MID TERM REVIEW
Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (also referred to as Nauru R2R)

October 2019

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Project Title	*Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru).*
PIMS #	5218
UNDP Project Id #	00092583
MTR Dates	July -October 2018
Country	Nauru
GEF Focal Area:	International Waters
Implementing Partner:	Environment Division, Department of Commerce, Industry & Environment (DCIE).
Responsible Parties:	Nauru Fisheries & Marine Resources Authority (NFMRA); and Environment Division, Department of Commerce, Industry & Environment (DCIE
Project Start Date:	10-Apr-2015
Planned Project Closing Date:	10-Apr-2019

MTR Team Members: Toeolesulusulu Cedric Schuster

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10. Signed MTR final report clearance form
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ACRONYMS AND ABBREVIATIONS

AusAID	Australian Agency for International Development BD Biodiversity
BIORAP	Rapid Biodiversity Assessment
CBD	Convention on Biological Diversity
CBMMA	Community Based Managed Marine Area
CBO	Community Based Organisation
CCD	Convention to Combat Desertification
CSO	Civil Society Organisation
DCC	District Community Council
DCIE	Department of Commerce, Industry and Environment
DoA	Division of Agriculture
DoE	Division of Environment
DWG	District Working Group
EA	Executive Agency
FAD	Fish Aggregating Device
FAO	Food and Agricultural Organisation
FCCC	Framework Convention on Climate Change
GCCA: PSIS	Global Climate Change Alliance: Pacific Small Island Sates
GEF	Global Environment Facility
GIS	Global Information System
Ha	Hectares
ICM	Integrated Coastal Management
IIB	Integrated Island Biodiversity
IW	International Waters
IWM	Integrated Watershed Management
IWRM	Integrated Water Resources Management
JICA	Japanese International Cooperation Agency
KAPB's	Knowledge levels, Attitudes, Practices and Behaviours
Km	Kilometres
Km^2	Kilometres squared
LD	Land Degradation
LMMA	Locally Managed Marine Area
M & E	Monitoring & Evaluation
MDG	Millennium Development Goals
MOA	Memorandum of Agreement
MoH	Ministry of Health
MOU	Memorandum of Understanding
NACRDFS	Nauru Australian Cooperation Rehabilitation and Development Feasibility Study.
NAP	National Action Programme to Combat Desertification/Land Degradation and To Mitigate Against Drought.
NBSAP	National Biodiversity Strategy and Action Plan
NCC	Nauru Community Council
NECC	National Environmental Coordinating Committee
NFMRA	National Fisheries and Marine Resources Authority

NGO	Non-Governmental Organization
NIANGO	Nauru Island Association of NGOs
NPC	Nauru Phosphate Commission
NRC	Nauru Rehabilitation Corporation
NSDS	National Sustainable Development Strategy
NWSHP	National Water, Sanitation & Hygiene Policy
PAD	Planning & Aid Division
PB	Project Board
PCC	Project Coordinating Committee
PFD	Program Framework Document
PICAP	Pacific Island Coastal Community Adaptation Project
PICs	Pacific Island Countries
PIF	Project Identification Form
PMU	Project Management Unit
PPG	Project Preparatory Grant
PRF	Project Results Framework
PROC Fish	Pacific Regional Oceanic and Coastal Fisheries Development Programme
R2R	Ridge to Reef
SG	Strategic Goals
SIDS	Small Island Development States
SLM	Sustainable Land Management
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SRF	Strategic Results Framework
STAR	System for Transparent Allocation of Resources
TOR	Terms of Reference
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNDP- MCO	UNDP Multi-Country Office, Fiji
UNEP	United Nations Environment Programme.

1. EXECUTIVE SUMMARY

Table 1: Project Information Table

Project Title	*Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru).*
PIMS #	5218
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Project Start Date:	10-Apr-2015
Planned Project Closing Date:	10-Apr-2019
UNDP:	US$40,000
GEF:	US$2,644,358
Government (DCIE):	US$6,253,000
Government (NFMRA):	US$2,114,000
Total	**US$ 11,051,358**

Project Description:

The project is part of the broader Pacific Regional Program on "Pacific Islands Ridge-to-Reef National Priorities – Integrated Water, Land, and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods". This program is designed to build stronger linkages between sustainable development and management of freshwater ecosystems (e.g. ground water systems for Nauru) and coastal/marine areas and promotes the implementation of holistic, integrated management of natural resources.

The Nauru Ridge to Reef (R2R Nauru) is a GEF Full-Size 5-year Project (April 2015-April 2019) approved with a total budget of USD$11,051,358.00 from the GEF grant of USD$2,644,358, a UNDP grant of $40,000, and in-kind support from Nauru Government grant of USD$8, 367, 000.00.

The GEF funding component is derived from three focal areas including Biodiversity (BD -2) US$1,789,829, Land Degradation (LD-3) US$699,429 and International Waters (IW-3) US$155,100 with the corresponding co financing for each focal area including (BD-2), US$2,128,000, (LD-3) US$2,067,000 and (IW-3) US$4,212,000, respectively.

The project is anticipated to improve the poor performance for Nauru in implementing the MDG 7a and 7b on environmental sustainability which resulted in large areas of degraded landscapes. The project is linked to implementing Sustainable Development Goals 13 (Climate Action), 14 (Life Under Water) and 15 (Life on Land)

The project was designed to develop, establish and implement a government and community partnership approach to increase knowledge for better management of natural resources and ecosystem services for the entire Island of Nauru through innovative integrated land, water, biodiversity, coastal and marine management approaches thereby protecting and increasing livelihoods opportunities, food security, and enhancing climate resilience.

These goals will be achieved by building Nauru's capacity to implement a comprehensive cross sectorial regime for sustainable land, freshwater water, solid waste, coastal and marine area management and ensuring the initiatives are mainstreamed and established into all levels of decision making including government policy, laws and regulations and community plans.

The goals of this Nauru R2R Project will be achieved through four specific project level outcomes interventions that are directly interconnected at national and site-based community (district) levels. These include

(i) Improved management effectiveness of new marine conservation areas,
(ii) Integrated landscape management practices adopted by local communities living within the 'bottom-side' and applicable 'ridge', and 'topside' areas not covered by mining,
(iii) Biodiversity conservation and Sustainable Land Management (SLM) mainstreamed in policy and regulatory frameworks, and
(iv) Knowledge Management.

Project Progress Summary

The project although scheduled to begin in April 2015, due to some complication encountered, it was not officially implemented until the Inception Workshop was completed in February 2016.

Since the implementation began in 2016, the project has utilised around 48% of the allocated GEF funds for the activities planned. From these funds, the project has produced some important outputs which includes:

1. Component 1: Conservation of marine biodiversity
    a. supported marine biodiversity and health surveys
    b. installed FADs as alternatives for fishing
    c. reviewed and developed the Coastal Fisheries Bill
    d. conducted several awareness workshops in the 5 project sites on the establishment of locally managed marine areas (LMMA)
    e. produced project sites draft Coastal Fisheries Management Plans
    f. build 5 canoes as options for the project communities
2. Component 2: Sustainable Land and Water Management

    a. Completed household survey and mapping of community land use in the 5 project sites
3. Component 3: Governance and Institutions
    a. Produced draft policies and legislations for
        i. Coastal Fisheries Bill
        ii. Waste Management Policy
4. Component 4: Knowledge Management
    a. Produced communication and awareness campaigns to raise national awareness on R2R
    b. Established a web-based storage facility for publications and information on R2R and the environment

The MTR overall rating for the project is moderately satisfactory due to the fact that most of the baseline assessments have been completed, there has been awareness at the community level on the benefits of conservation and sustainable land and water management, the alternative livelihood options have been determined and actioned with remaining ones to be rolled out soon, and the necessary national frameworks in the form of legislation, policies and plans have been produced in draft form and proceeding through the appropriate channels for approval.

The important task identified by the MTR is ensuring the information and knowledge generated by the project is effectively communicated widely for appropriate use at the national and community level.

Highly satisfactory	Satisfactory	**Moderately satisfactory** ✔	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

MTR Rating and Achievement Summary Table

A summary of the overall project ratings and achievement is provided in the table below:

Table 2: Ratings Achievement Table

Measures	MTR Rating	Achievement Description
Results	**Objective Rating: 4** Moderately Satisfactory	The MTR finds that despite the delays, the slow progress in the implementation of actions, as well as the limited coordination and collaboration amongst the project implementing partners, the review provided the opportunity for all to take stock and identify areas that they will collaborate to ensure a successful completion and achievement of all the project goals.
	Outcome 1 Rating: 4 Moderately Satisfactory	Most of the identified baseline information and surveys have been undertaken with draft district coastal management plans produced. At least 2 district meetings have been completed to discuss marine conservation and Marine Managed Area concepts. Communities have indicated support whilst the formalisation to MMA and demarcations of marine use areas have not been identified. These according to the

		NFRMA team can only be discussed once the relevant legislation has been formalised. Alternative marine livelihood activities such as FAD's have been installed while each community has completed the training and one canoe built for each community. The remaining action is to build the remaining 4 canoes for each community which are currently under way. NFMRA is currently in the finalising stages of the Fisheries Legislations which includes LMMA network which should be completed and hopefully submitted for Parliamentary endorsement before the end of 2018. The absence of the LMMA officer has not held back the implementation of this component as the LMMA Advisor and Fisheries Department officials have undertaken most of the necessary work. The LMMA officer will be crucial to the final actions which are the development with communities of the district MMA. Nevertheless, if the LMMA Officer recruitment continues to be problematic, the work can be carried out with the existing arrangements, whereby the LMMA Advisor can facilitate with the Fisheries Officials and the TSO's the preparation of the MMA agreement and management plans
	Outcome 2 ***Rating: 3*** Moderately Unsatisfactory	This component encountered difficulties in its implementation due to some misunderstanding between the R2R and Department of Agriculture. This misunderstanding has resulted in non-collaboration in terms of sharing resources, and complimenting the work as initially envisioned in the project. Specifically, the food crops identified and imported by R2R are different to the food crops currently used by Agriculture in its FAO Climate resilience project. Furthermore, little to no coordination was evident with training for communities on growing of the food crops. As such, the TSO's do not have any understanding on looking after the crops in the Agricultural nursery, nor do they have the expertise to assist the community members in growing crops once they are transplanted to the respective family gardens. Through the review, several issues have been resolved and the R2R, Environment and Agriculture now see the importance of the project and the common linkages which they have committed to working closely to ensure the outcomes will be achieved and the sustainability of the actions beyond the project.
	Outcome 3 ***Rating: 3*** Moderately Unsatisfactory	Coastal Fisheries Bill and Waste Management Policy are in the final steps of approval which will then be submitted for Parliament and Cabinet while the Environmental Safeguards Policy has yet to be undertaken. Several trainings have been undertaken to build the capacity of the communities, national agencies and the project team (PC, TSO, and PT) in the areas of land use mapping, LMMA, leadership, socio-economic surveying, and biodiversity. Some of the trainings have been applied to compile information and implement the project while the south-to south visits will benefit the project if these lessons learn can be put into use in the developing of the LMMA.
	Outcome 4 ***Rating: 4***	No work has been done to establishing the necessary database due to the storage of the information now using the PEIN Portal hosted by SPREP. All the information generated from the project are now stored here,

	Moderately Satisfactory	although it was noted in the review that most of the stakeholders did not know this and have not utilised it. This is now updated with all partners now aware and committing to upload their data and information for the information management that has been lacking in Nauru. Trainings had been conducted and products produced to improve awareness of the project. Unfortunately, most of this information is from other projects while the specific information collected for R2R have not be compiled for use in the project implementation.
Project Implementation	***Achievement Rating: 3*** Moderately unsatisfactory	The project faced a long delay in beginning of implementation due to several factors. These included the length of time taken to recruit project staff, training and retention of project staff. Furthermore, it appears that misunderstanding among the project implementing partners had also affected the effective implementation. Having discussed these issues both at the individual consultations and at the MTR workshop, it is foreseen that the project will be able to achieve its intended outcomes and outputs. The limited capacity and resources available on island will continue to affect the implementation, but the MTR strongly feels that these issues are only minor ones that should not result in not achieving the project goals. A major issue noted in the MTR is how slow the project overall spending which currently stands at 48%. Much of these are related to administration cost such as project staff and consultant costs. The major costs related to project activities are noted to be utilised by the end of the project. These include the costs for compost toilets, water harvesting systems, and canoes.
Sustainability	***Achievement Rating: 3*** Moderately Likely	The main misunderstanding noted in the MTR is the lack of association by the project implementing partners such as Agriculture, Fisheries and Environment with the project. They all see that project as independent of their work, but during the workshop and through the assurances by the Director of Environment, the partners have seen the importance of the project as a critical component to their work and are committed to mainstreaming the R2R into their workplans and supporting implementation.

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

1.4 Conclusion:

The project undertook a comprehensive participatory and consultative process in its development which resulted in a project that addresses many of the threats and barriers that is faced by Nauru in advancing its goals of conservation and sustainable use of resources.

The project implementation framework with a multisectoral approach in the implementation of different components with the specific outputs aligned with the mission of the respective government agencies augers well in mainstreaming the outcomes into the government programs.

The progress made to date of the project in terms of achieving its end of project targets varies with each component but is generally assessed as being moderately unsatisfactory. Although a lot of the background work and assessment have been undertaken, the project has not made the necessary progress in achieving the outcomes and outputs set out in the project document. Several issues were noted in the MTR as being some of the reasons for these delays, such as

- Delayed start in the implementation
- Absence of the full complement of project staff since the inception
- Ineffectiveness of the different multisectoral tasks that are supposed to assist the project implementation such as the Project Board, the Technical Working Group, the Project Assurance and the Project Management Unit
- Ineffectiveness of the international consultants employed to provide the necessary technical advice for the project
- Lack of buy-in and support from around Nauru in the form of political will and community ownership
- Limited technical capacity of the national project staff to implement some of the activities
- Lack of clear understanding on the benefits of the project to the long-term sustainability of the country and community.

