additional training and capacity building requirements. |
|                          |   | 19. Assess progress of KGA in diversifying its funding sources.  |
| 22.10.2012 to 09.11.2012 | AusAid  | <b>Implementation</b>  |
| Honiara & all Provinces  | Livelihood Project  | *Review implementation progress against the program objectives after the first year.   |
|                          |   | * Identify lessons learnt in program implementation and outline any necessary adjustment in program implementation.  |
|                          | (AUD\$2.53 million Project)   | * Assess whether the M&E Framework is being used effectively to measure progress towards program outcomes.   |
|                          |   | * Assess whether gender and disability are being appropriately addressed within the program.   |
|                          | MTR of the Kastom Garden Association (KGA) “Strengthening Food Security for Rural Livelihoods in Solomon Islands Program” | <b>Relationship with Partners</b>  |
|                          | Individual Consultant   | 20. Assess the effectiveness of KGA’s implementation arrangements with its partner Community Based Organisation (CBO)  |
|                          |   | 21. Assess whether the support provided by TerraCircle is meeting the needs of KGA and identify areas where further support might be required.   |
|                          |   | <b>Financial and Human Resource Management</b>   |
|                          |   | 22. Assess the robustness of the financial management system and processes for ensuring financial accountability.  |
|                          |   | 23. Assess the effectiveness of the HR system for recruitment and performance management of staff.   |

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|   |   | 24. Assess whether current staffing levels are adequate to manage the program, with particular reference to the workload of the program manager.   |
|   |   | 25. Assess whether training and capacity building of staff over the last year has been effective in addressing priority needs within the organisation and identify any additional training and capacity building requirements. |
| 7 <sup>th</sup> May to 22 <sup>nd</sup> June 2012 | EU-Non State Actors Programme                                       | - Revisit the Non State Actors (NSA) exit strategy and make prompt recommendations as necessary.   |
| Honiara and all Provinces                         |   | - Provided assistance and advisory support to NSA Management in implementing the programme's closure work plan. In performing this duty the consultant will:   |
|   | Strengthening of Network Support Programme                          | * Familiarize with the Programme Estimate 2 and advice on any outstanding activities, particularly the reporting requirements of the PE.   |
|   | Short Term Expert to Non State Actors Support Programme (EU Funded) | * Familiarize with the grant contracts and provide support on any outstanding reporting requirements of the grantees and advice on any issues identified.  |
|   |   | * Assist NSA with the implementation of the grants expenditure verification.   |
|   |   | * Advise NSA with the preparation and payment of the 20% of the grants total amount.   |
|   |   | * Assist NSA plans its monitoring and evaluation activities and assist oversee the implementation of the monitoring and evaluation activities.   |
|   |   | * Assist NSA with the preparation recommendations for the NSA programme asset transfer, including the grants.  |
|   |   | * Assist NSA prepare and submit the final closure file, namely the closure Record of Expenditures.   |
|   |   | * Assist NSAs with their narrative reports to be in line with the EU recommended format.   |

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|------------------------------------|---|---|
|                                    |   | <ul style="list-style-type: none"> <li>* Assist NSA prepare and finalize its cumulative Fixed Asset Register (FAR) and the corresponding asset transfer recommendations to the National Authorising Office (NAO) and European Union Delegation (EUD).</li> <li>* In close cooperation with NSA, provide maximum assistance to the NSA End Term Review mission.</li> <li>* Any other tasks requested by NAO and NSA management.</li> </ul>   |
| 01.11.05 to<br>30.11.09<br>Honiara | EU Delegation (EDF8, EDF9, EDF10, Stabex 98 & Stabex 99 Projects) Project Administration Officer (Rural Development and Education Sector) | <ul style="list-style-type: none"> <li>- To assist in the programming and overseeing of the implementation of development cooperation, particularly in the areas of rural development and infrastructure, agriculture and micro projects.</li> <li>- Work closely with the project management units and with other technical staff in the delegation and government ministries, relevant NGOs concerning the programming and implementation of cooperation programmes.</li> <li>- To check annual work programmes, service contracts, supply and works contract to ensure that they comply with EDF regulations and requirements prior to their endorsement.</li> <li>- Process commitments of programme estimates, framework contracts, EDF payments, service, works and supply contracts using "Common Relex Information Systems".</li> <li>- Preparation and checking of documents in the retirement files and invoice submitted for payment.</li> <li>- Assist in the preparation of the annual project expenditure forecasts.</li> </ul> |

