FINAL DRAFT v.1

GREEN COAST
'for nature and people after the tsunami'

END TERM EVALUATION
-- May 2008 --

Peter de Koning
Mekon Ecology

Shanti Sachithanandam
Centre for Human Resource Development

MEKON ecology

Table of contents

Executive Summary

xxx

1 Background and Introduction

1.1 The 2004 Tsunami

On December 26, 2004 a seabed earthquake, measuring 9 on the Richter scale, near the Sumatran island of Nias, generated a huge tsunami wave that spread in all directions, discharging its energy on thousands of kilometres of coast around the Indian Ocean (see map 1 in annex A). Waves up to 30 m (100 ft) high were reported to have stripped beaches with tourist resorts, local houses, roads, railways, and other human infrastructures and settlements up to several hundred meters or even several kilometres inland. According to available information, human and economic losses were most severe along shorelines lacking natural vegetation and with constructions close to the sea (coastal forests can act as a wave breaker). In total about 227,000 people lost their lives and 1.7 million people were displaced

Green Coast focuses on three tsunami-affected countries: India, Indonesia, and Sri Lanka. In addition there was some support for policy work and model examples in Thailand and Malaysia (see map 2 in annex A). The partnership of the four organisations is based on a common vision and complementarities in terms of expertise, skills and regional networks of the four organizations and their partners.

Although an emergency response project, Green Coast is designed as a long-term endeavour to build resilient communities and ecosystems in vulnerable coastal regions in Asia.

Box 1: The Vision of the Green Coast Project

The vision of the project builds on the general principle that human well-being is vitally dependent upon the conservation and sustainable use of ecosystems. In the context of Tsunami responses, the rehabilitation and sustainable management of (natural) coastal ecosystems will offer opportunities to recover local livelihoods and will also provide a more secure future. The importance of coastal ecosystems for local communities has been briefly described in the foregoing section, and stresses the need for integration of environmental and socio-economic concerns in the rehabilitation efforts. Another key principle of the project is that local communities need to participate in all stages of coastal rehabilitation, from assessments, through planning to implementation. The project is designed to ensure the linkages between these various phases in coastal rehabilitation.

Source: Project proposal, April 2005

1.3 Approach and methodology end-term evaluation

The work of the end-evaluation will build on the extensive mid-term review that focused on Indonesia, India and Sri Lanka. The other two (model) countries were not included. This mid-term review was conducted in November 2006. Most small-grants projects were finalised at the formal end-date of March 2007 but others were granted extensions. The response to the observations of the mid-term review is also part of this end evaluation. This evaluation will however not repeat all conclusions. Thus the mid-term evaluation report should also be read to get a complete overview.

Title	Green Coast project
Organisations	BE - BothENDS IUCN - International Union for the Conservation of Nature WI - Wetland International WWF - World Wide Fund for Nature
Countries	India, Indonesia, Malaysia, Sri Lanka, Thailand
Budget	4,309,325 Euros

ures[2]

the start. Yet, after one year, separate outputs from policy and small grants start to fall in place, reinforcing livelihood-

2.3.2 The Small Grants Facility

Wetlands International Indonesia Programme (WIIP) through Green Coast project funded by OXFAM NOVIB has support up to 59 coastal ecosystem and livelihoods rehabilitation projects implemented by 51 local NGOs/CBOs partners. at the end of the GC-project a comprehensives monitoring and evaluation was conducted.

Ecosystem rehabilitation activities in Green Coast (GC) project were carried out by planting mangrove and beach trees, establishing protected area for coral reef and lagoon. There are at least 50 project sites throughout Aceh and Nias has been rehabilitated covering total 638 ha, of which consist of 206 ha of mangroves (1,004,000 seedlings), 394 ha of beach trees (187,600 seedlings), and 38 ha protected marine and coastal ecosystems.
Indonesia was not visited during the end-term evaluation. The main reasons were that the mid-term evaluation had already visited Indonesia just before the finalisation of the project. Their findings were positive and the Indonesian team was granted a second phase until December 2008. At the end of this year the second phase will be evaluated. Thus, the findings of the mid-term can be considered as being valid for the end-evaluation as well. Some factual information is added.

The SG-projects can be divided over three categories of projects (A: < 5,000 Euros, B: 5,000-15,000 Euros, C:>15,000 Euros) covering respectively 30%, 60% and less than 10% of the projects. Ecosystem rehabilitation activities mainly consist of replanting of mangrove varieties, coastal vegetation and attention to coral reefs. Some projects focus on given an economic and livelihood value to lagoons that have been formed on former rice paddies. The livelihood activities cover a wide range of economic activities ranging from fisheries, animal husbandry, cake production to selling clothes.

Some of the main observation(s) in the mid-term review are:

- The variety of project goals and activities covers the variety in ecosystems in Aceh and Nias. It provides a rich experience in good and bad practices and valuable lessons learned which can provide direction for future activities. Some projects are directly implemented by the local community, but most are initiated by local organisations with different backgrounds and with little experience in coastal rehabilitation. Overall, they manage to come up with good results, and the projects are well received by local communities, although it is too early to judge the long-term impact.
- From the management perspective the broad area covered and the high number of projects is cumbersome and requires more monitoring than was provided in the original budget. This has partly been overcome by adding extra staff, i.e. a technical program officer as well as four monitoring staff. Furthermore, the two experienced staff that has been put in charge of two small grant projects in the vicinity of Banda Aceh also regularly provides assistance in training and guidance of local NGOs and community groups.
- The small grant management is foremost focussed on the ecologic aspects, in many cases restricted to planting of mangrove around fishponds and re-greening of coastal areas. Staff is confronted with a lot of practical problems. Time can be a constraint. The standard one year project contracts often force people to start planting in dry season. The

- So far, (November 2006), the impact of the economic activities, and the way the grant money is benefiting the local community, received little attention, as can be judged from monitoring activities and is acknowledged by the management. Stricter monitoring is

2.3.4 Gender issues and women's empowerment

[Shanti]

2.3.5 Policy Work and Communication

The following outputs for policy work and communications were produced under the Green Coast project and presented:

1) "Improvements of Wetlands" (undated). Labelled as chapter 4 this note probably belongs to the same document as the notes presented in 3.3.3;
2) WWF Indonesia Policy Report (TPR July-December 2005);
3) "Analysis on Marine and Fisheries Policies in frame of Green Coast Program" (undated);
4) "Fact sheet Policy Work Indonesia".

WWF-Indonesia actually produced a very important policy output before start of Green Coast i.e. the "Green Reconstruction Policy Guidelines for Aceh" (April 2005).. Another policy guidance document produced was the report 'Timber for Aceh' (March 2005). The reconstruction of Aceh needed huge quantities of timber. Rightfully, the report addresses the issue that this demand cannot be responsibly supplied from the already overstretched legitimate Indonesian sources, now unable even to meet demand for the domestic timber processing industry itself. The policy work initially focussed on analysing all related laws and regulations regarding coastal development, covering both national and regional laws as well as customary laws. The latter are implemented by Aceh's traditional leaders of fishermen communities called Panglima Laot or 'Commanders of the Sea'. Results have been published in a report in Indonesian and English language. More recently, discussions on formulating community-based coastal management model have started. The initiated 'road shows', i.e. district-based policy discussion events use both inputs to engage government and non-government representatives in discussion on future policies regarding rehabilitation and development of tsunami affected coastal zones.

The GC-partner WWF is member of the Steering Committee for Revision of Provincial Spatial Planning, Nanggore Aceh Darussalam.

Communication work focuses on production of series of fact sheets in English, highlighting several small grant projects, as well as one each on assessment and policy work. Communication organised a press conference to launch the assessment report and has organized a press tour to generate publicity for the Green Coast project related to the upcoming 2-year tsunami anniversary. Publications *include Guidelines on Green Reconstruction* and *Guidelines on Mangrove Planting* (of which an updated, Aceh specific version exists).

Box 1: Rethinking development options.

Indonesia gives two sad examples on how the Tsunami and earthquake affected the environment and linked livelihoods options for local people. The events led to shifts in geomorphologic shape, width, as well as water quality and basic substrates.

In some areas the coastal rice paddies, freshwater swamp or ponds, that used to be deep with freshwater, were lifted (thus became swallow) and/or were filled with s-cqi 126oh,

used to support local level management and capacity building (2b, 21.2%) and for direct support (2c, 65.2%)

2.4.2 Efficiency and effectiveness

The efficiency (see annex C for definition) are the means used to achieve outputs and outcomes. The efficiency of Green Coast Indonesia cannot be compared against a pre-determined standard. For building a house one could say that the costs per house has to be within a certain range. This is very difficult for a project consisting of components like assessments and policy work. Also for the small-grants projects this is difficult as they combine direct livelihood support as well ecological restoration work. There is also not one standard to assess whether the 'efficiency' is sufficient or not. Thus the assessment by the evaluation team is mainly qualitative in nature.