Despite the issues affecting the implementation, the MTR noted during the review mission that there is strong willingness of all parties to collaborate and coordinate efforts to ensure the necessary activities. It is this notion that the MTR is optimistic that with the right technical and organisational support, the remaining activities can be realigned and implemented to achieve the end of project targets

1.5 Recommendation Summary Table

The MTR concluded that project is addressing important issues in Nauru and the progress in implementation is moving along satisfactorily, therefore it is important that is continued and supported so that it can be completed, and the outcomes and outputs as set out in the project document can be achieved.

Recommendations	Actions
1. Strengthening Project Implementation	The MTR recommends that the Project Board, the Technical Work Group and Project Management Unit need to be effective in their respective roles provide the necessary governance and technical support that is required. Additionally, due to the limited technical capacity available to the project, the MTR recommends the recruitment of a PMU Advisor to assist the PMU with the implementation of the various project components
2. Improve Coordination	The MTR recommends a more effective coordination and more vigorous review of project plans and implementations of identified actions by the respective groups involved with the project organisation structure such as the Project Board, the Technical Working Groups and the Project Management Unit.
3. Project Extension	The MTR recommends a 12-18-month extension of the project to complete the remaining activities.
4. Improve community engagement	The MTR recommends activities to encourage more engagement of the communities as well as making the information available from the project to share to the communities. This can be done through monthly activities at each community and road show programs which can be taken to project sites and throughout the country
Sustainability:	The project partners (namely Environment, Agriculture and Fisheries) to mainstream the project activities as an extension of their respective Department activities rather treating it as a short term and stand-alone project.

2. INTRODUCTION

This report constitutes the culmination of the Mid-term Review (MTR) for the GEF Project Titled *Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru)*" implemented through the Nauru's Department of Commerce, Industry and Environment (DCIE).

The project started on the April 2015 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). The MTR expectations and process follows the guidance outlined in the document *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*.

Purpose and Objectives of the MTR

The MTR was performed as part of the project requirements by UNDP Fiji who is the Project Implementation Agency.

The MTR objective was to review and assess the R2R Nauru project implementation and provide recommendations to assist the remainder of the project, utilizing the tools provided in the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*

1. ***Project Strategy:*** the MTR assessed the *relevance* of the project in the national context with regards to the national priorities, the involvement of the national stakeholders in the development of the project and how the project affected changes within the communities and the national level.
2. ***Progress towards Results:*** the MTR assessed and analysed the *efficiency* of the project progress in achieving the intended outcomes and outputs as set out in the project Logframe. Specifically, the MTR reviewed the log frame against the actions taken thus far and assesses if the intended outcomes and outputs have been achieved or are on-target to be achieved accordingly.
3. ***Project implementation and Adaptive Management***: the MTR assessed the *effectiveness* of the systems and management structures employed in the project as per the project document to support activities and that ensure the successful completion of the project by achieving its intended outputs and outcomes. The MTR assessed the effectiveness of the project management structure, the relationship between the various organisations and how they collaborated and coordinate work to support the project implementation. The MTR further looked at how the project had dealt with issues and risk faced and if appropriate adaptive management approaches resulted in improvements for the project implementation.
4. ***Sustainability:*** The final component of the MTR was to assess the long-term sustainability of the outcomes and outputs produced during the project. That is, are the outputs, and activities relevant enough that the national and local stakeholders be equipped to continue actions to maintain and where possible expand on these actions beyond the project financing.

MTR Approach & Methodology

The approach and methodology employed for the MTR followed the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*

- Review of available e-copy documents from
    - the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document,);
    - project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, and
    - national strategic and legal documents, and any other materials that the team considered useful for this evidence-based review).

The information at this stage were mostly provided by the UNDP Fiji Office with the intention that additional information will be provided through the PMU during the Field visit

- Field mission to Nauru
    - conduct consultation in a participatory approach with the Project Team member, government counterparts, Project Board, project stakeholders, local government and CSOs
    - Project Sites field visit to Ananbar, Anibare, Ijuw, Meneng and Buada and specific project sites selected by the Government of Nauru through DCIE
    - Conducted focus groups discussions with PMU, project community members and with TSO's
    - Analysis and cross referencing's of information gathered from the consultations against the documented reports to prepare the review and presentation for the review national consultation
    - Facilitated project review consultations with all stakeholders to present information gathered during the field visit, to ensure the correct information was gathered as well as providing the opportunity for stakeholders to comment and input to the structure of possible recommendations for the project future.
- Prepared MTR report utilising information from literature review, field visit and communications with the project team and UNDP.

The UNDP Fiji Country Office had the principal responsibility for managing this MTR while the Project Team was responsible for liaising with the MTR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

Table 3: MTR Timeframe

TIMEFRAME	ACTIVITY
8 June, 2018	MTR consultant contract signed
June 10 -20; 2018	Document review and preparing MTR Inception Report
20 June 2018	Submission of Inception Report
29 June 2018	Finalization and Validation of MTR Inception Report
July 4th-14th 2018	MTR field mission to Nauru:
July 12th, 2018	Mission wrap-up meeting & presentation of initial findings
30th July 2018	Submission of draft MTR report

30th July- 17th August 2018	Review and Preparation & Issue of Management Response
August 24th 2018	Expected date of full MTR completion

Table 4: MTR Deliverables

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR consultant clarifies objectives and methods of Midterm Review	No later than 20th June 2018 before the MTR mission	MTR consultant submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	End of MTR mission: 12th July 2018	MTR consultant presents to project management and the Commissioning Unit
3	Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: 20th July 2018	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final Report	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft August 2018	Sent to the Commissioning Unit

MTR Limitations

In the process of undertaking the MTR, the consultant was able to get a briefing from the UNDP MCO office as well as provision of various documents produced for the project which included the Project document, the various work plans, progress reports and annual reviews as well as some financial and audit reports. The mission was also able to obtain most of the reports and information that were available. Unfortunately, some of the reports have not been produced yet, thus MTR was unable to utilise them for the review. Additionally, the MTR also noted the busy schedules that stakeholders for the project were during the time of the mission, although most were able to attend the consultations, some were unavailable due to being outside the country or had prior commitments.

MTR Final Report

The final report for the MTR will follow Guidelines on Contents for the Midterm Review Report.

- Executive Summary
- Introduction
- Project Description
- Findings
- Conclusion and Recommendations
- Annexes

PROJECT DESCRIPTION AND BACKGROUND

Development Context Relevant to The Project Objectives:

Nauru is a raised coral limestone island and is one of the smallest independent nations in the world. It is composed of only one island which is 21 km^2 in area, roughly 6 km by 4 km in length and width respectively, has a coastline of 30 km, possesses an Exclusive Economic Zone (EEZ) of 309,888km^2 and is located 41 km south of the equator (0º32'02.5 South and 166º55'57.8 East). The nation is divided up into 14 districts of varying sizes and number of inhabitants.

Nauru's estimated 2011 the Gross Domestic product (GPD) was US$72 million with a GDP per capita of US$6,954 and GDP growth for 2010-2011 was 14 percent. The GDP for the main sectors of the economy in 2009 includes 33% Industry (mining), 6.1 % for Agriculture and 60.8% for services with combined exports earning in 2012 55.7 million and imports of 29 million.

Nauru has had mixed results in achieving the Millennium Development Goal (MDG's) targets, with poor performance indicators recorded for environmental sustainability and management (MDG 7) (Pacific Island Forum Secretariat, 2013). The government sectors need to do more to integrate environmental concerns into their planning including realistic monitoring and awareness to ensure objectives can be met.

Problems that the Project Sought to Address: Barriers and Threats Targeted

Due to the long history of phosphate mining the "Top side" of the island, at least 70 percent of the island is deemed uninhabitable and unsuitable for any kind of livelihood. Most of the Nauru's population is concentrated along the coast with many settlements along the coastline resulting in a population density of over 1,500 persons per km^2 (Nauru Bureau of Statistics, 2013). With limited land for *habitation and for utilisation*, the human based stresses put on these areas and the natural environment is the underlying cause of environmental degradation, while the impacts of *climate change* are the main global issue threatening both the natural environment and the survival of the people on Nauru.

These threats pose considerable implications and consequences on the availability and suitability of land and water for future settlement, health and safety, biodiversity conservation and the possible effects of climate change.

Along with the threats to the natural environment from human habitation, the barriers identified in the project preparation phase and identified in other related national plans provide the background of the proposed actions to be addressed in the project. These are;

- Lack of capacity to design and implement the regulative framework and legislation required to support the long-term management of biodiversity and resource usage
- Lack of systemic approach and mechanisms for biodiversity conservation and sustainable land use
- Lack of political support and community buy-in for Sustainable Land Management Approaches

- Lack of community support and understanding for integrated land and water management practices.

Project Description and Strategy

This project proposed a long-term solution by implementing a ridge-to-reef approach that combines functional, representative and sustainable national system of coastal and marine managed areas that are integrated with the adoption of appropriate SLM practices in adjoining upstream watersheds. By also improving government capacity, the proposed project will effectively reduce land degradation and enhance protection for marine and coastal biodiversity and habitats, whilst improving coastal livelihoods and creating lasting management of Nauru's natural resources.

Objectives, Outcomes and Expected Results:

The ***goals*** of the Nauru R2R Project were designed to be achieved through four specific project level outcomes and related output interventions that are directly interconnected at national and site-based community (district) levels. These are;

Objective:	**To preserve biodiversity, ecosystem services, improve climate resilience and sustain livelihoods in Nauru using a ridge to reef approach**
Project Outcome	**Project Outputs**
(i) Improved management effectiveness of new marine conservation areas,	a) Network of locally managed marine areas (LMMAs) established covering at least 33% of Nauru's total coastline, equivalent to about 6 km. through community actions and supporting enabling government actions such as ordinances and regular budget allocation b) LMMAs strengthened through development and implementation of management plans following participatory approaches and Integrated Coastal Management to address threats, including climate change impacts; guidelines for utilizations of LMMAs including closed seasons and closed areas agreed on and implemented
(ii) Integrated landscape management practices adopted by local communities living within the 'bottom-side' and applicable 'ridge', and 'topside' areas not covered by mining,	a) Biophysical, demographic and socioeconomic assessments conducted in the entire island, focusing on the bottom-side and applicable 'ridge' areas and topside not covered by mining. b) Integrated agricultural land-use plan developed for the bottom-side and applicable 'ridge' and topside areas that are not covered by mining through review of the draft land-use plan and patterns of land ownership for project sites/districts. c) Soil and water conservation measures implemented, including through rehabilitation of degraded land in 'ridge' and topside areas using economic species such as fruit trees and increase of communal water storage facilities in five water-stressed areas to support home gardens and household water supply. d) Drought and salt-tolerant food crops tested, and practices disseminated to communities and households building on initiatives of bilateral and multilateral organizations. e) Innovative measures implemented (e.g. small scale solid and wastewater treatment systems, composting toilets and artificial wetland wastewater filtration) to reduce pollution loads by at least 10% on

	LMMA's to improve ecosystem health and sustain ecosystem services. This is based on successes of pilot demonstrations of the IWRM project and as a way of implementing the national IWRM plan.
(iii) Biodiversity conservation and Sustainable Land Management (SLM) mainstreamed in policy and regulatory frameworks, and (iv) Knowledge Management.	a) Relevant policies developed for key sectors such as environment, waste management, natural resource management, coastal fisheries, agriculture and land-use" developed. b) Capacity strengthening of national agencies such as DCIE (agriculture, environment, ecotourism etc.), Nauru Fisheries and Marine Resource Authority (coastal division). DCIE: NFMRA: NUC (Nauru Utilities Corp): Ministry of Health: Nauru Rehabilitation Corp: in the following areas: policy formulation, including drafting of legislation; monitoring and evaluation (impacts, water quality, etc); project implementation/ management and oversight; GIS; land-use planning; among others c) All local leaders in the 5 project districts capacitated towards biodiversity conservation, sustainable land management and climate change adaptation through appropriate trainings and other capacity building activities focusing on: project management, land-use planning, LMMA and ICM
(iv) Improved data and information systems on biodiversity and land management best practices	a) Integrate data and information on biodiversity and sustainable land management and relevant sectors on the Environment b) Knowledge products (videos, photo stories, flyers, brochures) on all thematic areas and best practices developed and disseminated through various media (print and broadcast).

PROJECT SITES:

The project has national activities which target National Policies and Legislation as well as working directly with 4 coastal districts and 1 inland district. The coastal communities are ***Ijuw, Anabar, Anibare***, and **Meneng** while the inland district is **Buada** as shown Figure 1. Each district possesses one community and several specific sites that are related to the R2R Nauru project components 1, Conservation of Marine Biodiversity and 2, Sustainable Land and Water Management.

The first four district communities (Ananbar, Anibare, Ijuw, Meneng) include marine and terrestrial environments as potentially significant locations of fish spawning aggregations sites whilst the last community, Buada is land locked however possess a biological unique brackish water "lagoon" that is connected through the island to the ocean. The coastal areas within these districts covers approximately 10 kilometres which is roughly one third of the nation's coast line and the land area covers roughly half of Nauru's land mass.

The projects pilot initiatives have been designed to maximize community involvement and ensure skills are transferred to build capacity and understanding and the resulting project achievements are can be to be replicated in other districts within Nauru.