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- Follow up the closure of projects whenever necessary and to compile the documents required for the closure of the commitment.
- Monitor the evaluation and auditing of project and project accounts, and to examine the reports and give an assessment where necessary.
- Attend meetings and provide assistance in other fields as required and backstopping in the absence of other technical staff.
- Undertake missions as requested in any rural development and education projects both in SI and regionally and write mission reports.
- Act as an observer during tender (service, supply and works contracts) opening and evaluation.
- Observe during appraisal and evaluation of grant contracts proposal for micro projects programme and sustainable forestry and conservation.
- Liaise with regional project implementers and NGOs that are funded by the EU
- Attend to joint meetings/missions regarding contribution agreement funded projects
- Provide back up support on reporting & retirement from projects & the government support unit.
- Provide advice on EU procedures & guidelines to all stakeholder including other donors, relevant government ministries, NSAs & beneficiaries.

#### Others

##### 1. Budget Lines (EIDHR/NSAs)

1. Identify potential key Non State Actors that can benefit from Budget Line Projects EIDHR/NSA
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2. Train NSAs on proposal writing & requirements to meet EU standards to qualify for funding

3. Proposal Appraisals for Budget Line Funding

4. Agreement Projects (ADB, WB, EU & AusAid) – Rural Development Project & Rural Livelihoods

5. Provide support to agreement funded projects including AusAid, World Bank & ADB.

6. Carry out feasibility visits to provinces to identify needs in programme planning.

7. Attend to monthly Donors (ABD, JICA, Republic of China, World Bank, AusAid & EU) meetings/consultations on behalf of the Charge' d affaires

8. Regional Projects

9. Appraise budget line regional project proposals for Climate change & environment by Live & Learn.

10. Appraise Emergency Disaster relief proposals for French Red Cross

11. Responsible for Devfish project from the delegation office in Honiara.

12. Involve in service contract tenders & recruitment for Devfish

|   |   |  |
|---|---|--|
| 01.09.04 to<br>31.10.05<br>(1 year) Honiara | International<br>Women's<br>Development<br>Agency (IWDA)<br>– Ausaid funded<br>Project<br>Coordinator | <p>- Developing and managing the Women's Leadership and Well being project component, including project planning, implementation, monitoring and evaluation using participatory methodology.</p> <p>- Liaising and coordinating project activities with the project coordinators of "Community Dialogue Building and Peace Education" (managed by Live &amp; Learn) and "Vocational and Livelihood Skills Development" (managed by Apheda – Union Aid Abroad).</p> |
|---|---|--|

- Missions to the communities to carry out need analysis with facilitators.
- Recruiting, managing and supporting a team of eight (8) part time community facilitators to help set up activities with women group in four provinces.
- Liaising with national and provincial women's organisations, groups and network to ensure a well coordinated and integrated project aimed at enhancing women's leadership and participation in the SI.
- Representing the community capacity and sustainable development programme to Ausaid, other donors and UN agencies in Honiara.
- Assist in the set up of the Honiara office, helping to develop financial and other office management systems in collaboration with the other two project coordinators and the finance office, and ensuring that these systems are followed effectively.
- Assist in the drawing up of the yearly budget for the programme
- Prepare quarterly reports on both narrative and financial status of the programme.
- Representing the country in international meetings for IWDA supported programs.

|  |   |  |
|--|---|--|
| 2003 (June, 3 weeks)<br>& 2005 (June, 4 weeks) Honiara | EU Delegation – Stabex 98, Stabex 99 & EDF8 & EDF9 Part time (Project Administration Officer) | <ul style="list-style-type: none"> <li>- Having become familiar with the European Development Fund (EDF) procedures for management of projects and programmes.</li> <li>- Preparation of payment order and checking vouchers, certificates, receipts and other documents.</li> <li>- The checking of Annual Work Programmes and the direction of project management in preparation of</li> </ul> |
|--|---|--|

AWPs particularly in the costing and implementation of activities.

- The examination of audit reports and other financial reports as required.

- Follow up on the de-commitment of outstanding projects.