In general the budget has been spend mainly on direct support to 'ecosystem & livelihood' activities. The management costs are limited thus can be regarded as efficient. Detailed figures on the results achieved in comparison to the targeted result are presented in Annex C-2. Some of these results have been verified in the field. Most of the promised results have been achieved (general>80%). An exception is the establishment of community protected area in coral reefs (66.7%). For some basic figures no targets had been set.

Table 2: Assessment of efficiency Indonesia

	Budget component	Means (Euros)	Output, Outcomes	Assessment
1	***National project implementation***			
1a	Assessment	**119,413**	Good, relevant. Could be improved.	+
1b	Policy Work, Communications	**97,311**		

Indonesia has already been granted a second phase of the Green Coast to ensure sustainability of the investment and continue their work. The GC work has been integrated into the regular work of the GC-partners and they are working with the Government of Aceh on up-scaling.

used a translator if and when needed to correct her Tamil. This does not have to affect her effectiveness as she can talk directly to people in communities.
It seems that the other observations have not been followed-up (if it was possible).

3.3 Outputs and outcomes of the Green Coast project India

3.3.1 The Assessments

Before the Green Coast project (GC) started an assessment was already conducted by WWF India (thus could not follow the ToR provided for assessments). Later, after the project started this information together with several other reports were used to draft several assessments. The Assessment of environmental and socioeconomic impacts of tsunami was carried out by a network of 6 experts and 11 NGOs. The assessments were based on the collation of existing information, primary surveys, rapid rural appraisals and focal group discussions in 33 villages within the 5 priority stretches of the tsunami affected were carried out. Later in the project the focus further on less stretches using sound criteria (TPR 4 QT, July 2006). The focus was on the coastal stretch of Tamil Nadu.

Figure: map of the priority areas of SGF in Southern India

This resulted in the following outputs:

1) "Assessment of Impact of Tsunami in Indian Coast on Agriculture". The assessment started in December 2005 and was completed in February 2006;
2) "Assessment of Impact of Tsunami on Geomorphology and Water Quality". The assessment was conducted in December 2005 and January 2006;
3) "Ecological Impact to the Mangroves and Shelterbelts of coastal Tamil Nadu as a result of Tsunami" (undated).

The assessment "Conservation of Coral Reefs in Gulf of Mannar" was conducted before the Green Coast project but has been presented on the website. The assessment was conducted between 4-10 January 2005.

The assessments are very general in the information they provide and predetermined in their

hectares of mangrove forests were re-planted in 10 projects and 7 hectares of TDEF (plus a coastal stretch of 8 km) in 3 projects. In addition seedlings were provided in 30 projects to households and communities to plant in a variety of community plantations and homesteads. The number of hectares is unknown.

The success rate of the projects varies as could be seen during the visit when various project sites were visited. Some examples:

- *REEF*: The project of 250,000 IRs (3,959 Euros) is implemented by the 6yr old organisation REEF (Rural Ecology and Environment Federation). It is a very small organisation run by two mangrove biology Phd-students. The project intended to replant 3 ha of mangroves in Ariyankuppam estuary near the village of Thangaithaittu with the purpose to increase the prawn fisheries and improve the estuary. They established a nursery and planting is done at 3 sites. The actual planting is done by 100-200 families. One site was visited and one could see the survival rate is high (given the difficult circumstance i.e. solid waste coming from Pondicherry). The planting is done with expertise, an overall strategic vision and the project seems well implemented.
- *PHCC*: The project is implemented by the organisation PHCC (Palni Hills Conservation Council). The project also included the establishment of a nursery (not only for mangrove species), bee keeping and environmental education. The project has been implemented by a forester with no experience with mangroves. The site for planting is at the moment barren and is situated between the sea and a fisheries community. The intention is that by planting mangroves a buffer zone is created and the barren area becomes a mangrove ecosystem again. Before the Tsunami there were many shrimp ponds, some vegetation but no mangroves left. In the first year a large area was planted with mangrove seedlings. Now only very few seedlings remain (<1%). The high mortality rate is related to the lack of tidal water (because the channel was closed with sediment) and a dry summer. Nearby old shrimp farms are situated. It is unclear if and how they polluted the water and sediment during their existence. The project has not been implemented well. Project staff lacks basic knowledge about mangrove species, salt tolerance levels, local mud conditions etc. The seedlings were grown in a nursery with completely different conditions in comparison to the planting site. Because of the lack of knowledge and experience, they should have started with some small plots of planting to test local conditions (as there are no mangroves in the vicinity). Some basic measurements on soil and water conditions would have helped as well.

Other Coastal Forests:

and guarded. Because the plants and trees are yet not mature enough continuation will be problem. Most proponents continue their support of the activity also after the ending of the SG

Tsunami negatively affected the water quality. To expand further they need to build a pipeline from another source to their nursery. They are pondering how to solve this. It is impressive to see how they actively address the issues they are confronted with.

Why do we like this project?
- The focus is on a region where PBRC has experience and an interest in continuing involvement after the GC-project.
- Clear long-term perspective on restoring the wetland's ecosystem.
- The project is related to the long-term vision of the organisation.
- The GC project helps a community group. Their activities in turn supports PBRC's work.
- The initiative has the potential to become self-sustainable whereby part of the nursery raises seedlings for the ecological restoration (seedlings are sold) and the other for the women's own enterprises (fodder, vegetables, fruit trees).
- The women are empowered, look strong and actively taking their fate in their own hands.

Source: Field visit and interview with the women's group and PBRC.

Livelihood restoration

Another important element of the small grants projects was the restoration of livelihoods after the Tsunami. Most donor organisations focused on fisheries and handed out boats and equipment. There is ample evidence of negative effects of this relief effort. Because of this focus the GC-project concentrated more on farmers and their communities. Many farmers were also negatively affected by the Tsunami as saline sediments were deposited on their rice paddies, and rivers and ponds filled up with debris and saline sediment. GC supported afort. b. ihentrf5(. M

- WEDForum noted that all post-Tsunami relief focused on fisheries. But who helped the affected coastal agriculture? They reached out to a group of farmers in the remote and Tsunami affected village of Vedaranyam. The farmers were initiated in restoring soil quality, recovering nearly 125 acres of paddy lands. There were trained in alternative organic cultivation methods. 60 tanks (waterholes) were also desilted. As a result the poor farmer households were able to triple their incomes.

Home gardens in order for households to produce vegetables and fruit around their house:

- *PEDA*: The organisation People Education for Development Association implemented a GC-project in Tranquebar ( )]TJ 0o a an T0 Td [(PED)397TJ 0.06lbeoie

- Skill workshops: 19
- Exposure visits: 28
- Publication training materials: 29

Lessons learned (from the TPR 4QT, July 2006:
Some of the lessons learned are well described in the TPR by the Indian project team. We agree with these lessons but find it a pity that the team did not discuss these issues during project implementation and properly respond to it.

1) Local community institutions, like CBOs and community groups have been more effective on implementing integrated livelihood initiatives as compared to larger NGOs. This is primarily due to their higher acceptance and connectedness with the grass root communities.
2) Development of effective institutional mechanism is prerequisite for ensuring sustainable livelihood recovery. There needs to be a clear demarcation of roles and responsibilities of the participating individuals/ institutions/networks which set guidelines for sharing of usufruct. Emphasis must be laid on replicability and linkages with the larger developmental planning in the region.
3) Proper targeting and identification of project beneficiaries before initiation of the project is essential for effective implementation of the small grants initiatives. In the post tsunami scenario, there has been a rush of funds without adequate mechanism for monitoring and evaluation and transparency. This can be avoided with clear cut project design and elaborate consultation with the beneficiaries.
4) The project design should reflect the felt need of the target communities, rather than perceived notions of the implementing NGOs. Emphasis needs to be laid on participatory project design involving all stakeholders and partners.
5) Emphasis must be laid on capacity building of the communities through ownership and involvement in management of interventions. Role of the NGOs should be seen more as facilitating agencies, which project interventions leading to independent decision making for conservation and management of coastal ecosystems.

These are all valuable lessons and they show a clear understanding of what the GC-project intended to achieve and to some part has succeeded to do.

3.3.3 Local partner organisations (NGOs/CBOs)

The India program was not only large in the numbers of projects, but also diverse in the

Box 3: Nizhal: a disheartening experience in community mobilization.