Project Implementation Arrangements:

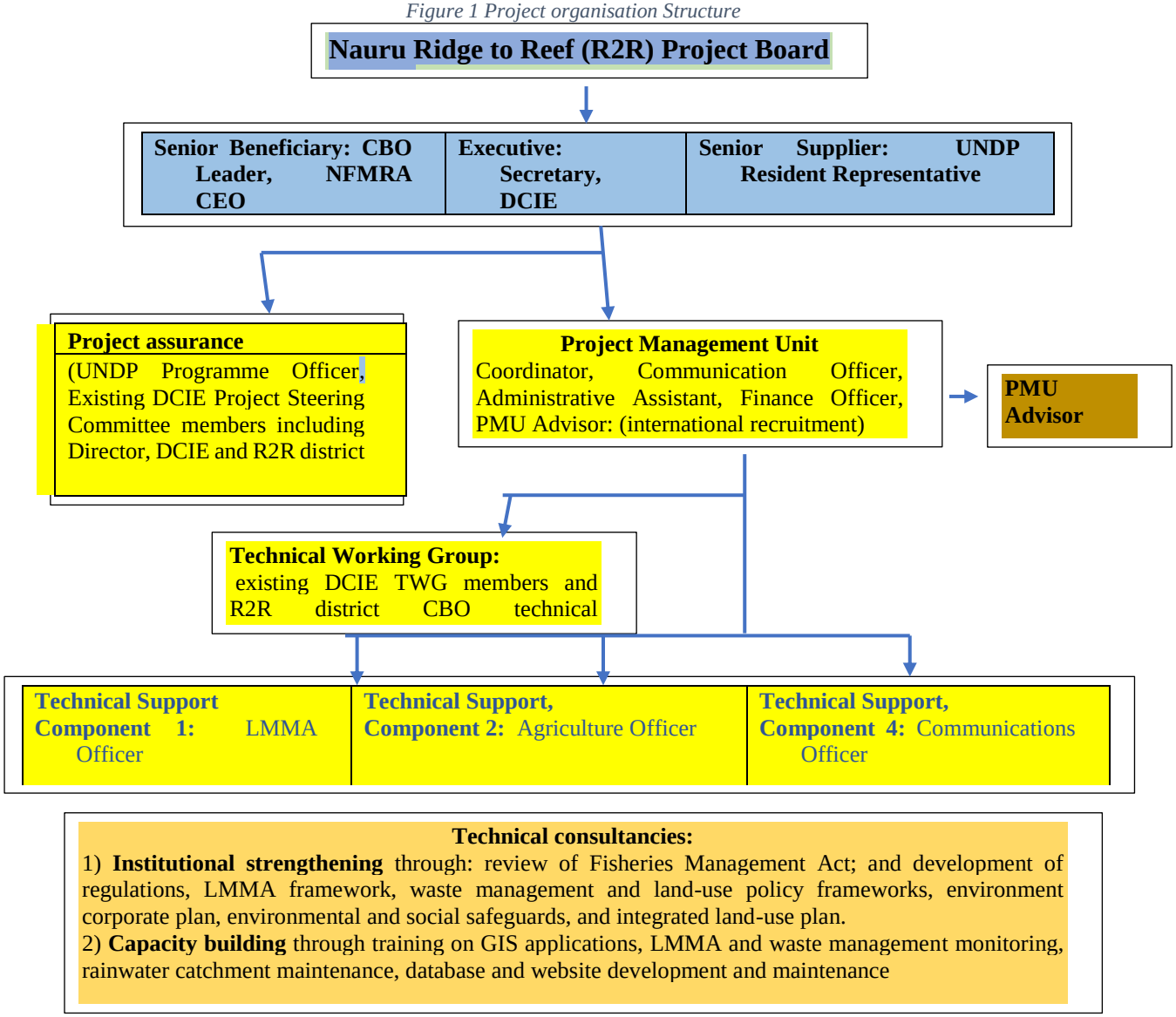
UNDP is the GEF implementing agency (IA) for this project. The UNDP Pacific Regional Multi-Country Office (MCO) based in Suva, Fiji, supports the project's implementation by maintaining

the project budget, expenditures, contracting international consultant's and sub-contractors, procurement and aiding the National Executive Agency.

The GEF focal point for the Nauru R2R project and Government Project Executive Agency (EA) is the Department of Commerce, Industry and Environment (DCIE) a oversees the projects implementation. The main national implementing partners are, The Department of Commerce, Industry and Environment (DCIE), Division of Agriculture and the Nauru Fisheries and Marine Resource Authority (NFMRA).

The project organisation structure provided in Figure 2 details the project management and implementation framework, which is overseen by a **Project Board**, while the daily implementation is coordinated by the **Project Management Unit** and supported by the **Technical Work Groups** in a multisectoral approach with its **project implementing partners**. Short-term activities are provided by **technical experts** for specific through consultancies that assist and provide guidance for the project staff.

Figure 1 Project organisation Structure



Project Timing and Milestones

The project was approved for implementation from April 2015 to April 2019 which is a timeframe of 4 years. The Projects Results Framework log frame and budget work plan sets out the indicators and end of project targets for each output and outcomes.

The annual work plans set out the activities each year for the project with the PIR's used as the monitoring and evaluation tool on the annual implementations as well as gauging the progress towards the results as stated in the outcomes and outputs.

The delay in the start of the project implementation and barriers encountered in the implementation such as recruitment of necessary staff, availability of resources and technical capacity on island impacted the implementation of several project activities. Examples of these include the absence of a communications officer and LMMA Officer meant several of the work plan activities demarcated for these positions could not be undertaken effectively although other members of the team such as the PMU and NFRMA attempted to implement the activities in the absence of the personnel. Additionally, the time needed to build the capacity of the PMU meant some of the reports for the project were delayed in submission and approved thus adding delays to activities when funds were unavailable. This resulted with some of the milestones anticipated for the midterm not being realised.

Main Stakeholders:

Key Project stakeholders include a range of national government line ministries, national non-government agencies, Civil Society Organizations (CSOs) including NGOs and churches, district and community council elected leaders, communities and private sector interest groups. A summary is provided below.

- **Department of Commerce, Industry and Environment (DCIE)**.
- **Division of Agriculture (DoA)**
- **The National Fisheries and Marine Resources Authority (NFMRA**)
- **Planning & Aid Division (PAD)**
- **Non-Government Agencies:**
- **International Partners**: UNDP, the GEF Implementing Agency.
- **Regional Partners:**
    - Secretariat of the Pacific Community (SPC),
    - the South Pacific Regional Environment Programme (SPREP) and
    - Food and Agricultural Organisation (FAO) provide technical and financial assistance to the government of Nauru.

- **Local Business Community Partners:** Including the business sector (e.g. Chamber of Commerce, fisherman, farmers), church organisations, district and village groups, research groups, women's groups and land owners are essential and are an integral component of the successful development and delivery of the R2R project and will assist in the broader community understanding, awareness and delivery of the R2R project activities.

4. FINDINGS

Project Strategy

Project Design:

The MTR found that the R2R Nauru project was designed to develop, establish and implement a government and community partnership approach to increase knowledge for better management of natural resources and ecosystem services in Nauru through innovative integrated land, water, biodiversity, coastal and marine management approaches thereby protecting and increasing livelihoods opportunities, food security, and enhancing climate resilience.

To achieve the project goals, the design involved extensive consultations, obtained wide ranging information and utilised lessons learnt from other projects as well as ensuring strong linkages to national priorities and other projects.

Barriers and Threats

The R2R Nauru project was designed as part of a broader Pacific Regional Program on "Pacific Islands Ridge-to-Reef National Priorities – Integrated Water, Land, and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods" implemented through UNDP which includes 14 other Pacific Island countries

The MTR agrees with the threats and barriers for which the project was developed to address which are *Human interventions* and *climate change* affecting Nauru's environment and its people's sustainable livelihoods. Human interventions are classified as including terrestrial habitat alteration, degradation and loss, principally from mining activities, coastal degradation from development and poor waste and pollution management measures, contamination of the freshwater lens through poor sanitation practices and the exploitation of inshore marine and coastal resources.

Additionally, it has been identified that amongst the principal barriers for Nauru's mixed results in achieving the Millennium Development Goal (MDG's) targets, and poor performance indicators recorded for environmental sustainability and management (MGD 7) and those critical to the be addressed in the R2R project are;

- Lack of capacity to design and implement the regulative framework and legislation required to support the long-term management of biodiversity and resource usage
- Lack of systemic approach and mechanisms for biodiversity conservation and sustainable land use
- Lack of political support and community buy-in for Sustainable Land Management Approaches
- Lack of community support and understanding for integrated land and water management practices.

Lessons Learnt from other projects

The R2R Nauru had taken into considerations lessons learnt from other projects in its design and implementation framework such as:

- knowledge management activities carried out by the *Implementing Sustainable Integrated Water and Wastewater Management in Pacific Island Countries (IWRM)*" project (2008 – 2014) which involve relevant staff in technical working groups and capacity building activities.
- adopting a system of affordable and user-friendly working system for the sustainable integrated water resource and management of wastewater, by incorporating climate risks in the water sector plans and programmes in Nauru as utilised in the *Pacific Adaptation to Climate Change (PACC and PACC+)*
- draw information from the UNEP-implemented *"Integrated Island Biodiversity (IIB)"* project to strengthen the management of marine areas and capacity building activities, feed into biophysical, demographic, and socio-economic assessments, inform the development of an integrated land use plan and regulatory framework, and contribute to improving data information systems and management of knowledge.
- build on knowledge management activities carried out by the *NBSAP* project and involve relevant staff in technical working groups and capacity building activities
- build on established mechanisms develop for the *Integrated Environment Policy for Nauru* such as the Steering Committee and Technical Working Group to improve coordination and consultation in relation to policies and programs

Lessons learnt form the strategic considerations in the R2R Nauru design to strengthen and support ongoing efforts of the Government of Nauru to deliver concrete ridge-to-ridge benefits in alignment with priorities identified in related frameworks and ensure concrete activities on the ground to support ridge-to-reef at community levels.

GEF Strategic Goals

The MTR agrees with the strategy behind the project supporting the goals and objectives for various Multilateral Environmental Agreement that are supported by GEF such as the CBD, the UNFCCC and the UNCCD. The project is consistent with the GEF 5 Focal Area Strategies, in particular Objective 2 for the Biodiversity (BD) Strategy *Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors;*, Objective 3 for the Land Degradation (LD) Strategy *Reduce Pressures on Natural Resources from Competing Land Uses in the Wider Landscape* and Objectives 3 for the International Waters (IW) Strategy *Support foundation capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of transboundary water systems*.

National Priorities

The project supports the goals of various national development policies in Nauru, including the National Sustainable Development Strategy (2005-2025), which regards environmental considerations as an integral cross-cutting link to national development and identifies the need to sustainably use and manage the environment and natural resources for present and future generation.

The project goals and objectives are also complimentary and supportive of legislation, national policies and plans such as:

- Nauru National Integrated Environmental Policy
- National Biodiversity Strategy & Action Plan
- the draft National Action Programme to support the UN Convention to Combat Desertification (UNCCD).
- The First National Communication to UNFCCC (1999) which highlights several urgent challenges
- Nauru's National Fisheries and Marine Resources Authority (NFMRA) Corporate Plan,
- the R2R project is consistent with Government of Nauru's priorities as set out in the draft National Biodiversity Strategy and Action Plan (NBSAP, 2010), and
- The Nauru's National Water, Sanitation & Hygiene Policy (NWSHP)

The R2R project also supports adaptive management approaches to implement government's strategies through project partners and stakeholders resulting in the development of integrated approaches to ensure long term sustainable resource management is attained.

Stakeholder Involvement

The project preparation involved wide consultation both at the local and national level to ensure all views and consideration were incorporated. This is reflected in the list of stakeholders involved with the project preparation as shown below

- Department of Commerce, Industry and Environment
- Division of Agriculture
- Division of Environment
- Nauru Community Council
- National Environmental Coordinating Committee
- National Fisheries and Marine Resources Authority
- Nauru Island Association of NGOs
- Nauru Phosphate Commission
- Nauru Rehabilitation Corporation
- PAD Planning & Aid Division

Gender

Women in Nauru, like most Pacific Island nations, face a range of socio-cultural and political disadvantages arising from access to limited economic assets and exclusion in decision- making processes. This traditional trend is changing with women actively involved with District Community councils and middle and high-level government roles. This is reflected in the project personnel where women occupy the chair of the Project Board as Secretary of the DCIE, project coordinator and project manager both women, 3 of the 5 community leader chairpersons are women and 4 of the 5 TSO's.

For the project design, an MTR rating of highly satisfactory is given as it covered all the basis and ensured all the necessary stakeholders were involved with the preparation.

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

Results Framework/Logframe:

The project strategic framework as revised and approved at the Inception Report is provided in Annex 3 as the main Logframe utilised for implementation, monitoring and reporting. The annual work plans and activities are derived from this log frame. Similarly, the monitoring as utilised for the Project Implementation Reports (PIR) and the quarterly reports all utilised this one log frame. The AWP and PIR do include annual target indicators while the main project log frame focus on the end of project targets.

The AWP and PIR include process orientated indicators to augment the project's M & E framework. The site level M & E framework although identified in the project document was intended to build upon the UNDP M & E framework as a guide the project implementation monitoring. Unfortunately, this was not found to be in existence, with only the PIR process indicators being used.

The MTR noted that the outputs and outcomes as written in the project document are an accurate reflection of the results if the project activities were successfully undertaken. Furthermore, indicators provided for each of the outputs do indicate the output generated from the activities will make the necessary changes required in achieving the project goals.

The project log frame MTR rating of highly satisfactory denotes that the projects key performance indicators identified in the project log frame do provide a good measure for the end of the project goals and provide a good understanding of the impact the project will have at the local, national and international level. As such, the MTR feels that indicators are Specific, Measurable, Achievable, Relevant, and Time-bound.

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

4.2 PROGRESS TOWARDS RESULTS ANALYSIS

4.2.1 GEF Tracking tools

The GEF tracking tools for the project were not completed in time for the review and as such they were not used for the review. The MTR utilised information from the project log frame, the PIRs the AWPs, and quarterly reports along with the mission interviews, focus groups,

workshops and field visits to provide the basis of the analysis on the status of the project implementation.