- Process payment orders for EDF and Stabex projects.

|  |   |  |
|--|---|--|
| 01.09.01 to<br>30.08.04<br>(2 years 8<br>months) Honiara<br>and all provinces                  | EDF9 EU Micro<br>Project (Phase<br>1) Female<br>Technical<br>Officer              | <ul style="list-style-type: none"> <li>- Appraise, first site visit, implementation (including procurement and delivery) and monitoring of projects (social, income generating and agriculture projects)</li> <li>- Facilitate trainings for project beneficiaries and women throughout the country depending on needs identified.</li> <li>- Liaise with NGOs, service providers and relevant government ministries depending on needs to be addressed.</li> <li>- Assist in organising activities for the women's monthly Kraft market at the Art Gallery.</li> <li>- Reporting monthly on project's development and assisting agriculture provincial officers with report updates.</li> <li>- Organise logistic support to both provincial officers and the beneficiaries.</li> </ul> |
| 15.01.1996 to<br>30.08.2001<br>(5 years 8<br>months)<br>Honiara, Poitete<br>and Fote<br>Campus | SICHE – School<br>of Natural<br>Resources<br>Lecturer in<br>- Plant<br>Protection | <ul style="list-style-type: none"> <li>- Deliver both theory and practical exercises for subjects mentioned for years 1 and 2 for Certificate in Tropical Agriculture and Forestry.</li> <li>- Supervise, assess and manage student's projects on subjects taught</li> </ul>   |

- Horticulture
  - Environmental studies
  - Vegetable production
  - Plant Botany
- Assist with secondary school research as well as conduct awareness on courses provided by the school.
  - Assist with the day to day activities and management of the school farm.
  - Organise and conduct training for in-service agriculture extension workers in the provinces.
  - Conduct training for women farmers, NGOs and communities.
  - Facilitate short-term courses for students studying at the other two campuses (Poitete and Fote campus).

## Annex 8 - Questionnaire used

Due to the fact that only a single document was handed over to the Evaluation Team prior to the arrival of the international expert to Honiara, moreover the interviews must be started as soon as possible due to the start of the festive season no formal questionnaire were made, although the interviews were done in an organized sequences of targeted areas.

### Methodology

The main aim of the evaluation is to assess the scope of the work done, how the management was adaptive to the nature of the project and whether or not expected outputs are achieved based in three (3) objectives of the project and in overall capacity building of the implementing agencies. Moreover the questions raised in the ToR of this assignment the Evaluation Team will tried to cover the areas as follow as well:

1. Firstly to ensure that the project strategy is relevant, technically and financially in the local socio-economic contest;
2. Secondly to ensure that the outcomes-impacts achieved are coherent to the expected results, objectives of the project;
3. Thirdly to ensure that the project management, methods and implementation agreements in place are adequate and effective for the delivery of the project in time and within the budget;
4. Fourthly to examine whether the project and its activities are according to the objectives and outcomes of the Project Document;
5. And finally but not the least, to determine the Intermediate state of the project<sup>5</sup>

The interviews were held according to the following sequence:

1. Working title and background of the person interviewed;
2. His/her relation to the project;
3. His/her role in the project;
4. Their actual work based on their job description, what responsibilities she/he does during the project;
5. The present state, achievements, tasks, to does of the project;
6. Future steps of the project;
7. What they think about the project's weaknesses, opportunities, goals;
8. Access to data collected by those involved;

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<sup>5</sup>The transitional conditions between the project's outcomes and impacts that must beachieved in order to deliver the intended impacts – The ROti Handbook- 2009 GEF

9. Connection/communication between partners and other stakeholders;
10. How she/he think the project can be improved either in results/objectives or in project management to be more result based;

### Annex 8 Evaluation Consultant Agreement Form

According to the Evaluation Consultant Code of Conduct and Agreement Form I as an evaluator:

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

BenceFülöp

Jennifer Tugunau

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Inception Report

Midterm Evaluation

SwoCK project

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## Annex 9 Holistic approach of the development of the Solomon Islands

According my personal experiences trough out the Solomon Islands during my 5 weeks MTE mission, Solomon Islands is in the change from their traditional living to a mixture modern and traditional living.

In their traditional settings money and wealth was not the most important issue to get. Nowadays when they need money for the school fees, for Chinese Noodle or for Mobile Phone Call charge their linkage to money has been change. Also as all human being would like to simplify and shorten activities, work, to reach a higher productivity, productivity in the kitchen, in the garden or in the sea as Chinese Noodle Soup, new tools in the garden or an outboard engine in the sea.

In any activity we plan we should consider this simple driving forces, If people we go for Chinese Noodle Soup for even in higher ratio then present in one way we have solved the food security. But in the other hand this will cause nutrition problems, which will end up in health problems. People will no longer go to their gardens, as they do not need the harvest any more so the local knowledge will be lost. Ordinary people will be happy, as they will have less work simpler life in short turn and the efforts and impact of this project will be lost.

Therefore this project should provide a vision and the framework of a simpler easier life to the communes if we would like to achieve the long turn sustainability of this project and the long turn sustainability of the Solomon Island. Unfortunately the further elaboration of this issue is out of the scope of this MTE, but I have a strong feeling that this area require further attention and action.