Shobha is a journalist who has a passion for trees. Along with her friends she formed Nizhal (meaning shade in Tamil) to promote greening of the city and the suburbs planting trees within the premises of colleges and other public buildings. Nizhal came forward to do a bioshield development project in a coastal village south of Chennai under the Green Coast. Carrying out planting of bioshield as well as empowering women with the knowledge of the environment was Nizhal's stated objective.

Volunteers and well wishers of Nizhal landed in the village to spread the message of the value and beauty of trees only to be received with disdain by the men and women. The poor volunteers had to plant the trees themselves. They discovered in their subsequent visits that the saplings were being neglected, and had to pay the women to water them. They could not decipher the internal conflicts of the village either. Undaunted, they worked with local teachers in raising awareness about conserving turtles! Anyway, the introduction of home garden activity was a saving grace. The women of the village began to be involved at the latter stages of this nine-month long project. These tireless crusader were finally rewarded.

Making felt needs the starting point of any community interventions, involving in preparatory processes of identifying and building relationships with persons respected by that community, and forming the community as the subject of development process rather than the object, were the fundamental rules of development practice perhaps learnt rather late by Nizhal. It would also probably been better to question and discuss the approach before approval by GC.

Source: Interview with Shobha during mission.

There was an urgent need to address all needs related to capacity building through a comprehensive strategy. One method could have been supporting a few capable NGOs just to perform either capacity building function or a monitoring function for the partner groups implementing the small grants schemes, assigned to each cluster of the three core geographical areas identified for implementing Green Coast. The monitoring NGOs could have played the dual role of instituting and implementing monitoring systems in addition to documenting best practices and critical issues to be passed on to policy organizations. Such a strategy extends the possibility of building capacities of supporting NGOs, leading further towards sustainable solutions. The role of the project office in this context would have been to collate information, and coordinate communications and policy advocacy.

Under the GC, the local partner PHCC did the monitoring. The reports of monitoring visits were descriptive, more akin to the progress reports submitted by the implementing NGOs themselves. It listed the activities carried out, the problems and delays and where the project needed to be hurried. It seems the objectives of monitoring visits had not been thought through within the framework of the role of the project office, so that a template is prepared with all the necessary checklists. While the main responsibility to monitor progress of the

Impact Assessment (in line with their own guidelines). The GC team has been in contact with the World Bank and alerted them on the negative aspects of the planting.

3.4 Other outcomes

Most outcomes were in line with the expectation beforehand. One example of an outcome that was not anticipated but a great positive result was part of the project implemented by PAVAI (also mentioned in 4.3.3). PAVAI helped a group of women affected by the Tsunami. The proposal focused on "income generation for the Tsunami affected women through art of puppet making and marketing". The budget of the project was 256,275 (4,087 Euros) and targeted 150 women and 180 children. Some trees have been planted to produce raw material. The puppets are linked to folk stories people tell each other. PAVAI also trains teacher in the art of puppetry to tell stories about coastal conservation and biodiversity. An expected side-effect was the empowerment of women by providing them market access and income.

What was not taking into account was the fact that the affected women found a way to deal with their individual traumas. The creative work helps, but also that they sit together and can talk to other women with similar experiences. They can do that in their own pace and on their own appropriate moment. The women now slowly recover from their traumas and as well as slowly learn to engage the market.

3.5 Budget, efficiency and expenditures India

3.5.1 Budget and expenditures

3.5.2 Efficiency and effectiveness

The efficiency (see annex C for definition) are the means used to achieve outputs and outcomes. The efficiency of Green Coast India cannot be compared against a pre-determined standard. For building a house one could say that the costs per house has to be within a certain range. This is very difficult for a project consisting of components like assessments and policy work. Also for the small-grants projects this is difficult as they combine direct

3.6 Sustainability, integration and up-scaling

Most small-grants are finished and do not need further support. The supported households have picked up the rehabilitated livelihood activities and they will continue the activity. We assessed - together with the SGO - that about 10 projects (20%) still need some form of financial support to ensure continuation and/or sustainability. This support is especially related to ecological restoration activities e.g. the need to continue caring for planted seedlings, but also e.g. to establish market connections to ensure future income.

The problem however is that the local GC-partners have not defined the coastal stretch of Tamil Nadu as one of their priority areas. Under Mangroves for the Future they have indicated two other coastal regions of India as their priority regions. Continuation of support is thus questionable and will depend on whether additional financial support will be provided.

On the policy level, WWF has clearly incorporated the work and experiences in their own activities and will continue to do so. In general the follow up will concentrate on integrating the concept of ICZM in government plans. The GC-partners will continue working together with some NGOs that were supported under GC like FERAL and PBRC. Especially the Kerahaveli wetlands could be used as an example region for coastal zone problems and promising solutions.

Promising as well are the relations that WWF and WISA are now developing with some of the new development supported by for example the World Bank.

In(t)-5w 0 -1.141 TD [(t)-5(pf41 TD [(at)-5(pf41 -5(he)9( )]TJ t)-5(pf41 TD [(at)-5(pf41 -5(he)9( )]TJ tn,)-
i

4 Sri Lanka Country Report

4.1 Introduction

The tsunami that struck Sri Lanka on the 26th of December 2004 had varying degrees of impacts to the coastline of the island. It resulted in more than 35,000 human deaths, and destroyed more than 100,000 houses, including large-scale damage to coastal infrastructure. Among the dead were 27,000 fishermen and their families. The coastline and associated land affected by the tsunami is about 1000 km. Of the 25 Districts in Sri Lanka, 12 districts have been severely affected and the disaster displaced 850,201 people. The worst hit was Eastern Sri Lanka, comprising the three districts of Ampara, Batticaloa, and Trincomalee. The impacts to the livelihoods of the communities living in the coastal zone were immense. The communities who are involved in fishing were severely affected by loss of family members, loss of houses, 0.e .ns52 TD [(l) (2(l)6(i)-s(t)-5(i)6(i)-5(v)1(l)-5)15(w)a1 The4(D)5(e.08nE TD [(l)9 -1.12 T
i308.64 Tm ( )Tj EMC e amilyTh182(s, 0B uB(s, y)13/ TD[9(ed)A)
started as

5) Assessments: the Sri Lanka team suffers from the lack of a clear vision on what it wants to reach with the Green Coast project. The way the project is implemented gives an impression of "business as usual". This has resulted in underperformance for the assessments, which did not follow the overall format provided by WI HQ. The social/gender issues have not been developed to the extent required. The reviewers, as well as the Sri Lanka team itself, do not have a clear picture of the usefulness of the documents.

6) Policy and communication work: the initial lack of vision, referred to above, was compensated by effective input from Green Coast partners, specifically during the February '06 Bangkok workshop. Since this event, a number of promising outputs have been created or are being created, with direct linkages to government agencies. The impact of this needs to be confirmed later. Opportunities to integrate lessons from small grants project should actively be sought.

7) Gender: in practise gender balance seems to be maintained, although there is a lack of objectively verifiable information - better monitoring could provide a better view on this.

8) For the final phase the emphasis should be on learning lessons from small grants projects, translate these into good and bad practises, and based on this develop a vision for the selected coastal stretch.

9) IUCN sees the future of the project as part of the IUCN International Mangroves for the Future project. If continued as a Green Coast project, a partnership with another organization could provide a means to loosen up from the 'business as usual' scenario.

4.3 Outputs and outcomes of the Green Coast project Sri Lanka

4.3.1 The Assessments

In the months following the Tsunami several organisations including UNEP assessed the damage to coastal communities and ecosystem. IUCN was to some extent involved in this work. The Green Coast project enabled IUCN to do its own assessments. At first two separate assessments were conducted related to biodiversittoosNlnto9T3 0(m)17(ont)311(s0.826 0 11(r)-d i)-0 11(r)-N

the relative impacts on their economic status and livelihood securities. According to IUCN, the socioeconomic surveys did not result in providing the complete assessment of situation because people were reluctant to respond to questionnaires designed for conducting surveys.

planted can act as a wind buffer but it should not be claimed otherwise. The function as a safety buffer should also be substantiated by research and proper calculations (e.g. absorption capacity of energy). One problem mentioned is the motivation of the community to take care of this public forest and awareness-raising was seen as crucial. Here, the project touches upon a often encountered problem of the 'tragedy of the commons'. Solutions to this problem are context-specific but entail involving the municipality and/or defining innovative linkages between individuals and common interests (see the example of Panama in the box below).

Box 4: Great benefits and linkages through a Micro-Revolving Fund

NEUF, Panama (013): The project is implemented by the members of the 'South Panama Women's

dumping. The project entails mainly awareness raising. Although sympathetic and probably valuable from a health perspective, we fail however to see the link with Tsunami-affected households.