In utilising the available documented reports and the mission outcomes, the MTR noted that there were several pertinent project management issues that had contributed to the project implementation delays resulting in the limited achievement for some of the targets initially identified to be completed by this time. Although some of the issues were already identified as risks in the project document, they still posed problems not only at the project inception, but some will continue to be for the duration of the project. As far as the MTR is concerned, although such issues resulted in implementation delays, they should not affect the successful completion of the project when the necessary adaptive management actions are taken.

Table 5: GEF Objectives Tracking

Indicator	End of Project Target	Progress to date (taken from GEF tracking Tool	Project Outcome Ratings
Objective Level			
***Tracking Tool BD 2*:** Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation	• Approximately 10 kilometres (33% of total coastline of Nauru) of coastal shoreline and adjacent intertidal and sub tidal reef managed under a locally managed marine areas (LMMA) arrangements (where 15% of LMMA's are designated as protected areas of the inshore marine habitats) and supported by the fisheries and marine act (when finalised through R2R project intervention). • Provision of alternative fishing opportunities targeting near shore pelagic fin fish reducing fishing pressure on inshore species by the deployment of 8 Fish Aggregating Devices (FADs).	• Zero • 8 deployed • 5 canoes built	On target to be achieved
Tracking Tool LD 3: Integrated landscape management practices adopted by local communities	• In each of the five project sites land use plan developed, • improved production from government nursery distributing at least 50 seedlings to each project district and • An extensive district education and awareness program including a biodiversity data base and educational material disseminated through a range of media • A DCIE web/data base and tools developed resulting in community wide understanding of biodiversity and land use management	• Zero • to 1 district received seeds • Public awareness campaign • Web portal for resource materials developed	Not on target to be achieved
Tracking Tool IWs 3: IW portfolio capacity and performance enhanced from active	Each of the five project sites will have; • Water quality improved through the deployment of at least 6 installed and operating compositing toilet units, and • 43 rain water harvesting units deployed and functioning	• Zero deployed yet • Zero deployed yet	Target to be achieved

learning/KM/ experience sharing.			

Project Components

Overall, the MTR used the Progress toward Results Matrix provided in the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* to assess the level of progress made achieving the end of project targets for each respective component of the project. Based on this assessment, the MTR graded each Component independently.

Component 1

The Fisheries Department is the lead implementing partner for Component 1. From the MTR, this component appears to be tracking well with most of the activities scheduled for implementation either completed or on track for completion by the end of the project if it can be extended for another 18 months.

The MTR noted concerns for action relating to the establishment of LMMA's in the 4 project sites and the establishment of a national network of LMMA. As far as the MTR could distil, these issues are related to the absence of an LMMA Officer which is supposed to take the lead in this area and work closely with the LMMA Advisor.

According to the Department of Fisheries, the absence of the Coastal Fisheries Legislation is a major stumbling block in completing the LMMA plans for each district. With the absence of an LMMA Officer, the actions are reliant on Fisheries Department personnel to assist with the activities such as the community consultations and the surveys. The work of the LMMA Advisor was not very evident in terms of the results expected. As such, the development of LMMA's within the district and at the national level are the only actions that are not tracking well for this component.

To provide legislative support for the LMMA and Coastal Fisheries Management, the project is supporting the development of the Coastal Fisheries Management Bill which is currently under review. It has been stated during the MTR that the LMMA network and district management plans can only be completed when the legislation is passed.

Other outputs for the component such as the marine health surveys have been completed and the information has been used to produce the draft district coastal management plans that have been presented and consulted in each of the 4 districts.

The alternative livelihood activities such as the FAD's have all been installed while each district has had one canoe built with knowledge transferred so the communities can now build their own remaining 4 canoes each, except for the inland Buada community which is building one additional canoe.

The MTR feels that actions can still be taken prior to the Legislation by at least developing and agreeing with communities on a draft LMMA which can be amended once the legislation is passed. But by not working on finalising a draft LMMA Plans for each district, the project runs the risk of not completing the required 4 LMMA plans in the remaining time of the project.

To ensure the remaining actions are completed, the MTR recommends the Fisheries Department and the R2R project team to develop draft LMMA for each district utilising the existing Draft Coastal Fisheries Management Plans already produced.

Additionally, for Component 1, the MTR recommends the support of the Project Board to push the finalisation of the Coastal Fisheries Bill within the next 6 months and providing the necessary support for its submission to the Parliament.

The other activities for the Component highlighted in red in Table 4 are reliant on the passing of the other Coastal Fisheries Act

Table 6 Midterm Rating and Justification for Component 1.

MTR Rating	Ratings Justification
Outcome 1 Rating: 4 Moderately Satisfactory	Most of the identified baseline information and surveys have been undertaken with draft district coastal management plans produced. At least 2 district meetings have been completed for each district to discuss marine conservation and Marine Managed Area concepts. Communities have indicated support whilst the formalisation to MMA and demarcations of marine use areas have not been identified. These according to the team can only be discussed once the relevant legislation has been formalised. Alternative marine livelihood activities such as FAD's have been installed while each community has completed the training and one canoe built. The remaining action is to build the remaining 4 canoes for each community which are currently under way. NFMRA is currently in the finalising stages of the Fisheries Legislations which includes LMMA network which should be completed and hopefully submitted for Parliamentary endorsement before the end of 2018. The absence of the LMMA officer has not held back the implementation of this component as the LMMA Advisor and Fisheries Department officials have undertaken most of the necessary work. The LMMA officer will be crucial to the final actions which are the development with communities of the district MMA. Nevertheless, if the LMMA Officer recruitment continues to be problematic, the work can be carried out with the existing arrangements, whereby the LMMA Advisor can facilitate with the Fisheries Officials and the TSO's the preparation of the MMA agreement and management plans

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

Component 2:

The implementation of this component is moderately unsatisfactory despite several of activities slated as being implemented and a high percentage of the funding already utilised. The main concerns identified in the MTR is the confusion that exists amongst the main implementing Partners which are the Department of Environment (DoE) and Department of Agriculture (DoA)

who are both part of the Department of Commerce, Industry and Environment (DCIE). The project document identified the activities in this component for DoA to coordinate the implementation as they have the mandate and long-term expertise to sustain the actions. Unfortunately, MTR found that there is little involvement of DoA in the implementation from the preparation of the Integrated Agriculture Land Use Maps, to identification and planting of food crops. Almost all the activities are implemented by the Land Use Officer and the TSO's, as such as the national and district Agricultural Land Use Plans have not been produced, while the food crops used as dry and salt tolerant crops are not consistent with the ones currently promoted by DoA in its other area of the country. Furthermore, the planting, nursing and transplanting of the food crops also does not have much involvement of DoA.

The MTR found that some of the food crops used by R2R are different than the ones DoA is recommending and bringing in for the FAO Climate change project for other communities not involved with R2R. According to DoA, the crops they currently bring in are the best dry weather and salt tolerant crops for Nauru's environment and people. As an example, DoA notes that of the 5 species of banana being promoted by R2R, only 2 are the best ones for Nauru. Furthermore, breadfruit which is known and is an excellent crop for Nauru is not being used by R2R but instead they bring in yam which most Nauruan's do not have any knowledge of growing let alone nursing and cooking. It will benefit greatly if DoA were able to provide a better background training on the growing and use of the yam, unfortunately, this does not exist for the time being.

The Component also includes upgrading the DoA nursery for planting. The MTR has noted that the upgrading was only for the area which the R2R is using for its crops rather than working with DoA on a substantial upgrading of the nursery for use beyond the project. Also, of interest is that although the R2R crops are grown at the DoA Buada nursery, there is no linkages between the two Agencies, with R2R crops being looked after by the TSO's who do not have the technical and agricultural expertise for such an undertaking. This happens when DoA Farm Manager and horticulturalist is only a stone throw away and could provide the necessary assistance. The distribution of the food crops is also done by TSO's and R2R without much collaboration with DoA to provide appropriate training for the households receiving the crops and the necessary follow ups to ensure these crops will provide the objective of providing alternative livelihood and soil conservation.

This is amongst the reasons why there is such a high mortality on the crops both at the nursery and when transplanted to households. Through the MTR discussion, is was revealed that DoA is keen to work together and are already putting in place future work plans together with R2R to resolve the misunderstanding and improve the project implementation.

It was apparent that some of the activities would have benefited from better collaboration with the Agriculture Department such as the identification of the salt tolerant food crops, the upgrading of the nursery, the growing of the seedlings and the distribution of the seedlings to the district households, and more importantly, training and monitoring of the crops for the recipient households.

The outcomes and outputs for this component are supposed to be a National Integrated Agriculture Land Use Plan, and specific ones for the 5 districts. These will not be produced if

the project continues with the current approach. Fortunately, the MTR provided the opportunity for DoA, DoE and R2R to identify the issues and agree on working together to ensure the outcomes and objectives will be produced.

As discussed during the MTR consultations both with the Secretary of the DCIE, Directors of Environment and Agriculture, and during the MTR workshop, all partners realised the issue and have initiated the needed collaboration and coordination to support the project and the long-term sustainability of the activities in the communities. Also, the DoA has agreed to take on the development of the Agriculture Land Use Policy and district plans.

MTR Rating	Ratings Justification
Outcome 2: ***Rating: 3*** Moderately Unsatisfactory	This component encountered difficulties in its implementation due to some misunderstanding between the R2R and Department of Agriculture. This misunderstanding has resulted in non-collaboration in terms of sharing resources, and complimenting the work as initially envisioned in the project. Specifically, the food crops identified and imported by R2R are different to the food crops currently used by Agriculture in its FAO Climate resilience project. Furthermore, little to no coordination was evident with training for communities on growing of the food crops. As such, the TSO's do not have any understanding on looking after the crops in the Agricultural nursery, nor do they have the expertise to assist the community members in growing crops once they are transplanted to the respective family gardens. Through the review, several issues have been resolved and the R2R, Environment and Agriculture now see the importance of the project and the common linkages which they have committed to working closely to ensure the outcomes will be achieved and the sustainability of the actions beyond the project.

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

Component 3:

This component focuses on improving the Governances and Institutions through the development of the necessary national frameworks through legislation and policies that support the project implementation.

As such, the Coastal Fisheries Bill is supposed to provide the legislative power to develop and manage conservation use of coastal fisheries through approaches such as LMMA, the sustainable use of fisheries resources through the deployment and management of FAD's, and the encouragement of offshore fishing and regulating the harvesting of fishery resources. To date, this Bill is still in draft form with the final review currently underway. It is anticipated that this will be completed and submitted for Parliament review before the end of 218.

The National Environment and Social Safeguards Policy has not been developed although a consultant is planned to be recruited through R2R to undertake this work.

The third Policy is the Waste Management Policy, this is now moved to another project which addresses the all waste management related issues. R2R continues to provide support for

consultations and input where necessary. According to the Director of Environment, this Policy is also in its final stages of review before submission for Cabinet approval.

The final Policy identified in the R2R project document is the Integrated Agriculture Land Use Policy. During the MTR, it was noted that no work has been done for this Policy. The DoA has since agreed to take this activity as they have been needing support to produce this Policy but were not aware that R2R has the resources to undertake this. Most of the effort that the R2R has done in this area has been regarding the mapping of land use at the district level, but even this activity has not produced a report.

Another important output of this component is providing capacity building for the relevant agencies and communities to support the implementation of the relevant policies and legislation as well as improving the governance structure and implementation of the project actions. To this end, several trainings and south-to-south visits have been undertaken with others planned for the remainder of the project.

To ensure the legislation and policies attributed to R2R are endorsed at the appropriate forum, the MTR urges the Project Board to provide the necessary support in pushing these at the appropriate level.

The MTR noted that although the trainings and visits have been undertaken, more work can be done to put the newly acquired knowledge into better use for the project implementation and wider actions. An example is the very successful LMMA visit by the community and project member which seems to have yielded very good information and knowledge. Nevertheless, these appear to not have been followed up with actions in terms of preparing the LMMA's or marine conservation programs at the communities. The same can be done with the GIS and mapping knowledge, the canoe building, the various survey techniques, as well as the leadership trainings provided for the community leaders.

MTR Rating	Rating Justification
Outcome 3 Rating: 4 Moderately Satisfactory	The identified policies and legislations to be developed through the project have been drafted with the final steps of approval and submission for Parliament and Cabinet yet to be completed. The review noted that this final hurdle will need strong support from the Project Board level in pushing through the Cabinet and Parliament. Several trainings have been undertaken to build the capacity of the communities, national agencies and the project team (PC, TSO, and PT) in the areas of land use mapping, LMMA, leadership, socio-economic surveying, and biodiversity. Some of the trainings have been applied to compile information and implement the project while the south-to south visits will benefit the project if these lessons learn can be put into use in the developing of the LMMA.

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

Component 4: Knowledge Management:

This component focusses on improving the storage and dissemination of information generated from the project and wider environmental related information.

The MTR found that a new Portal has been established through the SPREP PEIN project which now houses all the environmental information for Nauru. To date all the publications from the R2R have been uploaded to the site. Nevertheless, information with other agencies have not been uploaded due to the lack of knowledge. During the MTR when this information was presented, other partners and stakeholder indicated the keenness to upload their publications and the ability to use the site for other work related to the environment. As such, this hopefully will not be continued and provide successfully achievement of this action. A DoE website is still needed for environmental issues beyond just publications and will be undertaken by the R2R project as confirmed by the Director of DoE

The R2R has also sponsored and coordinated several public awareness works through the recruitment of a company to produce public awareness campaign in the absence of a Communications Officer. The MTR noted that this was widely seen around Nauru although not well understood by the population in terms of the linkages to their own lives.

Now that several of the reports have been produced from the project, it is imperative that these be packaged in a way that they can be used at the project districts to support the implementation, but also for the wider Nauru population to improve their knowledge so they can take actions when needed.

MTR Rating	Rating Justification
Outcome 4 Rating: 3 Moderately Unsatisfactory	No work has been done to establish the necessary database due to the storage of the information now using the PEIN Portal hosted by SPREP. All the information generated from the project are now stored here, although it was noted in the review that most of the stakeholders did not know this and have not utilised it. This is now updated with all partners now aware and committing to upload their data and information for the information management that has been lacking in Nauru. Trainings had been conducted and products produced to improve awareness of the project. Unfortunately, most of this information is from other projects while the specific information collected for R2R have not be compiled for use in the project implementation.

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

Remaining Barriers to Achieving the project outcomes

The MTR noted that the remaining barriers affecting the successful achievement of the project outcomes include:

1. Better coordination amongst the project implementing partners and the relevant stakeholders involved with the project

2. Accessing the appropriate technical advice to support ensure the appropriate actions are taken, and
3. Identifying options to ensure the full participation and buy-in of all the partners by seeing the project as beneficial. Suggested actions for this are having more collaborative activities in the communities where it brings the partners and community together such as roadshow and monthly activities at the project sites.

Project Implementation and Adaptive Management

The MTR noted that the project had encountered some stumbling blocks throughout its implementation that has caused several delays in the actioning of some activities leading to several of the targeted outputs anticipated at this juncture of the project not being achieved. The MTR identifies these as;

- *Project staff:* The MTR noted that the project has not had a full complement of staff to support the implementation. The project utilised UNV's to try at the beginning of the project with some UNV's extending their time as local recruitment processes were had not yielded the necessary staff. The LMMA Officer vacancy has still yet to be filled, while the vacancy of Communication Officer was filled for only a very short period and is now again left vacant. The impact of these vacancies is that the activities planned for these positions to lead and implement either remain unimplemented or others in the PMU or the implementing partners have tried to implement thus affecting the implementation of their own roles and responsibilities.
- *Technical Capacity and Advice*: the MTR noted that another important area affecting the project implementation is the technical capacity of the project staff which require a capacity building. This is also amongst the reasons that it has taken a while to do recruitment along with the limited population of Nauru. The MTR also noted that some of the international consultants/advisors to the project perhaps had not provided the necessary support and advise needed. Some examples include the absence of an LMMA framework or draft for the district when the LMMA advisor has had extensive time on island. Similarly, PMU still appear to be struggling with reporting and monitoring as well as financial management. The same can be ascertained also from the GIS work which are still missing the more important information for the districts and for the national level.
- *Limitation of resources available on island* to implement some actions such as equipment (in several instances, materials and equipment had to be imported which takes time thus causing delays in implementation.
- *Staff turnover* both for the project and within the project implementing partners organisations. Thus far, the PMU has had 2 PC's, 2 Administrators, 2 communications officers that have both since left leaving the post without anyone; changes in TSO's, as well as changes in DCIE Secretary and within the Fisheries Department. These staff changes do take time for each personnel to be upskilled on the project nuances and do result in delays of actions.
- PMU staff capacity: most of the staff recruited to implement the project have limited experience in the positions in the project working within the UNDP/GEF project requirements, as such a certain level of capacity building is needed for each official to ensure they are full confident and competently implement their functions

Taking these barriers into consideration, the analysis provided below is focussed more on the impacts the barriers and threats have had on the project implementation and the possible solutions to ensure the successful completion of the project.

Project Management

The project organisation structure and project implementation framework as set out in the project document has clear roles and functions for the different groups from the Project Board, to the Project Management Unit, the technical working groups as well as the responsibilities of the supporting groups such as the National Executing Agency which is DCIE and UNDP as the GEF Implementing Agency.

The MTR found that the ***Project Board*** unfortunately has not been providing the necessary overall guidance and support as required some of the issues that have lingered over time still have not been addressed thus slowing the implementation. These include the recruitment, monitoring and reporting, and the strategic guidance to support the activities.

The ***Project Management Unit*** as the main engine for the project implementation has endured several staffing issues since the inception of the project. Most notably is the fact that the project has never had a full complement of its PMU since the inception. As indicated in Table 5: the local staff were not onboard till the middle of 2016 which was already a year and a half into the project implementation. A group of UN Volunteers were taken on in the first 12 months of the project to bridge this gap.

The LMMA Officer has still not been employed even 3 years into the project. The communications officer position was only recruited in April 2018, but this person was only on the job for 2 months before resigning. The absence of a full complement of project staff has had major impact on the implementation of the various activities.

Table 7: Project Staff

Project Staff	Employment
Phaedora Harris: Project Coordinator	started Nov 25th, 2016 - present
Maryann Deireragea: Finance and Admin	started 19th September 2016 – present
Joseph Kun: Land Use Officer	started 22nd August 2016 – present
Nodel Neneiya: Communications Officers	started 23rd April 2018 – May 23rd 2018
Agriculture UNV	started in October 2015 till May 2016 (6 months);
LMMA UNV	(started in October 2015 –November 2016.
and Finance and Admin UNV	started in October 2015- November 2016.
LMMA Officer	Has not been filled since the UNV finished in Nov 2016

Although the project document set out a clear project implementation framework, the actual implementation is still faced with establishing a cohesive coordination amongst the project partners. As such, the project has experienced additional delays of implementation by the partners or delay in submission of the necessary reports as well as disbursement of funds.

The relationships between the project implementing partners could improve considerably. The MTR noted that the implementation of Component 1 which NFMRA is taking lead is progressing well with most of the action taken, while Component 2 which the DoA is supposed to lead is struggling with implementation due to the lack of clarity on the roles by the DoE, DoA and PMU. As such, the project is being implemented almost independent of the DoA leading to the lack of implementation. During the MTR, this issue was hopefully worked out and the relationship will improve between he partners.

The ***Technical Working Group*** identified in the project organisation structure as providing technical advice to the project has not provided the functions as descried in the project document. The group was supposed to be made up of an existing DCIE thematic working group. As far as the MTR could elucidate, this group does not exist, but has been take up by district specific TWG and the TSO. The absence of the TWG is reflected in the lack of action in some of the project activities.

THE recommended actions are to ensure that the various project teams are effective in their level of support. This includes the

- *PB, by providing regular guidance and direction for the implementing partners to improve coordination.*
- *The TWG to include the implementing partners. The TW will need to coordinate and meet at least monthly or when activities are implemented to ensure the full support is provided to the project team*
- *PMU to ensure regular communications going out to the TWG on updates and upcoming activities to ensure the partners are aware and able to provide the necessary support*

Due to the limited availability of qualified personnel for the positions, the current PMU staff need capacity building and mentoring on the job to ensure they could effectively implement their roles or importantly at this late stage of the project, outside assistance in the form a technical advisor for the PMU and technical areas are needed to support the local staff.

UNDP

The main GEF executing agency for the project is UNDP which the MTR noted has extensive experience of working in the Pacific, with several UNDP projects currently being implemented in Nauru, as well as UNDP Pacific Regional Multi-Country Office (MCO) based in Suva Fiji being well resourced with backstopping experience and managing GEF projects, it was the best place GEF Agency to manage this project.

The UNDP MCO Fiji supports the project's implementation by maintaining the project budget, expenditures, contracting international consultant's and sub-contractors, procurement and providing assistance to the National Executive Agency. The UNDP MCO also monitor and manage the projects implementation and achievements of the projects outputs and ensure due diligence, professional accountability, and proper use of UNDP/GEF funds.

The MTR noted that in managing the R2R Nauru project, UNDP MCO Fiji had invested time and resources as well as providing technical backstopping to support the project implementation through the use of UNV at the initial implementation phase as well as involvement with the Project Board, regular communications and backstopping by the UNDP desk for the PMU on

various issues ranging from management, to recruitment of staff, to assistance and follow ups on to ensure the project reports are provided on time and fulfil the requirements. The MTR also noted that a few of the times that some fo the funds were not disbursed on time were due to UNDP ensuring all the necessary reports are provided and accurate.

Work Planning:

The overall work plan for the project is provided for in the project activities of the project log frame, which have been into the AWP. From the AWP, quarterly activities are derived and reported upon. The PIR currently acts as the annual review of the project activities using the PIR monitoring framework.

Based on the quarterly reports, and the PIR, the project is still experiencing problems with the implementation as some activities are carried over to the next quarter and subsequently to the next financial year.

The delays in the report preparation are noted as being partly the result of delays form the partners reports, partly due to the PMU and PAD coordination and partly due to the absence of the coordination and technical support that the PB and TWG are supposed to provide.

The MTR recommends that to improve the work planning and implementation of activities, the various teams need to collaborate and coordinate the activities well. This can be achieved through the TWG and PMU working together on the AWP and agreeing on commitment for the implementation of activities. The PB needs to provide a more proactive role in the management of the overall project implementation with more critical review of proposed actions as per the AWP and quarterly reports. The PMU which is charged with the daily support of implementation should be able to follow up with the partners to ensure the support is available when needed during the various activities.

Finance and co-finance:

The project financial arrangement and management as denoted in the project document are clear and concise with well itemised funds against the respective activities and outputs.

The project has a GEF approved budgetary allocation of USD$ $ 2,729,358.00 and a national co-financing of USD $2,128,600.00 thus making a full project budget of USD $4,857,958.00 As to the end of 2017, a total of USD $1,172,685.19 has been disbursed from the GEF budget while the government co-financing could not be accurately be determined due to the absence of information. The disbursement accounts for approximately 43% of the allocated budget.

Audit

The only available financial audit for the project was for the period up to December 2016, so the last two years had not had an audit undertaken. The audit presented an **Unmodified Opinion** based on the statement of expenses for the period 1 January 2016 to 31 December 2016 in which they noted the project finances were in accordance with agreed accounting policies and were:

(i) in conformity with the approved project budgets;
(ii) for the approved purposes of the project;

(iii) in compliance with the relevant UNDP regulations and rules, policies and procedures; and
(iv) supported by properly approved vouchers and other supporting documents

Three issues were identified as needing attention of the project, but all were considered as low risk. These were:

- incorrect classification of workshop expenses;
- lack of tagging of project assets, and
- delay in submission of face forms.

At the time of the MTR, the above three issues have been addressed and the project financing appears to be in well managed condition with the PAD and the PMU now having regular updates and coordination to ensure they have the same figures so reports are produced in a timely manner and according to the UNDP requirements.

Utilisation of Budget

According to the financial statements provided for the MTR and presented in Table 6 and Table 7 below, the funds for each year of the project has been underspent not only for each component but also as the overall. Table 7 shows that over three years of implementation, less than 60% of its original budget has been utilised, which is broken down as Component 1 utilising 58%, Component 2 utilising 63%, Component 3 has used 57%, while Component 4 has only utilised 16% of its allocation. Component 5 which is allocated for project management has used 89% of its allocation.

The delays at the start of implementation is the main reason why the Year 1 budget was only able to utilise only 0.2% of its allocated budget. Year 2 and 3 spending coincides with the when a lot of the activities happened with over 82% of the allocated funds being used.

An analysis of the spending reveals that the main area of funds utilised have been for the PMU set up, materials and services at the project sites and with the use of international consultants.

The main areas of activities remaining for the project are related to completion of the activities that can be undertaken when the relevant policies have been put in place such as the Coastal Fisheries Management Bill, the Integrated Land Use Policy, the National Environment and Safeguards Policy as well as the Waste Management Policy.

Table 8: Project budget dispersal to date

	GEF			UNDP		
	Budget	Actual to Date	%	Budget	Actual	%
Component 1	1,312,525	808,175.46	62			
Component 2	765,310	201,962.05	26			
Component 3	334,095	34,304.91	10	40,000	40,000	100
Component 4	107,428	50,324.86	47			
Component 5 (Management)	125,000	77917.91	62			

Table 9: Project Funds Yearly Utilisation

	2015			2016			2017			2018			total	
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**		
Component 1	560,260	13,188.21	2	373,633	466,837.56	125	208,032	225,388.76	108	170,600.00	102760.93	60	765,453.21	0.58
Component 2	283,280	0	0	245,600	55,391.30	23	177,150	97,017.63	55	59280	49,553.12	84	482,030.00	0.63
Component 3	142,195	0	0	69,000	8,208.33	12	64,500	24395.55	38	58400	1,701	3	191,900.00	0.57
Component 4	90,400	0	0	10,218	5,149.50	50	3,000	24,854.79	828	3,810	20320.57	533	17,028.00	0.16
Component 5	25,115	11,654.30	46	34,379	51,697.79	150	19,722	14,565.82	74	45784	0	0	111,539.30	0.89
Total	**1,101,250**	**24,843**	**0.02**	**732,830**	**587,284**	**0.80**	**472,404**	**386,223**	**0.82**	**337,874**	**174,336**	**0.51**	1,567,950.51	0.59

The only major budget re-allocation noted during the MTR is the recruitment of 5 technical support officers (TSO's) to support the community implementation. These positions were note identified in the project document but according to the Board meetings and the consultations with the PMU, this was made to assist with community activities implementation such as the district surveys, trainings and planting programs.

Regarding the financial management issues, the main problems identified are related to the harmonisation of reports between the PAD and PMU to reconcile with the UNDP reporting requirements and ensure they are as stated in the project document. Some of the activities such as the recruitment and use of TSO's which were not in the project document but were viewed as necessary to the project implementation needed funds to be diverted from somewhere else.

Project-level Monitoring and Evaluation Systems:

The project log frame with indicators and targets provide the most effective monitoring and evaluation tools for the project. This project monitoring and evaluation systems currently used by the project management unit are the PIR's and quarterly reports using the M&E systems established at the beginning of the project. The quarterly reports and the PIR's do provide indication on the project progress. It also reflects that limited coordination happening amongst the project implementing partners.

The project M & E plan involves all project partners in preparing and providing information but as the MTR found, this to a large extent are compiled and undertaken by the Project Coordinator who gathers information from the partners and the project staff. The PIR and AWP as well as the quarterly reports are mostly only signed off by the Board.

The MTR noted that the budget allocation for the M&E which included the Inception Workshop, the quarterly and annual reports as well as the Mid Term and Terminal evaluations are sufficient.