4.3.3 Local partner organisations (NGOs/CBOs)

For IUCN in Sri Lanka, Green Coast's SGF brought the "work at grass roots level" approach in a significant way. 29 projects of NGOs, CBOs and specialists groups were supported during this period. Supporting organizations' possessing capacities of varying aspects at differing levels, and implementing the same program in different contexts means the adoption of a monitoring and facilitating system to ensure similar outputs everywhere. IUCN's approach was that of ensuring quality during the project selection process and thereafter to monitor the each project's inputs, leaving the rest of the performance up to the partner organizations themselves.

Overall, of the projects visited, most had performed well in various aspects. The women's groups were maintaining their savings and revolving funds successfully. In the context of rising food prices, the women involved viewed their kitchen garden activities extremely positively. In some, the livelihood initiatives were strategically linked with cooperatives or other sales outlets to better their successes. In the most effective projects, they were able to connect livelihood issues with the mangrove plantations or that of organic farming.

Box 5: The Kalmunai Women's Groups

In Kalmunai, in the East coast of Sri Lanka, the women have seen long years of turmoil due to the civil war during the past 25 years. Then Tsunami hit their communities to create further havoc. After all the excitement died down, they were approached by NSRC, and supported to implement a livelihood project under the Green Coast. Some of them began to participate in a kitchen garden cultivation activity which trained them in organic farming. They learnt to use hay to replenish and prepare a largely sandy soil, and the use of natural pesticides many of which were provided for planting in their own gardens. They found that their kitchen needs were being replenished with next to no costs.

They, along with other women of the village, formed small groups of about 15 members and began to manage a group savings. After six months NSRC augmented each group's savings equalling the amount of their savings. With this seed fund the women began to provide micro credit for small income generation ventures such as poultry rearing, rice milling, and small trading activities. The most positive aspect of this activity was that the members themselves were able to decide how much to save and what to do with it. The lending of the group at 12% per annum doubled in another twelve months. Today they look forward to expanding their activities in a big way.

Source: interview during mission.

There were several drawbacks to the distant approach taken by IUCN as well. One group effort turned out to be one woman (a relative of one of the chief organizers) coordinating and managing a food business with hiring the other 'members' (?) as labour. A coastal planting of multi species was implemented with no participation or links with the communities there. In many, the livelihood issues were handled separately; the regular meeting forums of the groups which could have been utilised as opportunities for environment education, were frittered away to discuss about savings and credit issues. Moreover, considering that the Green Coast was a short-term project, the sustainability of newly formed savings groups failed to be considered. For, in Sri Lanka, forming small groups for savings and credit is the most common approach of NGOs in general, and which were fiercely owned by each organisation, to wither away after the completion of the project.

Identifying gaps and weaknesses in organizational strategy & capacity, linking appropriate resource organizations and persons to each organization according to its need, and facilitating

cross-fertilization of ideas and approaches amongst the Green Coast partners themselves, are required to offset the above-mentioned drawbacks. This prompts a clarification of the role IUCN decides to play in supporting their partner organizations especially in relation to the small grants facility. Whether it is going to be hands on or hands off.

4.3.4 Gender issues and women's empowerment

Coast product. They have however been drafted with the (financial) support of IUCN under the Green Coast project.

IUCN reviewed the policy processes/documents/programs (including strategies/ guidelines/ and plans) that are being developed by various government organizations and other relevant institutes related to post-tsunami ecosystem and livelihood restorations and rehabilitations with the purpose to define opportunities to integrate Green Coast principles. The main programs under reviewed were:

- The process to the define the "Guidelines for coastal reservation green belts in Sri Lanka" by the Coast Conservation Department;
- "Strategy and program for reconstruction and development of the marine fisheries sector" by the Ministry of Fisheries and Aquatic Resources;
- The Plan on "Green canopy for new settlements" by the Tsunami Housing Reconstruction Unit (THRU).

A special committee for Environment was set up within the Task Force For Rebuilding the Nation (TAFREN) soon after the Tsunami. TAFREN is the government authority coordinating post-tsunami restoration work. îî 7KURXJK WKH FRoperation the Coast Conservation Department, IUCN could feed information and policy brief into the discussions.

In conclusion, we feel the GC-team is involved in the relevant processes. IUCN has succeeded to build a good relation with a government partner, the CCD. During the mission we however got the feeling that this department is not so strong in the government structure. This would suggest that relations are needed with other departments as well to influence the policy processes affecting the coast. Secondly, there seems to be a gap between the national policy processes and what it is decided on the ground. This suggests a link should be established with government entities on Provincial, District and municipality level. Of course, for such a development the intricacies of the current political structures and the conflict are the decisive factor.

4.4 Budget, efficiency and effectiveness Sri Lanka

4.4.1 Budget and expenditures

Below the original budget and the expenditures are presented based upon figures provided by IUCN Sri Lanka. ovovov CCD. Dues on Provh-Provfoc -01(b)]TJ 0 Tc 0.033 Twt 2(pa)13(r)-2(t)-3(m)19(ense

Of the overall budget 86.1% was allocated to the Small Grants facility. Of this amount 14.3% was used for project management by IUCN Sri Lanka (administration, monitoring, TA) and

4.5 Sustainability, up-scaling and integration

Most small-grants are finished and do not need further support. The supported households have picked up the rehabilitated livelihood activities, for example the home gardens, and they will continue the activity. We assessed - together with the SGO - that about 5-8 projects would benefit from some additional financial support to ensure continuation and/or sustainability. This support is especially related to ecological restoration activities e.g. the need to continue caring for planted seedlings, but also e.g. to continue an awareness raising activity or additional support for skills development (some form of vocational training).

The Green Coast project components are strongly appreciated by IUCN Sri Lanka and they currently work at full integration of the work into their own programs. Especially the small grants work, which gave them the opportunity to work with local communities is seen as positive. They have already received a small contribution by the Dutch embassy to continue the SGF.

Some of the SG-projects need some form of support to ensure sustainability in the future. They cannot stand alone yet. Whether these SG-projects fit under the IUCN strategic plan is not clear (in choice of area or theme). IUCN would benefit if they were able to define a strategic intervention regarding their priority areas and how they want to involved communities with "ecosystem&livelihood' projects. Especially if the small projects are defined in a participatory and equitable manner with the communities this could build lasting partnerships. Based upon this strategic plan IUCN could decide what is needed.

5

5.2.3 Local partner organisations (NGOs/CBOs)

Green Coast in Malaysia had only one partner organization, the Penang Inland fishermen Welfare Association (PIFWA) based in the Province of Penang. They were formed by Friends of the Earth (FoE) back in 1997 with the aim of promoting natural resources associated with fishing. Since then PIFWA has been planting mangroves in their region.

PIFWA applied to the Green Coast to enable them to plant mangroves also in other Provinces, and build capacities so as to engage in advocacy with government agencies. The earlier communications with PIFWA and the friends of the Earth indicate that there was a concern about PIFWA not having the capacity to handle finances of the small grants scheme.

Green Coast, in addition to giving financial support to PIFWA to plant mangroves, has linked them well with the Federal Government. It has also begun to network with JARING, the National Association of Inland Fishermen. However, there was only one workshop conducted for the communities that PIFWA worked with under Green Coast, and that too on Mangroves. Considering that there was a need to institutionally strengthen PIFWA through establishing adequate financial and management systems, and advocacy skills had to provided in terms of collation and documentation of information, and, communication and negotiation skills, there seems to be a gap in addressing the objectives stated in the proposal itself.

5.2.4 Gender issues and women's empowerment

Gender concerns were not addressed in the project, as it is not considered as a problem in Malaysian society (not like other countries). Within the PIFWA for instance, women also attend meetings. As the fishermen were not always literate, they would bring their educated daughter along. Moreover, women were involved in all of the fish processing industries such as salted fish, shrimp paste and prawn crackers production. They were seen as the "mafia donnas" in this sector. The representative of PIFWA at the government tables was a woman.

Without visiting the communities it was difficult to comment upon these social processes. The assessment report also did not refer to the different ways in which post-Tsunami situation had affected women or the ways in which women used their environment. But one question was that if women were in fact involved in equally high income earning ventures and equally powerful as men, why did they not form a Fish Based Industries Workers Association for instance? The food processing industry within the fisheries sector is an entirely different component with its specific issues. Why was there only a fishermen association representing an occupation only pursued by men?

It is not constructive to compare women's and men's position with other countries. The gender relations are unique to each country, culture and even communities. They have to be assessed on their own merit and improved during the implementation of the project. Emphasis must be laid on gender disaggregated data in assessments and other policy documents. Only then they could be applied in the program design.

5.2.5 Policy Work and Communications

The following outputs for policy work and communications were produced under the Green Coast project and presented:

1) 'Policy Analysis: Public participation in mangrove Forest Conservation and Management in Malaysia' (2006);
2) Newspaper article 'Natural disasters and green coastline' from the New Straits Time
3) Newspaper article 'Involve locals in rehabilitation' from the Malay Mail in August 2005.

4) Newspaper article 'RM 110M to restore mangroves' from the New Straits Times in August 2005.

5) Newspaper article 'PM: don't touch our mangroves' from the New Straits Times on 11 January 2005. î - Mangrove brochure (pdf).

The policy analysis has a very suggestive title but actually does not cover this subject. The report presents information on legislation and the planning process in Malaysia. The report also includes country cases of community participation that have nothing to do with Malaysia or the post-Tsunami setting. The relevance for Green Coast is unclear and the report has no value. This is recognised by the new country director of WI and the report is not presented on the Internet.

The relevance of coastal forest and the GC-project seemed to have attracted some significant newspaper attention. This is reflected in the policy discussion ensuing in the post-Tsunami period. WI also produced some nice and easy to understand awareness material.

5.3 Other outcomes of the Green Coast project

The Tsunami and subsequent research raised the awareness of the importance of the coastal forest for protection. Still a lot of work has to be done to get the same attention to conservation of biodiversity and importance for livelihood. This has yet not been recognised in coastal zone related policies.

The GC-project has led to an increased attention for the RAMSAR wetlands in the Southern tip of Peninsular Malaysia. This coastal wetland is seriously degraded and affected by erosion. If this would continue this would be the first wetland that would its Ramsar-status. In order for this not to happen the government of Johor now cooperates with WI Malaysia to stop further degradation.

5.4 Budget, efficiency and effectiveness Green Coast Malaysia

5.4.1 Budget and expenditures

The project administration of this GC-project is rather straightforward as it includes very few organisations and activities. This seemed all in order.

Table 7: Budget and expenditures Malaysia

	Budget component	Original budget (Euros)	Expenditures (Euros)	% Exp. of total Exp.
1	***National project implementation***			
1a	Assessment	**10,000**	**9,795**	**17.4%**
1b	Policy Work, Communications	**30,000**	**29,212**	**52%**
	Extension phase	**25,000**	**25,000**	
2	***Project costs Small Grants***	**17,500**	**17,173**	**30,6%**
2a				

Malaysia was incorporated into the Green Coast project to work mostly on an assessment of the Tsunami and to work on policies. Later on in 2006 a small grants project was added. The budget breakdown shows that of the expenditures (17,500) of the small grants project about 76% went to community level direct support activities and 9% went to the community organisation PIFWA. This is good considering the fact that Malaysia was not part of the direct post-tsunami relief effort and the small grants project was merely supposed to show the case of mangroves restoration. The larger part of the budget was therefore spent on the other component (especially policy work).

5.4.2 Efficiency and effectiveness

The efficiency (see annex C for definition) are the means used to achieve outputs and outcomes. The efficiency cannot be compared against a pre-determined standard, as this is very difficult for a project consisting of components like assessments and policy work. In Malaysia one SG-project was supported with the purpose to enhance the partner's influence. There is also not one standard to assess whether the 'efficiency' is sufficient or not. Thus the

5.5 Sustainability, integration and up-scaling

The project supported has finished. The project has not been visited so it is impossible for us to say whether the planted mangroves survived. According to the WI-team they do. The established nurseries provide seedlings to the government although this seems seriously hampered by the planting done by the private sector that source their seedlings elsewhere.

Malaysia has already fully integrated the experiences of the GC-project. It also continues its exchange with GC-partners in other countries (e.g. IUCN Sri Lanka). It has also defined a proposal to implement the BioRights Approach in Malaysia (based upon the positive experiences in Indonesia.

6 Thailand case Report

6.1 Introduction

The Tsunami of 26 December 2004 affected Thailand's Andaman coast in terms of lives lost and economic damages. Approximately 8,212 people lost their lives or were reported missing

has been provided to the evaluation team. Part of the problem is that some records like the project proposals are written in Thai (except one) and only three of those proposals have been translated into English.
Therefore we could not properly assess the timeline between submission of proposals, appraisal, approval, start and completion. To complicate the situation WWF staff members in

arrangement of field visits, it was possible to meet with representatives of some communities and local NGOs which were carrying out inspiring work.

The evaluation team met with a women's group of the village of Thung Nang Dam involved in the promotion of ecotourism. Even though the core group consisted of only seven members, with their foresight and strategic interventions they had managed to mobilize their whole community. Their 'needs identification' was clear, and they actively engaged with

committee established by the government. Pimsanit herself is engaged in a fish culture project implemented by asaca achveoiseleghe -4(g)8(at)12()-2(e p)-atu ET Q 90 scn 84.848.68 re W 11.52 re f* BT 0 s

6.2.4 Gender issues and women's empowerment

Although the assessment report of the IUCN mentions the "need for gender sensitive measures in assistance" during post Tsunami programs, it contains no gender disaggregated data on many important issues. It states that in the KPT area "conditions of land tenure is a key factor in all future activities" but gives no idea as to the land ownership patterns between men and women. Similarly there are no gender disaggregated data on livelihoods, access to relief and rehabilitation programs, and responses to common environmental concerns. These lacunae in the assessment report seemed to continue in to the program design.

The impressions quoted during the discussions with all three organizations, WI, WWF and IUCN, indicated that from the Assessment stage gender issues have not been mainstreamed in program design. If it had been, there would have been capacity building first for the staff of the implementing agencies, and then their partner organizations on the gendered nature of development processes. Instead, stereotype perceptions were heard from the staff of the project offices.

WWF staff tended to explain that women do not participate in mangrove planting because they "do house based work". But all visual evidence in their project areas indicated otherwise. The women collect nearly 500 kg of cashew nuts and then take it to the mainland to sell to middlemen. At the discussion at the IUCN office – which included the local NGOs - opinions such as women participate in the group meetings as men are "busy and have no time" were shared. When asked whether they had an overview of what men and women do during a day they stated they had none. In a joint timeline analysis it transpired that women get up at 3.00 am in the morning to start cooking for husbands going to the sea (they get up at the same time to prepare their boats and gear and drag the boats to sea). After seeing the men off, women (s)-2(p)1(oducTJ -0.011 Tc 0085 5w [(hou)6 -1.1s)-2(2((a)-2(m)17( )8(((s13( )])-5t g)2(ea)3(e) ja)3(n)1)

women's position within the Moklen community while constructively changing it within the Thai community.

If we consider the fact that patriarchal culture took hold mainly due to the access men had to the surplus wealth of the community, then projects that strengthen male earning capacities tend to exacerbate this inequality. The data related to livelihoods in the assessment report itself should have alerted programmers in this respect; the first ten high income earning ventures were all men's activities. When programs are not sharpened in taking into account gender issues, then they cannot inform any policy initiatives. Thus the Green Coast project in Thailand did not take up any issues concerning women at the policy level.

6.2.5 Policy Work and Communications

The two implementing organisations IUCN and WWF work separately from each other and in different regions. Also on the policy component they work in different policy contexts. There were no specific policy-oriented documents produced. Only a progress report was put on the intranet.

WWF in Tay Muang:
The project was implemented in close collaboration with the Park Authority of Had Tay Muang National Park. A significant problem is the sand mining – with a strong business interest - in the coastal zone. A community leader working on this issue in a GC-project was killed. Although the reason is unknown and there are no suspects the focus of the GC-project shifted more towards livelihood. The Park Authority also established a Community Consultative Forum to discuss various issues (like sand mining) bringing the community, businessmen and organisations together. It is too premature to predict the outcome of this difficult consultation process.

Sea wall construction at Had Tay Muang (courtesy WI Thailand)

Another important issue was the fact that the Provincial government received a serious amount of relief funds to spend on construction. They decided to spend this on building a sea wall on the high tide line. WWF and Park Authority only learned about this activity when construction had already begun. The wall is a serious barrier for the sea turtles that come to lay their eggs on this coastal stretch (the four most threatened species can be found here). Even worse is the fact that the sea wall probably does not provide proper protection. The wall is about 1 meter above sand level and will provide only some protection against smaller waves. It will probably provide no protection against waves above 3 meters high with a high energy impact (the tsunami was around 5 meters). It would also have been possible to construct the wall more inland near the road and use beach forest as additional wave protection. The GC-partners find the communities and the Marine and Coastal Department on their side on this issue. The GC-project team tries to undo the damage and has also provided

guidelines on Environmental Impact Assessment to the sub-district government for future construction work.