Stakeholder Engagement:

The MTR found the stakeholder engagement as the most disconcerting part of the whole project. This is of special concern when noting that the project is designed to assist Nauru improve the

capacity of the government agencies with policies and human resources and support the communities in improving governance and actions to preserve the environment.

Unfortunately, the MTR found that although there is willingness of all stakeholders to work together, this is not reflected in the actions and some of the underlying comments during the Mission consultations. From what the MTR could canvass, the project is doing all it can to ensure stakeholder engagement in the project, but it is the lack of effective participation by the stakeholders, thus affecting the realisation of the expected project outputs to date.

The lack of effective participation seems to happen in all levels of the project starting with the Project Board who only meets once a year. The Technical working group which is identified in the project document does not appear to have met or this has been downgraded to specific ones for each component. The district working groups do not meet regularly as they should while at the community level, there is a consensus that the communities do not participate much in capacity building and awareness trainings provided by the project. As far as the MTR is concern, this lack of consistent and effective participation by the stakeholders has consequences both in the project implementation but more importantly in the long-term sustainability of best practices and outputs produced by the project.

The MTR recommends that the various project teams identified in the organisational structure should be revived and endeavour to fulfil their roles as identified in the project document by providing the necessary project overview, technical advice and implementation of activities.

Reporting:

The MTR found that although most the necessary reports have been produced and do provide a clear account on the project progress, they have been clearly delayed in submission. Due to some of the delayed submissions, project implementation is even slower to the point that in one quarter, no work was undertaken due the funds not being disbursed. Fortunately, the inconsistency that occurred in the financial reporting has now been resolved between the PAD and R2R through regular weekly reconciliations of the accounts, thus enabling it the balances between the two agencies to be consistent.

The MTR noted that some of the reports pertinent to the project monitoring have not been produced. These included the co-financing report. The MTR noted that this has not been communicated to the project implementing partners and as such, the co-financing has not been compiled at all.

The project has not produced or compiled any lessons learnt from several of the activities undertaken, although during the MTR, several of the activities were noted as being possibly useful for documentation for knowledge sharing. This area will also need more effort for documentation and sharing for the remainder of the project

Communications:

The MTR reviewed the project communications plans and found that amongst the R2R staff, the PMU, the TSO's and DoE the communications was very good. Daily contacts are sharing were noted amongst the R2R staff.

External communications with project partners and other stakeholders was also noted as being very effective with the project able to relay any information to the necessary stakeholders immediately through regular media outlets such as email and phone and also through the use of the TSO's when communicating information or programs to the communities. The issues noted was that although relaying and communicating to others were effective, this did not always result in actions due to the lack of participation and other issues that related more to the partners than the project.

The MTR noted some of the public awareness materials produced through the project and disseminated through national campaigns were well received by the public while a lot of the actual project outcomes and outputs have not been well known not only within the project sites, but also amongst the public sector.

Measure	MTR Rating	Rating Justification
Project Implementation	***Achievement Rating: 3*** Moderately unsatisfactory	The project implementation was delay by close to 12 months and continues to be faced with other management issues that are contributing to the slow implementation and efficient management of the project. These included • the length of time taken to recruit project staff, training and retention of project staff affects not only the implementations but also the effectiveness of activities and management of the project • misunderstanding among the project implementing partners had also affected the effective implementation. Having discussed these issues both at the individual consultations and at the MTR workshop, it is foreseen that the project will be able to achieve its intended outcomes and outputs. • The limited capacity and resources available on island will continue to affect the implementation, • Ineffectiveness of the various groups identified in the POS as pertinent to the project implementation such as the Board, the PMU, and the TWG Despite the struggles faced by the project, it is anticipated that the MTR has provided the opportunity to for all to take stock and review relationships and implementation to ensure end of project targets will be achieved.

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

SUSTAINABILITY

The project was designed to effectively reduce land degradation and enhance protection for marine and coastal biodiversity and habitats, whilst improving coastal livelihoods and creating lasting management of Nauru's natural resources. At the completion of the project, national systems are envisioned to have been put in place as well as pilot sites established which can be replicated around the country, thus supporting the vision of long term sustainability.

The risks were identified in the project document along with specific mitigation measures as part of the project activities. The MTR finds that the risks identified persist and as such the implementation and some of the projected outcomes have not been realised.

Institutional Sustainability

The level of political and community awareness of project activities is not at its best despite several awareness programs and capacity building seminars. This is reflected in the lack of actions by some of the community leaders in endorsing the MOA for the LMMA, the lack of participation in several of the workshops conducted at the communities or organised by the project, and the general sense of seeing the project not as a community empowerment initiative but more as a government initiative. It is anticipated as more of the alternative livelihood activities area completed and the communities can see the tangible benefits the community buy-in will improve the sustainability.

Financial risks to sustainability:

The mainstreaming of the specific activities and outcomes for Component 1 and Component 2 of the project into DoA and NFRMA's long term vision as the project is anticipated will provide the financial sustainability of not only the project outputs but more importantly expanding it to other communities and at the national level. The MTR did find that both NFMRA and DoA have strong commitment to continuing the work as they blend well with their own goals and policies. The only issue is the availability of financial resources to both continue the work and expand it to other districts within the country.

For the communities, the project initiatives intended to provide alternative livelihood and to strengthen the community to manage their resources can still be achieved at the completion of the project although these are not evident due to the measures not been completed.

Socio-economic risks to sustainability:

The identified risk of buy-in to the project both from the political level, the national agencies level and the community levels are critical to the sustainability of actions. The proposed project has specific activities that target these specific sectors such as capacity building trainings, strengthening policies and legislation and providing tangible outputs in the forms of plants, protected areas, and alternative livelihoods have to an extent been implemented, yet, there is still not a strong buy-in from the communities. The MTR feels that with the benefits being realised from the community actions such as FAD's, canoes, composting toilets, water harvesting systems and food crops, the communities will increase support and buy-in leading to stronger socio-economic sustainability.

Institutional Framework and Governance risks to sustainability:

The project being grounded with its implementation within the government agencies of DoE, DOA, and NFMRA ensures that it is well within the government policies and structures. Therefore, it is unlikely to pose any risks of the project being discontinued. Also, with the project outputs and actives imbedded and mainstreamed into the work plan and policies of the respective agencies, the sustainability of the project is ensured if funding is available beyond the specific

project funding. The capacity built as part of the project and the respective policies that are being developed as part of the project will provide assurances that they will be supported in the future.

Additionally, the PAD which deals with oversees that financial management has national safeguards for its financial system to ensure that accountability, transparency is maintained for both reporting to UNDP and GEF but also at the national level.

Environmental risks to sustainability:

The environmental sustainability risks identified for the project are addressed in the projects outcomes for component 1 and component 2. These focuses on enhancing the resilience and sustainability of Nauru's ecosystems to environment degradation by maintaining the health and environmental integrity of the ecosystems. This is achieved through the specific project activities that address coastal marine biodiversity conservation, while to reduce land and freshwater contamination, activities focus on promoting waste management, and improving subsistence food supply.

Sustainability	*Achievement Rating: 3* Moderately Likely	The main misunderstanding noted in the MTR is the lack of association by the project implementing partners such as Agriculture, Fisheries and Environment with the project. They all see that project as independent of their work, but during the workshop and through the assurances by the Director of Environment, the partners have sent he importance of the project as a critical component of their work and are committed to mainstreaming the R2R into their workplans and supporting implementation.

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved

CONCLUSIONS

At the completion of the mid-term review for the Nauru R2R project, a few conclusions are reached.

The MTR concludes that the project was well designed by taking into considerations the GEF Strategic Goals; the national priorities and was considerate in ensuring all the local stakeholders participated in the development and decision-making process of the project document. As such, the goals and objectives of the project clearly identifies the status of environmental issues in Nauru, including the threats to the environment and its people as well as the barriers that are affecting effective implementation of necessary actions.

The project will effectively reduce land degradation and enhance protection for marine and coastal biodiversity and habitats, whilst improving coastal livelihoods and creating lasting management of Nauru's natural resources whilst improving government capacity

The project implementation has not been very efficient, nevertheless, the outputs and outcomes as they are written should be achieved at the completion of the project with strong support from within the existing organisational structure and additional technical assistance.

Effective coordination and collaborations amongst the project implementing partners as well as the effective support provided by the Board, and the TWG is needed to realise the project outputs.

Technical support is needed for both the management and administration of the project and with the technical areas such as marine conservation and agricultural and land use management to support the PMU with implementing the remaining activities.

The MTR overall rating for the project at its mid-term review is that of moderately satisfactory, in that despite the delays and some of the barriers the project has dealt with since its inception, the actions scheduled have been implemented, and the end of project targets can be achieved.

The project did encounter problems from the beginning with around 12-month delays after signing where the project did not officially start implementation until the completion of the Inception Report. The delay at the start and subsequent delays in the implementation of several activities have resulted in the project reaching the midterm and still many of the intended outputs and outcomes have still not been achieved.

The barriers that are impacting the project implementation were initially recognised in the project preparation phase continue to impact the implementation, as such some additional remedial actions are in line to minimise and completely eliminate them.,

RECOMMENDATIONS

1. Strengthening Project Implementation

Project Board:

To re-evaluate its role and ensure it meets more than once a year, and a vigorous review system is out in place when considering quarterly reports while also taking a more active role in supporting the project activities that relate to the submission and endorsement of national policies

Technical Working Group

This group needs to be activated and meet to conduct proper review and provide technical support for each component of the project to ensure the implementing partner and the PMU are carrying out the required activities as per the project document.

Project Management Unit

The PMU will need to improve its capabilities to coordinate the activities of the different components, provide the necessary support for the partners as well as ensuring all the necessary reporting requirements are produced and submitted in a timely manner.

Improve Coordination

The MTR recommends improving the coordination amongst the project implementing partners (DoE, DoA, NFMRA and the communities).

- DoA and R2R to better coordinate the land use and food crops activities including aligning the food crops currently supported by Agriculture as being the best drought and salt tolerant for Nauru's environment, and providing the necessary trainings and support in monitoring the crops in the communities
- Fisheries and R2R to improve collaboration in the development of MMA's in the communities.
- Better coordination between the NIANGO, the project district officials and R2R for activities targeting and communities.

Additional Staff

PMU Advisor

The MTR noted that some management and administration issues that might not be sufficiently carried out by the current PMU staff, these include the lessons learnt compilation, the monitoring and reporting, and financial reporting such as co-financing. To assist with the project, it is recommended that a PMU Advisor can be employed in a part time basis to ensure these tools are put in place and also assist with their implementation.

- support for the knowledge management and public awareness activities
- preparing the financial reports including co-financing
- preparation of lessons learnt publications from the project
- support the implementation of the communications plan.

Chief Technical Advisor:

Noting the project is lacking in appropriate technical advice and support for the local project officers, the MTR recommends that a Technical Advisor position should be put in place on a

part time basis to support the remaining activities and project management issues. The specific advisory roles will include support for

- the preparation of LMMA agreements,
- producing agricultural land use plans,
- support for finalising the national policies and legislation

2. Project Extension

The MTR notes that the status of the project timeframe will mean the remaining activities and the project outcomes will not be achieved. Additionally, there will be remaining project funds unused. Therefore, the MTR recommends an 18-month extension of the project to complete the remaining activities due to the late start, the absence of full project team for long stretches of the project and the misunderstandings that had affected some for the implementations thus far. To facilitate this extension, the major costs will be related to the PMU and administration of which finances can be sourced from the savings thus far on the slow recruitment of staff. The remaining activities of the project all have budgets that should be able to sufficiently cover the necessary costs.

3. Improve community engagement

- Encourage the holding of monthly meetings of DWG and identify a community monthly activity that support that project goals of the R2R such as community clean-up, replanting, traditional knowledge sharing on native biodiversity, talks by Agriculture, Environment, Fisheries and other stakeholders
- Prepare and host a Road Show that goes to each community to improve knowledge on project and wider environment and climate change issues
- TSO's to have monthly meetings centred around information and knowledge sharing as well as providing opportunities by the project for other technical programs to provide talks to the TSO to ensure they are aware of what is happening with other agencies in their respective communities
- Compile information generated from R2R and produce awareness materials as well as present it for the districts and general public

4. Sustainability:

The project partners (namely Environment, Agriculture and Fisheries) to mainstream the project activities as an extension of their respective Department activities rather than treating it as a short term and stand-alone project.

Annex 1: UNDP-GEF Midterm Review Terms of Reference

Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru). (also referred to as Nauru R2R)

Title: Midterm Review of Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru)

- Position Title: Nauru R2R Midterm Review - International Consultant
- Location: Home-based and with possible travel to Nauru
- Duration of contract: 26 days
- Application closure date: 3rd May 2018
- Starting date: 17 May 2018

1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) consultant of the full-sized project titled "Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru)" implemented through the Nauru's Department of Commerce, Industry and Environment (DCIE), which is to be undertaken in *2018*. The project started on the April 2015 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf).

2. PROJECT BACKGROUND INFORMATION

The project was designed to develop, establish and implement a government and community partnership approach to increase knowledge for better management of natural resources and ecosystem services for the entire Island of Nauru (South Pacific) through innovative integrated land, water, biodiversity, coastal and marine management approaches thereby protecting and increasing livelihoods opportunities, food security, and enhancing climate resilience. These goals will be achieved by building Nauru's capacity to implement a comprehensive cross sectorial regime for sustainable land, freshwater water, solid waste, coastal and marine area management and ensuring the initiatives are mainstreamed and established into all levels of decision making including government policy, laws and regulations and community plans. The project is part of the broader Pacific Regional Program on "Pacific Islands Ridge-to-Reef National Priorities – Integrated Water, Land, and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods". This program is designed to build stronger linkages between sustainable development and management of freshwater ecosystems (e.g. ground water systems for Nauru) and coastal/marine areas and promotes the implementation of holistic, integrated management of natural resources.

The goals of this Nauru R2R Project will be achieved through four specific project level outcomes interventions that are directly interconnected at national and site-based community (district) levels. These include (I) Improved management effectiveness of new marine conservation areas, (ii) Integrated landscape management practices adopted by local communities living within the 'bottom-side' and applicable 'ridge', and 'topside' areas not covered by mining, (iii) Biodiversity conservation and Sustainable Land Management (SLM) mainstreamed in policy and regulatory frameworks, and (iv) Knowledge Management.

To achieve integrated management of terrestrial and marine systems in Nauru the project will build upon the participatory process facilitated in the development of the R2R Program Framework Document (PFD) which included extensive stakeholder dialogues in the development, and will implement innovative and creative project activities to address critical knowledge gaps in environmental and ecosystem services. This project proposes a long-term solution by implementing a ridge-to-reef approach that combines functional, representative and sustainable national system of coastal and marine managed areas that are integrated with the adoption of appropriate SLM practices in adjoining / upstream watersheds. By also improving government capacity, the proposed project will effectively reduce land degradation and enhance protection for marine and coastal biodiversity and habitats, whilst improving coastal livelihoods and creating lasting management of Nauru's natural resources. The total project cost of the Nauru R2R Project is US$11,051,358 and consists of a GEF contribution of US$2,644,358 and Co-financing of US$ 8,407,000. The project will be implemented under the National Implementation modality (NIM). The Department of Commerce, Industry and Environment (DCIE), Division of Agriculture and the Nauru Fisheries and Marine Resource Authority (NFMRA) will be the main implementing partners responsible for the achievement of the majority of the projects outcomes and outputs.

3. OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct field missions to Nauru including the following project sites Ananbar, Anibare, Ijuw, Meneng and Buada and specific project sites selected by the Government of Nauru through DCIE where project activities are currently being implemented. The consultant will also be expected to present initial findings and draft report during the Board meeting

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

6. TIMEFRAME

The total duration of the MTR will be approximately (26) days over a time of approximately 13 weeks starting (March 2018) and shall not exceed five months from when the reviewer is contracted. The tentative MTR timeframe is as follows:

7. MIDTERM REVIEW DELIVERABLES

The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Fiji Country Office.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements in Nauru for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits

.9. TEAM COMPOSITION

An independent international consultant will conduct the MTR. The consultant shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

10. PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
20%	On submission of Inception Report
20%	On completion of Mission and presentation of initial findings to stakeholders
30%	On submission and acceptance (by UNDP-CO and UNDP RTA) of the final draft mid-term review report
30%	On submission and acceptance (by UNDP-CO and UNDP RTA) of the final mid-term review report

Annex 2: Evaluation Criteria and Questions

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Annex 3: Project Logframe

Objectives and Outcomes	Indicator	Baseline	End of project Targets	Source of verification	Risks and Assumptions
To preserve biodiversity, ecosystem services, improve climate resilience and sustainable livelihoods in Nauru using ridge to reef approach	Status of integrated land, water and coastal management in Nauru	Sectoral approach with minimal efforts towards coastal biodiversity conservation	LMMA implementation and Land use management implementation	Project reports and government and community adoption	Supportive government and communities Local capacity is harnessed for project implementation
1. **CONSERVATION OF MARINE BIODIVERSITY**					
Outcome 1.1 Improve management effectiveness of new marine conservation areas	Area of coastal ad marine water under active management as a LMMA	Zero=LMMA will introduced through this project	33% of Nauru coastline incorporated into LMMA with implementation of management in 5 districts	Management plans with attached budgets and implementation plans Annual reporting on progress against management plans	Communities are supporting of LMMA development Plans can be developed in a timely manner
Output 1.1.1 A network of locally managed marine areas (community-based) or locally managed marine areas (LMMA) established through community actions and supporting enabling government actions	Agreement between Government and DCC on LMMA establishment management	Zero	5 agreements with 5 districts	Agreements signed between government and DCC Ecosystem health report Communities/stakeholder consultations reports Government approval on Fisheries Act LMM network conference reports	Surveys can be completed Committees willing to protect high value ecosystems Proper trainings for NFMRA occurs on the short and long-term benefits of LMMA
	Ecosystem health survey identifying priority sites for protection and management	Limited information exits	Important marine biodiversity protected through zoning plans	National LMMA system report Approved plans by government Approval by communities Minutes of meetings	

Output 1.1.2 LMMA strengthened through development and implementation of management plans (following participatory approaches and integrated coastal management to address threats including climate change impacts, guidelines for utilisations of MMA's including closed seasons and closed areas agreed on and implemented	Development of island level LMMA Plan	Zero National Plan developed	National LMMA plan prepared and adopted	Reports for 20 stakeholder consultations Approval of management plans by government and DCC Annual monitoring reports	Loss of main sources of livelihoods for district communities; lack of resources for implementation and conflicts between districts Proper advocacy for district leaders and community members on short and long-term benefits of LMMA
	Implementation of District Level LMMA Action Plans	Zero LMMA Action Plans	5 management plans developed and implement for each selected district		
SUSTAINABLE LAND AND WATER MANAGEMENT					
Outcome 2.1 Integrated landscape management practices adopted by local communities living within the bottom-side and application ridge and topside areas not covered by mining	Land management plans being actively implemented in all 5 districts	Currently Zero	5 district land use management plans being actively implemented	Plans Minutes of meetings Baseline surveys Monitoring and evaluation Annual technical reports Monthly monitoring reports	Lack of awareness by district community members result in non-compliance of integrated agricultural practices and waste management practices Community management of sustainable land and water management and associated scientific work is adequately resourced and function effectively
Output 2.1.1 Biophysical demographic and socioeconomic	Baselines for and use plans and terrestrial environmental	Rudimentary land use maps with limited district focus terrestrial	National assessment completed with detailed 5 district terrestrial profiles	Reports for community consultations Review biophysical, demographic and	Conflict between districts regarding land ownership

assessments conducted and reviewed in the project districts focussing on the bottom-side and applicable ridge areas and the topside not covered by mining	management established			socioeconomic assessments reports for 5 districts	Ensuring full participation by community Information is available
Output 2.1.2 Integrated agriculture land use plan developed for the bottom side and application ride and topside areas that are not covered by mining through review of the draft land use plan and partners of land ownership for the project districts/sites	Integrated land use plan		Island wide agricultural land use plans developed with special focus on priority districts	Reports for stakeholder consultations Approved integrated land use plans	Lack of political will Able to ensure cooperation of all national agencies National environment coordinating council (NECC) will complete approval process
Output 2.1.3 Soil and water conservation measures implemented including through rehabilitation of degraded land in ridge and topside areas using economic species such as fruit trees and increase of communal water storage facilities in the 5 water stressed project districts to support home gardens and household water supply	Number of households growing fruit trees to contribute to soil conservation measures	Less than 5% of each district growing fruit trees	20% of households in each of the 5 districts	Operational MOU and LOA finalised (R2R-GCC-IWRM-Agriculture Number of households with more rain water catchment systems Report on safe household drinking water introduced Drought management strategy	Lack of access to water will result in failure of intervention Advanced planning for access to funding to ensure that water is available and supply is consistent for this intervention Households are interested to participate
	Water storage enhanced in selected communities	Approximately 195 water harvesting storage facilities in place	43 additional water harvesting storage facilities established		

Output 2.1.4 Drought and slat tolerant food crops tested and practices disseminated to districts building on initiatives of bilateral and multilateral organisations	Number of participating households using new crop varieties in all 5 districts	toilets Zero households using new drought and salt tolerant crops not currently available	20% of households in each of the 5 districts	Reports of community consultations Nursery reports Training reports Activity monitoring reports Able to view growing crops Household surveys	Species of agricultural crop not able to be identified Lack of community support Lack of capacity Communication and extension materials are not available
Output 2.1.5 Innovative measures implemented to reduces pollution loads by at least 10% on LMMA's to improve ecosystem health and sustain ecosystem health and sustain ecosystem services. This is based on success of pilot demonstrations of the IWRM project and as a way of implementing the National IWRM Plan	Number of composting toilets for reducing pollution established	6 composting operation in 5 districts	28 new composting toilets operational in 5 districts	Monitoring reports on implementation of new waste management systems by households and farmers Report of number of systems being implemented Activity monitoring reports	Community commitments overflow of waste; lack of stakeholder support and limited resources
COMPONENT 3: GOVERNANCE AND INSTITUTIONS					
Outcome 3.1 Biodiversity conservation and SLM mainstreamed in policy and regulatory frameworks	Same as output 3.1.1				
Output 3.1.1 Relevant policies developed for key sectors such as environment, waste	Number of policies developed for key sectors incorporating R2R considerations	Various old and draft plans exist, but need urgent re-validation and revision to support JNAP and NBSAP implementation	4 sectoral plans/strategies developed	Policy and framework documents Policy advise reports Meeting/review discussions	Delay of approval of policy and framework documents Requires revival of NECC

management, natural resource management, coastal fisheries and agricultural land use developed					
Output 3.1.2 Capacity strengthening of national agencies associated with new policies and frameworks process development and formulation, including drafting of legislation, monitoring and evaluation, project implementation and oversight, GIS, land use planning, participation in relevant trainings organised through the regional R2R project	Number of trained government personnel on integrated R2R approaches	Limited-Zero training on GIS project implementation/management and oversight in 2007 and 2008) and on vulnerable and adaptation assessment for JNAP	45 staff from across ministries and fisheries authorities	Training TOR's, training reports and evaluations, records of training sessions by training institutions, annual faculty reports, list of certificates awarded	Lack of interest and participation int raining, no training follows up Advance planning for training activities as well as follow up
Output 3.1.3 Community leaders in 5 districts capacitated towards biodiversity conservation sustainable land management and climate change adaptation through appropriate trainings and other capacity building activities focussing on project management, land use planning, waste	Number of district leaders trained on applying and enforcing skills in integrated R2R approaches with due consideration for gender distribution	Zero	15 community leaders in each of the 5 districts	Post training surveys Monitoring reports Household reports Training and workshop reports Training evaluation Pre and post training surveys	Lack of interest and participation in training No training follow-up and delay in accessing funds for pilot site activities Advance planning and advocacy for training activities as well as follow up and advance planning for access to funding
	Proportion of population adopting specific actions to enhance R2R management in districts	Approx. 20% of households	Up to 80% of households adopting specific actions		

management and marine management					
4. KNOWLEDGE MANAGEMENT					
Outcome 4.1 Improved data and information systems on biodiversity and land management best practices	Same as 4.1.1 and 4.1.2.1				
Output 41.1.1 Integrated data and information on biodiversity and sustainable land management and relevant sections on the Environment, provide inputs to the regional R2R program on monitoring and progress reporting on the Pacific R2R program	Number of databases developed for DCIE	Zero	1	Operational and fully functional database Training materials for staff Database accessible on a range of computers Training TOR, reports Pre and post training evaluation reports Number of requests for data from database	Delays in database set up due to limited stock of software and delays in shipment Irregular internet service and loss of skills due to staff turnover Systematic planning for procurement of database software; subscription to regular internet option and include transfer of skills as part of staff handover notes
	Number of training courses conducted on database set up and maintenance	Zero	4 per year		
Output 4.1.2 Knowledge products on all thematic areas and best practices developed and	Number of community members receiving information on R2R management and acting to enhance the environment		500 households	Community information programs Radio and TV awareness programs Training reports R2R videos	Delays in delivering products due to limited stock of knowledge management materials and delays in shipment; irregular internet

disseminated through various media	Number of knowledge products, including best practices produced on all thematic areas, disseminated through various media	Zero (community households produce exist for water management, climate change and land management only but none integrated activities)	12 (3 per year)	Photo stories Flyers, brochures	service; non-participation in global regional events due to unavailability of required visa and loss of skills due to staff turnover Systematic planning for procurement of knowledge management materials; subscription to regular internet option; advance planning of travel and associated requirements; and include skills transfer as part of staff handover notes.
	Participation in regional R2R activities	Not applicable	Regular participation in regional R2R activities as may be requested by national and regional stakeholders in the areas of capacity building, knowledge management among others		
	Project website	none	Project website that is accessible and regularly updated		

Annex 4: Progress towards Results Matrix (Achievement of outcomes against End of Project Targets)

Project strategy	Indicator	Baseline	Level in 1st PIR	Mid term targets	End of project targets	Midterm Assessments	Achievement ratings	Rating Justification
Objective: To preserve biodiversity, ecosystem services,	Status of integrated land, water and coastal management in Nauru	Sectoral approach with minimal efforts towards coastal biodiversity conservation	Minimal effort towards coastal biodiversity conservation		LMMA implementation and Land use management implementation	Y	3	progress slow due to delays and misunderstandings amongst project partners, but corrective actions are support for the project is anticipated to have the remaining actions by the end of the project
1. CONSERVATION OF MARINE BIODIVERSITY								
Outcome 1.1 Improve management effectiveness of new marine conservation areas	Area of coastal ad marine water under active management as a LMMA	Zero=LMMA will be introduced through this project	zero	zero	33% of Nauru coastline incorporated into LMMA with implementation of management in 5 districts	Y	3	Consultations have been completed with LMMA's to be agreed and finalised with communities once legislation is endorsed
Output 1.1.1 (LMMA network established	Government and DCC agreement on LMMA establishment	Zero	Zero	zero	5 agreements with 5 districts	Y	4	4 MOA's have been agreed with 4 district leaders, while district consultations have yielded support
	Ecosystem health survey identifying priority sites	Limited information exits			marine biodiversity protected through zoning plans	G	4	Ecosystems health surveys completed with priority sites identified
Output 1.1.2 LMMA strengthened through development and implementation of management plans	Development of island level LMMA Plan	Zero National Plan developed	Zero plans developed		National LMMA plan prepared and adopted	Y	3	Draft LMMA being produced for consultation and adoption before end of project
	Implementation of District Level LMMA Action Plans	Zero LMMA Action Plans	zero	4 draft plans	5 management plans developed and implement for each selected district	Y	3	Draft action plans being produced incorporating the existing draft coastal fisheries management plans
2. SUSTAINABLE LAND AND WATER MANAGEMENT								