The team also produced a Master plan for Sea Turtle Conservation (and worked together with local communities on this). The sea turtle is considered not only important for conservation but also to attract tourists and create revenues for local communities. The Plan will for example introduce zoning and prohibit monocultures in t

communities it supports is not available. This gives the impression that here is no overall strategy. For the smaller area of the Kad Tay Muang National Park this is clearer. The support provided to communities and users groups could be improved in order to create benefits to both. At the moment it is fragmented but the gained experience under the GC-project will be very helpful. The main challenge is the conservation of the beach front for turtles and to attract tourist that are willing to pay. It will be very important that such revenues are equally shared with the communities.

Especially in the Koh Phra Thong area there is a good link between local livelihood work and the bigger picture of ecosystem conservation. The process seems very promising to develop community support in a larger region and conserve sea grass areas and mangroves.

6.3.2 Influencing national policies related to the coastal zone

As far as can be distinguished the GC-partner organisations are as yet only focusing on those policies and decisions that directly affect their work on the local and sub-district level. There seems not attempt yet to influence corresponding national policies and legislation.

6.4.2 Efficiency and effectiveness

The efficiency (see annex C for definition) are the means used to achieve outputs and outcomes. The efficiency cannot be compared against a pre-determined standard, as this is very difficult for a project consisting of components like assessments and policy work. In Thailand two different regions were supported with two difference SG-organisations. The resulting implemented activities and outcomes are diverse. There is also not one standard to assess whether the 'efficiency' is sufficient or not. Thus the assessment by the evaluation team is mainly qualitative in nature.

Table* 10*: Assessment of efficiency Thailand

	Budget component	**Means (Euros)**	**Output, Outcomes**	**Assessment**
1	***National project management***			
1a	Assessment	**23,899**	In Koh Phra Tong useful and	

establishing Coastal Community Network. If IUCN is able its ecosystem conservation work with the livelihood priorities they can get great community support. There is now experience

7 General findings concerning the Green Coast Project

7.1 Budget and expenditures

In the table below an overview of the original budget and the expenditures of the Green Coast project are presented. More detailed information can be found in the financial reports. More specific information how the budgets were spent in the countries is provided in the previous chapters.

Table 11: Budget and expenditures Green Coast project

De WveT EM(al)Tjln BT /TT0 1 Tf 0.00487.8r001 Tw 934846 558.84 0.48 11.52 re0 1 Tf 9.96 0 049. 84

	Budget component	Original budget	Expenditures	% Exp. of total Exp.
A	**Assessments**	**431,200**	**388,067**	**9.7%**
	Country budgets	417,450	374,317	9.3%
	Overall incl. guidance by WI HQ	13,750	13,750	0.3%

	Total household beneficiaries	24,157	43,637	?	29,934	?	97,728
Awareness + Training	number of events	590	400				990
	participants	93,813	12,000		12,000		117,813

The *effectiveness* of the Green Coast cannot be compared against a neutral external standard. Thus, the project is compared vis-à-vis its own expected outputs and outcomes (see table below). Our conclusion in general that the activities under the three project components have led to significant outcomes as promised by the original proposal. We have also the feeling that the project could also improve its performance by applying a more rigid and directive organisation in a post-disaster setting (see 7.3 and 7.4).

Table* 15*: Performance of the Green Coast project

Projected Outputs and Performance Indicators	**Outputs and Outcomes**	**Observations**

- Partners, NGOs trained in SGF - NGOs/CBOs coordinate themselves	participated in events to enhance skills, awareness and were trained. Total: 117,813 participants	seems most efficient, use of Appropriate Technology!

An important aspect in the discussion on cost-efficiency and cost-efficiency is the fact that a project has to define its outcomes in very specific terms at the start in order to make a comparison possible in the end. Green Coast did not do that. An assessment of cost-effectiveness should take the benefits arising from the activities of the project as a given and ask whether these could have been produced at a lower cost compared with alternatives.

On sub-project level, several projects in India supported households in developing home gardens to increase their income. The increase in income and savings for food purchases was around 20-30% of the monthly household income. The investment made was about 2-5 Euros per household. More or less the same effect can be seen with Micro-Revolving Funds.
Investments in agriculture on Sustainable Rice Agriculture required a much larger investment per household (76.5 Euro) benefiting directly 176 farmers. But their yield per ha tripled in the last year leading to a significant increase in income. With 794 farmers copying these SRI practices without further investments the project-investment per farmer is around 13.9 Euro.
On this level alternatives might be defined but the examples mentioned seems very cost-effective. Those that failed of course did not. Investments in ecological restoration can improve significantly in their cost-effectiveness if these investments could define their importance to the ecosystem, i.e. what does 1 ha planted mean for the larger area (merely an increase ha?, resilience/, safety buffer zone?, increase in yield and catch?, how much water?).

Although we cannot produce hard figures, we have the feeling that the Small-Grants Facility has about 10-20% SG-projects could improve significantly in their outcomes and sustainability, and that about 10% of the SG-projects will fail for a variety of reasons. The failure rate of the Micro-Revolving Funds with women's groups seems extremely low (not one is mentioned as a failure, yet).

On the level of the GC-project is becomes more difficult to make such claims. If the purpose of the GC-project had been to only focus on how to restore a livelihood and raise a household income the best way would have been to only invest in small-grants projects. Thus leaving out the other project components. However, the component 'Assessment' was incorporated to focus the SGF and identify policy issues. This has not been very successful (because they often failed to produce guidance to the SGF) bringing the cost-effectiveness down. The policy component had been incorporated with the rationale that long-term sustainability had to be ensured as well. Thus making the investment of the SGF more sustainable. The policy interventions in most countries are not specific enough to make this claim. But in most countries the GC-teams are involved in the relevant processes. The outcomes are yet limited. In a future project with similar components, the inter-linkages could be stronger and better defined preferably also with measurable outcomes. This would enhance the project's efficiency and effectiveness and also make it better measurable.

7.2 Findings and observations

7.2.1 General findings of the mid-term review

The following findings - also related to activities in the Netherlands - were presented in the mid-term review (please note the findings are shifted to fit under the various headings):

Project design and steering mechanism:

10) Project partners as well as external informants expressed that the design of the Green Coast Project was well conceived and innovative. The small grants components and its

implementation has been a learning experience, under great pressure, but with increasingly visible results.

19) Restoration of ecosystems and livelihoods linked to such ecosystems cannot be realistically achieved in a two-years period, taking into account that a programme first has to be established and baseline information needs to be collected. Collecting such ecological as well as social-economic baseline information is time consuming, but is an absolute necessity if one does not want projects to wither from faulty design. (The number of abandoned tree-planting projects – not linked to Green Coast - encountered during our visits is bewildering). The programme should not be simply abandoned after this phase. It is clear that tangible outputs for the environment and livelihoods have been obtained but long-term benefits will only be achieved if follow up activities are possible, A number of activities can continue without further support, but for the bulk of the activities continued monitoring and support is needed as these simply have not had time to produce sustainable results yet (in terms of livelihood opportunities for local communities).

20) Many staff members express having trouble in effectively integrating gender aspects in their work. The assessment documents are deficient in providing concrete gender based information on livelihood dependencies. In the policy component the gender aspects are largely absent. On the other hand it is observed that small grants projects reach women and men in equal numbers. In some instances women groups expressed their appreciation for the project as they were able to make some money for themselves for the first time

20)

On communications it was also noted that communication outputs from all project components are available and branded as 'Green Coast' and/or as a collaborative effort by the four international NGOs. The website provides a wealth of information and is praised by a number of respondents for its transparency and efficiency in use.

7.2.2 General findings regarding the Green Coast' project components

The main general findings are presented under the various chapters per country. Below the

Observation: The project also intended to raise awareness, in the region and in the Netherlands, about the special role and responsibilities of women in coastal resource management, the way their lives were affected y the tsunami and how the project contributes to the empowerment of women, and concrete improvements in their rights and economic position (source project proposal). This information and related lessons have only to a limited extent be gathered and as yet not communicated.

Local NGOs/CBOs
[shanti]

Thus, the main questions regarding the effectiveness and efficiency of the GC project in a post-disaster setting are:

1) Did the GC-project indeed fill the gap between relief and recovery?
2) Was the timing of the GC-project correct and could it deal with the time pressure?
3) Is the GC-project context- and location specific and building on local capacities?
4) Does the 'Ecosystem & Livelihoods approach' not hamper relief activities and does it positively contribute to the sustainability of relief work?

Our conclusions are:

Ad. 1: Especially the way the Small-Grants Facility has been implemented in a participatory manner fills this gap between relief and recovery. The SGF had a meaningful contribution e.g. the home gardens, restoration of agricultural lands, planting of mangroves, artificial reefs to restore livelihoods both on the short-term as well as on the long-term.

Wereldnatuurfonds (WNF, part of the World-Wide Fund for Nature network), and Wetlands International. The latter is signatory to the contract with Oxfam-NOVIB, leading the project and providing the project manager.

The project management structure in general consisted of:

1) Steering Committee in the Netherlands
2) Project manager
3) National Coordination Teams (in India, Indonesia, and Thailand)
4) National Reference Group (in India, Indonesia, Sri Lanka and Thailand)

Project management was assigned by mutual agreement to one of the smaller organisations (WI) in the consortium. All organisations were involved in appointing the project manager. According to the organisations this created a feeling of ownership and commitment.

A *Steering Committee* was formed between the Green Coast partners with the purpose to:

1) Supervise management and implementation; which2 TD [(A)7([(S)7(te)4)-2(mud)-2(i)-9(0 Tw 22-1.72( )Tj

On paper the project it is well structured and the rationale behind the structure is sound. The division between project classes (A<5,0000 Euros; B 5,000-15,000 Euros; and C above 15,000 Euros) as well as the linked decision-making is good. In general, the overall structure worked quite well but also quite a few problems have arisen: a project manager that could not

This would also make it possible to monitor progress and enable decisions to re-focus efforts if the team feels the process is not leading to the outcome. Within GC-project the outcomes of policy work have not been defined by indicators or monitored.

The financial monitoring by most organisations and their audits seems in line with the

was also sound. However, due to the time-pressure they were implemented simultaneously. Only very late during project implementation the synergy improved. The relevance of for example the assessments for the small grants projects was thereby lost.

The evaluation team agrees that the initial design of the project contained good elements and was innovative. The implementing organisations had to learn a lot about implementing such a project in a post-disaster setting. Almost everybody – all normally work in regular development and conservation projects – complain about the time pressure and the time horizon of two years.

However, the evaluation team feels that the project design and phasing can be improved. For example, many grass-root organisations and community groups could benefit from capacity building. The small-grants officers and financial officers now did this implicitly on for example administration. Identification of how women use their environmental resources could also be improved as well as how (and when and why) to define a micro revolving fund might improve the overall impact and sustainability. Therefore, a new program should explicitly build in a component to build capacity and address gender issues. The project components would thus be:

1. Rapid Assessment of Impact on “Ecosystem & Livelihoods”
2. Policy Work and Communications
3. Small Grants Facility
4. Capacity building NGOs/CBOs and gender issues
5. Learning and exchange

The phasing of the GC-project could be:

Month	**1**

damage and impacts on both ecosystems and livelihoods, to guide rehabilitation policies, and to support small-scale rehabilitation projects in hotspot areas (2 years).

The expected project impact/outcome was that the project would ultimately contribute to more secure livelihoods of the beneficiaries through, among others (source project proposal): i) a healthier/ more intact natural resource base; ii) better security from damaging storm and flood events; iii) increased potential for economic development; and iv) stronger ownership by local communities of the natural resource base.

In relation to this rationale several research questions can be defined.

Research questions regarding coastal livelihoods and poverty reduction

- What is the direct and indirect value of the natural resources to the income of a household? what distinction can be made between the asset poor and other and what instruments are most suitable to improve the situation?
- How do women use their coastal natural resources and what is the contribution to the household income and food security?
- To what extent can a recovery project facilitate the recognition of tenure and user rights in a recovery situation? what are tools available to avoid land grabbing?
- What is their resilience against new climatic events and how adaptable are they to climate change?

Research questions regarding healthy coastal as a safety buffer

Field experience shows that coral reefs, mangroves and other coastal forests reduce the impacts of tidal waves and hurricane in coastal areas. They also did when the tsunami struck according to eye witnesses. According to available information, human and economic losses were most severe along shorelines lacking natural vegetation and with constructions close to the sea. Coastal communities that were situated more inland were better protected. To safeguard future human security and protection – also in view of frequent cyclones and floods in the region – it is essential to rehabilitate those natural buffers. Or in other words: to restore so-called *green coasts*. But, various scientists doubt whether coastal forests could have a significant meaning against tidal waves and hurricanes.

- To what extent provide coastal forests protection against tidal waves and other climatic events?
- What are design features of a 'soft' barrier vis-à-vis the risk scenarios of climatic events?, i.e. how width the forest has to be, how far inland, which species, how widespread planted, what is the energy absorption capacity etc.
- To what extent is the coastal ecosystem resilient enou

8 Integration, up-scaling and follow-up

8.1 Sustainability, integration and up-scaling

Sustainability
Sbeeeen l-25(ow)5at6 -25(hee)4T comm(y67yrus) doee no -25(at9(-6(-25(ee)4(1(f)-1(-25(of)-1(-25(hee)4((t9(

initiative can be seen as an up-scaling of work implemented under Green Coast. However, in some countries like India other priority regions are chosen suggesting there is no real intention to up-scale the work of Green Coast on field level. The 'Green Coast Approach', i.e. the various instruments are used.

Our observation is that there is a need for incorporating the 'Green Coast Approach' - and especially the work with the coastal communities - into the overall coastal zone management of the five countries. This would have been an up-scaling opportunity for the four organisations under the 'Green Coast' umbrella. However, this is exactly what the IUCN 'Mangroves for the Future' aims for. The initiative targets the coastal zones of the Indian Ocean countries and incorporates a large number of organisations. Thus, the GC-partners should work together to integrate the GC-approach in the initiative.

Integration of "Nature & Poverty" concerns into relief organisations.
Many relief organisations have become aware of the 'environment' as an issue. At first this had mainly to do with the impact of refugees and refugee camps on the surrounding environment (see box below). This is a crises different situation but might be interesting for an "ecosystem approach" as well. Later, the awareness of the interrelations between the natural resource base and rural livelihoods rose. In this latter context the "ecosystem approach" plays an important role and is often misunderstood by non-experts.

Just after tsunami the US Red Cross initiated a partnership with WWF US[12]. This partnership builds on previous discussions between the two organisations. In essence, WWF will advice

consumption of wild meat (referred to locally as “night time spinach” because of the covert, after-dark nature of the trade) have flourished.

The sheer number of refugees has led to extensive habitat degradation, while the hunting and trade of wild animals for meat has had a major negative impact on local wildlife populations. One outcome of this has been a decrease in income to local authorities as the refugee situation has undermined commercial hunting and tourism operations. Another has been decreasing availability of important livelihood resources to the resident local community as wildlife populations have dwindled. Despite this, TRAFFIC do not advocate a wholesale clamp-down on the refugees’ activities – though the report highlights that law enforcement will be essential to protect some endangered species such as chimpanzees and elephants. Of more concern is the fact that the trade is symptomatic of a failure by the international community to meet the refugees’ basic needs. Humanitarian relief agencies need to address inadequate food provision policies and sustainable wildlife use may be one option to consider more seriously – both as a source of protein for refugees and as a source of income for local communitp on

In conclusion: relief agencies have to become part of the conservation-poverty debate6

Source: Jambiya, G., Milledge, S.AH. and Mtango, N. (2007). ‘Night Time Spinach’: Conservation and livelihood implications of wild meat use in refugee situation sin north-western Tanzania. TRAC East/Southern Arica, Dar es Salaam, Tanzania.
The report is available to download from: http://www.traffic.org/home/2008/1/22/lack-of-meat-for-refugees-causing-large-scale-poaching.html

8.2 Follow-up: Resilient Coasts Program

and recovery (see 7.3), we propose that the four organisations together with some recovery-oriented organisations (like the SHO, CARE, UNDP) look into the possibility of creating a "Green Rapid Response Team".

All findings and observations discussed in the previous chapters can be used for this discussion and set-up of such a response team. In addition, the set-up could entail:

- Developing and maintaining a database of staff that has certain expertise, are knowledgeable about certain regions and learned their lessons;
- Developing and maintaining database of experts for Rapid Ecosystem & Livelihood Assessments;
- Develop on Handbook on Recovery of Ecosystems & Livelihoods with Green Coast experiences, lessons, the manuals for on-the-ground implementation etc.
- Developing contacts with UN system, IFRC, CARE and linking to the 'reliefweb' Internet site.
- Developing a project proposal format in order to be able to define and submit a proposal as quick as possible.

A rapid assessment should be deployed when coastal ecosystems are hit by cyclones, tsunamis and when appropriate maybe also in large flooding situations. Expertise is needed on: (1) the specific ecosystem, (2) livelihoods, (3) gender.

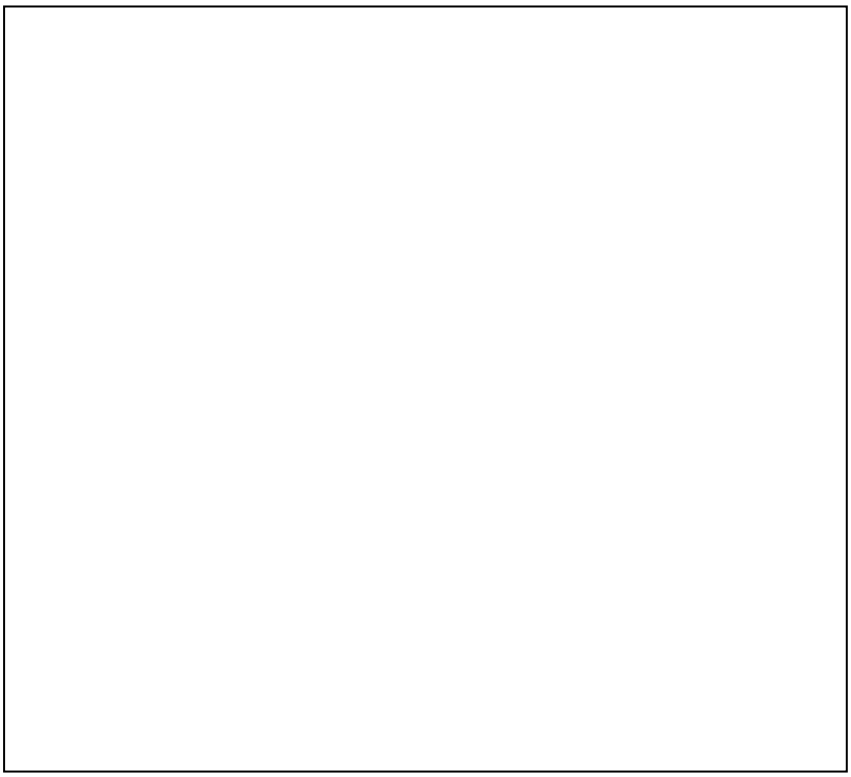
8.4 Conclusion

Annex A: Map of the tsunami region and Green Coast project areas.

Map* 16*: Region hit by the tsunami.

(The yellow stars have no specific meaning in this context)

Map* 17*: Green Coast project areas.



(click here for internet link).

internationally collaborative effort to adopt a bottom up approach for restoration of ecosystems and livelihoods".

- "Collecting ecological as well as social-economic baseline information is time consuming, but is an absolute necessity if one does not want projects to wither from faulty design".
- "Restoration of ecosystems and livelihoods linked to such ecosystems cannot be realistically achieved in a 2,5 years period. The programme should not be simply abandoned after this phase. (……)

be learned from Green Coast and what can it 'teach' the involved partners?)

The evaluation will be **result oriented** and the final report will be used by Green Coast partners (incl. Oxfam NOVIB) in their dialogues with the humanitarian relief sector to promote the "ecosystem approach" in disaster relief work.

Main stakeholders of this evaluation are:

- Members of the Netherlands based Steering Committee
- Oxfam NOVIB as donor of Green Coast Phase 1
- Green Coast partners in the five countries

Ad 1. What outcomes (intended and unintended) have been achieved by Green Coast Phase 1?
Main questions:

- Are the intended outcomes, as formulated in the log frame, been achieved?
  - What are the outcomes in terms of rehabilitated livelihoods and how many people in totome beJ 0 T-eopn eap5(at)3ao-8(of)72 h2

nurture the partnership?

- Were monitoring & evaluation mechanisms adequate and effective?

Ad 3 What contributions have been made to women's empowerment and furthering gender equality?

- o

partners with other NGOs, CBOs, local government and other stakeholders? Any overlap or missed opportunities?

Ad 6. What recommendations can be made on Green Coast follow up projects and initiatives?

Main questions:

- What is needed to convince governments in these countries to use the Green Coast approach for their coastal development work?
-

is scheduled for end 2008, it is advised that, for this evaluation, only a desk-study on Green Coast Phase 1 in Indonesia will be executed.

To summarize, the Green Coast Phase 1 final evaluation will focus on India, Sri Lanka, Thailand and, to a lesser extent Malaysia. Green Coast Phase 1 in Indonesia will be full part of this evaluation, however, only on the basis of a desk-study.

Main activities

Main tasks for the evaluation team will be the following:

- Desk-study to review key documents (see Annex A)
- Internet scan to identify main coastal ecosystem & livelihood initiatives & key partners
- Interview key resource persons in the Netherlands: members of the NL Steering Committee, project manager & CEO at WI-HQ, guidance officers at IUCN NL & Both ENDS and key contacts within Oxfam NOVIB.
- Travel to Thailand, Sri Lanka, India & Malaysia to:
  - Do additional interviews with the following persons/representatives:
    - Members of the National Coordination Teams and key Green Coast staff within the national offices such as Small Grants, policy & communication officers
    - Members of the National Reference Group and representatives of Oxfam NOVIB
    - Representatives of donor/aid agencies and other relevant organisations (Red Cross, CARE, MDTF, Mangroves for the Future/IUCN Regional office) in Colombo, Chennai & Bangkok
    - Representatives of key government ministries/departments and policy makers in each country.
  - Visit additional Green Coast projects (preferably 'replication projects') in the prioritised coastal regions in each country, check results and outcomes and interview local implementing CBOs & NGOs and community participant and beneficiary groups
  - Spend some time at Green Coast project office in each country and study relevant in-country documents from SGF (Small Grants Facility) such as original reports from project grantees, progress reports, reports of monitoring visits & impact assessment documents
- Write (draft) evaluation report, incl. summary of findings and conclusions
- Present main findings and conclusions to NL based Green Coast Steering Committee and collect feedback and comments
- Produce final evaluation report (report should have 35 pages as maximum incl. 5 pages (max) for summary)

4. The evaluation team

The evaluation will be executed by a team of 2 - 3 consultants (at least one woman), preferably one based in the Netherlands (to do desk-research and interviews in NL) and one or two consultants from the region.

Together, the evaluation team should have the following expertise:

-

- NL based consultant: 3 days
- Regional based consultant: 2 days

Total time needed to travel to and from countries: 5 consultant days

Total 1 and 2: app 36 consultant days

3. Report writing

x

Annex C-1: Explanation of terminology (e.g. effectiveness, efficiency)

The various terms used for measuring project performance are described below. There is not one encompassing model to measure organisational efficiency and effectiveness, and the same terminology is used in a slightly different manner by different organisations. The terminology used is based upon the guidance note by OXFAM-Novib for Tsunami Evaluations and the note 'Handreiking Meten van Doelmatigheid' (measuring efficiency) aimed at the Dutch government and non-governmental organisations in the Netherlands:

Output = achievements by operations: quantitative and qualitative results.

Outcome = a result of the organisation's activities (output) that represents a potential contribution to the achievement of changes in existing policies and practices. Usually, outcomes coincide with a counterpart's one, two or three year objectives.

Sustainability = continuation results after the program.

Efficiency (doelmatigheid) = assessment of the use of means and the internal organisational processes in relations to achieving the direct project results (the outputs).

Effectiveness (effectiviteit, doeltreffendheid) = assessment of the activities in relations to achieving the goals and intended end results, outcomes and effects.

Annex C-3: Performance India

Table 19: Performance in India: targets and achievements

	India	Target	Achieved	%
Ecosystem restoration				
Mangrove regeneration				
Area	ha	53	43	81.9%
Saplings	nos.	127,000	1,229,627	968.2%
Nurseries	units	13	13	100.0%
Survival Rate	%			58.0%
TDEF plantation				

Annex D: Methodology for calculating expenditures

The GC project used a standard for its budgets. Based upon this standard the budget lines have been grouped to indicate expenditures related to national level project implementation (1) by the GC-partners and expenditures related to local level implementation (2). The latter has been subdivided in: Management by the GC-partner (2a); Management by a grassroot NGO or community based organisation which includes administration, Technical Assistance and other capacity building work; and the funds for the small grants in direct support for "Ecosystem& Livelihoods" (2c).

Example Table: Budget and expenditures

	Budget component	**Original budget (Euros)**	**Expenditures (Euros)**	**% Exp. of total Exp.**
1	***National project management***			
1a	Assessment	**xx**	**xx**	**xx%**
1b	Policy Work, Communications	**xx**	**xx**	**xx%**
2	***Project costs Small Grants***	**xx**	**xx**	**xx%**
2a	Management costs GC partner	xx	xx	xx%
2b	Management NGOs/CBOs	xx	xx	xx%
2c	Direct "Ecosystem& Livelihood" support	xx	xx	xx%
				100%
	Total country budget	**xx**	**xx**	**100%**