Outcome 2.1 Integrated landscape management practices adopted by local communities	Land management plans being actively implemented in all 5 districts	Currently Zero	Zero	Zero plans produced	5 district land use management plans being actively implemented	R	2	Plans have not been produced, although commitment has been made by Agriculture Department to take this up and produce the plans by the end of the project
Output 2.1.1 Biophysical demographic and socioeconomic assessments conducted	Baselines for land use plans and terrestrial environmental management established	Rudimentary land use maps with limited district focus terrestrial		Baseline maps produced	National assessment completed with detailed 5 district terrestrial profiles	R	3	Land use surveys completed only for 5 districts and does not cover the whole country or detailed information on environmental use. Reports have not been produced.
Output 2.1.2 Integrated agriculture land use plan developed for the bottom side and application ride and topside areas that are not covered by mining	Integrated land use plan		Zero	zero	Island wide agricultural land use plans developed with special focus on priority districts	R	2	No action on this output. Agriculture Department has committed to producing the Integrated Agricultural Land Use Plans
Output 2.1.3 Soil and water conservation measures implemented	Number of households growing fruit trees to contribute to soil conservation	Less than 5% of each district growing fruit trees	zero	Less than 5%	20% of households in each of the 5 districts	Y	3	Some crops have been distributed but will need better coordination on growing and distribution for this output to be successful
	Water storage enhanced in selected communities	Approximately 195 water harvesting storage facilities in place	None	none	43 additional water harvesting storage facilities established	Y	4	Procurement underway for the water harvesting facilities. Surveys completed to identify households in need
Output 2.1.4 Drought and salt tolerant	Number of participating households using	Zero households using new drought and salt tolerant crops not currently available	None	none	20% of households in each of the 5 districts	R	2	Crops received but not well looked after and distribution system is not

food crops tested and disseminated to districts	new crop varieties in all 5 districts							well planned resulting in high mortality rate for crops both at the nursery and at households
Output 2.1.5 Innovative measures implemented to reduces pollution loads by at least 10% on LMMA's	Number of composting toilets for reducing pollution established	6 composting operation in 5 districts	None	none	28 new composting toilets operational in 5 districts	R	2	Output has been changed to only 1 compost toilet per district.
3. GOVERNANCE AND INSTITUTIONS								
Outcome 3.1 Biodiversity conservation and SLM mainstreamed in policy and regulatory frameworks								
Output 3.1.1 Relevant policies developed for key sectors	Number of policies developed for key sectors is	Various old and draft plans exist, but need urgent re-validation and revision to support JNAP and NBSAP implementation	none	2 draft sectoral plans developed	4 sectoral plans/strategies developed	G	4	All 4 Policies and legislation are in draft form and on target for endorsement by the end of the project
Output 3.1.2 Capacity strengthening of national agencies associated with new policies and frameworks	Number of trained government personnel on integrated R2R approaches	Limited-Zero training on GIS project implementation management and oversight in 2007 and 2008) and on vulnerable and adaptation assessment for JNAP		Over 45 staff and community members trained	45 staff from across ministries and fisheries authorities	Y	4	Trainings have been undertaken and others already identified for the duration of the project

Output 3.1.3 Community leaders in 5 districts capacitated towards biodiversity conservation sustainable land management and climate change adaptation	Number of district leaders trained in integrated R2R approaches	Zero	none	15 community leaders trained	15 community leaders in each of the 5 districts	G	3	Trainings completed although ensuring the trainings are used for project activities and beyond need to be fully utilised. E.g. The south to south trip although provided great insight for the communities, these have not been fully utilised to develop LMMA
	Proportion of population adopting specific actions to enhance R2R management in districts	Approx. 20% of households		Less than 5% of households	Up to 80% of households adopting specific actions	Y	3	Trainings delivered for communities. More trainings and awareness programs for the remainder of the project
4. KNOWLEDGE MANAGEMENT								
Output 4.1.1 Integrated data and information on biodiversity and sustainable land management	Number of databases developed for DCIE	Zero		1	1	G	4	Environmental database established through the SPREP PEIN portal. Agencies committed to uploading environmental data onto the Nauru Environmental Portal
	Number of training courses conducted on database set up and maintenance	Zero		2	4 per year	Y	3	Planned training for database.
Output 4.1.2 Knowledge products on all thematic areas and best practices developed and disseminated through various media	Number of community members receiving information on R2R		None	Less than 50 households	500 households	Y	3	National awareness campaigns on R2R completed.
	Number of knowledge products, and, disseminated through various media	Zero (community households produce exist for water management, climate change and land management only but none integrated activities)	none	none	12 (3 per year)	Y	3	Better coordination in the production and distribution of information produced from the project

	Participation in regional R2R activities	Not applicable	none	2	Regular participation in regional R2R activities as may be requested by national and regional stakeholders in the areas of capacity building, knowledge management among others		4	PMU and project implementing partners have benefited from trainings sponsored by R2R
	Project website	none		None	Project website that is accessible and regularly updated	R	2	

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

Annex 5: Project Activities Implementation

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

Component	Project Activities	Actions taken
1	1. LOA between DCIE and NFMRA to officialise NFRMA's role as executing partner; 2. *Fisheries Act review – finalisation;* 3. *Gazetting of approved Fisheries Act;* 4. *Public consultation/Workshops of the Act and regulations;* 5. LMMA framework; 6. LMMA public consultation/workshops/Awareness/Education programmes; 7. Monitoring & Evaluation Framework for LMMAs, including periodic monitoring of LMMAs; 8. Alternative livelihoods: FADs and Canoes; 9. Recruit a LMMA Officer (full time); 10. Data collection programme reduction of inshore fishing pressure due to alternative livelihood interventions; 11. Study tour LMMA CBO and government; and 12. Coastal and near shore waters circulation and current study; and 13. Funds for travel (regionally-organized R2R meetings);	1. completed 2. *under going* 3. *not done* 4. *not done* 5. *not done* 6. undergoing 7. not done 8. undergoing 9. not done 10. undergoing 11. completed 12. completed 13. ongoing
2	1. Review of recent assessments on biophysical, demographic and social economic indicators for the entire island of Nauru 2. Draft an integrated agricultural Land Use management plan for the five project districts; 3. Review- finalise the draft solid waste management plan including recommendations for piggery and poultry waste management; 4. Draft an integrated management plan for the Buada lagoon; 5. Draft a National Biodiversity Invasive Species Strategic and Action Plan; 6. Monitoring & Evaluation Framework for soil conservation and water management measures; 7. Distribute seedlings and planting of fruit trees and root crops; 8. Study Tour - crops planting and integrated farming (piggeries/chicken); 9. Water management systems - metal roof replacement in the 5 project districts; 10. Compositing toilets distribution and piloting programme in all 5 project districts; 11. Piggery waste management piloting programme; 12. Recruit an Agriculture Officer (full time); 13. Agriculture public consultation/workshops/Awareness/Education programmes;	1. not done 2. not done 3. not done 4. not done 5. not done 6. not done 7. undergoing 8. not done 9. undergoing 10. not done 11. not done 12. completed 13. not done

	14. Study tour Agriculture department (improvement of crops/fruit trees and integrated farming practises); and 15. Funds for travel (regionally-organized R2R meetings).	14. not done 15. ongoing
3	1. The development of the DCIE Corporate Plan; 2. Waste Management Policy Framework for DCIE; 3. Environmental & Social Safeguard Policies and Guidelines for DCIE; 4. Land Use Policy Framework for Agriculture Division; 5. Training for government and NFMRA staff on drafting of legislation, M & E, project implementation & oversight, GIS, land-use planning; and 6. Government and public consultation/workshops/Awareness/Education programmes.	1. not done 2. undergoing 3. undergoing 4. not done 5. ongoing 6. ongoing
4	1. Professional development training for Communications Officer. 2. Integrated environmental data base system - establishment, operations & maintenance. 3. Web designer to develop a Web site. 4. Recruit a Communication Officer (full time); and 5. Government and public consultation/workshops/Awareness/Education programmes	1. not done 2. not done 3. not done 4. not done 5. ongoing
PMU	1. Recruit a Project Management Unit (PMU) Coordinator; 2. Recruit a PMU Assistant; 3. PMU Advisor (UN volunteer); and 4. Purchase a PMU Vehicle.	1. completed 2. completed 3. completed 4. completed
M & E	1. Inception Workshop - venue, refreshments; 2. Financial audits (yearly) - consult an audit firm; 3. Mid-Term evaluation (1 international consultant and 1 local consultant); and 4. Final evaluation (1 international consultant and 1 local consultant).	1. completed 2. ongoing 3. undergoing 4. not done
National Positions	1. LMMA Officer – full time; 2. Agriculture Officer – full time; 3. Communication Officer – full time; 4. National consultant's counterparts- consultancy specific; 5. Fisheries data collection officers – district based; 6. National lawyer – LMMA bye laws;	1. not done 2. completed 3. not done 4. ongoing 5. completed 6. not done

Annex 6: LIST OF STAKEHOLDERS CONSULTED

Name	Agency/Position
National Consultation Workshop	
Phaedra Harris	PC: R2R/DCIE
Veronica Halstead	Administrator: R2R/DCIE
Being Meeting	NFMRA
Jonas Star	NFMRA
Edward Carundler	Menen Community
Joseph Kun	Land Use Officer: R2R/DCIE
Murphy Ribau	IWR2R
Nerida-Ann Hubert	Anabar Community
Yoroshi Gadarada	Anibare TSO: R2R
Lisa Jacob	Agriculture: DCIE
Marissa Cook	Director Agriculture: DCIE
Lynal Detenamo	Agriculture DCIE
Aclueor Tom	Anibare
Sharon Akiwato	Ijuw
Marita Agigo	Anibare (Community Leader)
Joan Sentry	TSO Ijuw
Tina Deboco	Anabar TSO
Yvelda Adam	Buada TSO
Bryan Starr	Director Environment DCIE
Clivaz Bop	PAD
Community Leaders Workshop	
Adueor Tom	Anibare Community Member
Bernard Dagan	Anabar Community Member
Rosalyn Kapua	Ijuw Community Member
Sharon Akibwib	Ijuw Community Member
Edward Grundler	Meneng Community Leader
Marita Agigo	Anibare Community Leader
REmik Scotty	Environment
R. Moresi	Climate Change
Helene Eoe	Environment
Minira Harrin	Renewable Energy
Nesa Neneiya	GCF Coordinator
Err Grace	Waste Officer
Stakeholders Consulted	
Being Yeeking	Fisheries
Jonas Starr	Fisheries
Marisa Cook	Agriculture
Lisa Jacob	Agriculture
Bern Dowouw	Agriculture
Clivaz Bop	PAD
R2R Project Coordination	
Mavis Depaune	Secretary DCIE: R2R Board Member
Bryan Starr	Director Environment: R2R Project Manager
Murphy Ribauw	IW R2R Environment
Joseph Kun	Land Use Officer R2R
Veronica Halsted	Administrator/Finance R2R
Phaedra Harris	Project Coordinator R2R
Ellie Fihaki	Former PMU Advisor
R2R Technical Support Officers	
Yoroshi Gadarada	Anibare
Yvelda Adam	Buada
Tina Debao	Anabar
Joan Scotty	Ijuw
Jali Beauen	Meneng

Annex 7: Mission Findings

Component 1: Conservation of marine biodiversity ***Outcome 1.1 Improved management effectiveness of Locally Managed Marine Areas***	
Output Activity Component 1: Conservation of marine biodiversity Outcome 1.1 Improved management effectiveness of Locally Managed Marine Areas (LMMAs)	Most of the activities have been completed with finalisation process to be undertaken when the Legislation is PASSED
Output 1.1.1 A network of locally managed marine areas (community based (CB) or locally managed marine areas (LMMAs) established through community actions and supporting enabling government actions	1. Marine regulatory framework review completed; 2. MOU's signed with communities supporting the development of MMA's 3. Island wide marine health survey completed 4. consultations on LMMA initiated but awaiting National Legislation 5. marine socio-economic survey completed
Output 1.1.2 LMMAs strengthened through development and implementation of management plans	1. draft Coastal Management Plans for the 4 coastal districts completed 2. LMMA Management plans can only be completed when legislation is passed 3. Community workshops and marine conservation training conducted for all 4 coastal communities 4. Canoe building training completed for all communities
Component 2: Sustainable land and water management ***Outcome 2.1 Integrated landscape management practices adopted by local communities living within the 'bottom-side', and applicable 'ridge', and 'topside' areas not covered by mining.***	
Output 2.1.1 Biophysical, demographic and socioeconomic assessments conducted and reviewed in the project districts, focusing on the bottom-side and applicable 'ridge' areas and topside not covered by mining.	1. GIS training completed and household mapping survey completed for all 5 communities. 2. socio-economic survey yet to be completed, only a registration survey has been done 3. district terrestrial profiles have not been produced 4. socio-economic survey has not been undertaken 5. Land Use mapping done but awaiting completion
Output 2.1.2 integrated agriculture land use plan developed for bottom-side and applicable ridge and topside areas that are not covered by mining through review of the draft land-use plan and patterns of land ownership for the project sites	1. The Integrated Agricultural Land Use Plan has not been developed due to misunderstandings amongst the agencies on the scope of the work.
Output 2.1.3 Soil and water conservation measures implemented, including rehabilitation of degraded land in 'ridge' and topside areas using economic species such as fruit trees and increase of communal water storage facilities in the five R2R water-stressed project districts to support home gardens and household water supply	1. training, management and monitoring of nursery and seedlings for distribution has not been effective resulting in very low mortality rate for plants both at nursery and when transplanted at community 2. rainwater harvesting systems have not been distributed, although survey completed. Planned for this financial year
Output 2.1.4 Drought- and salt-tolerant food crops tested and practices disseminated to communities and households building on initiatives of bilateral and multilateral organizations.	1. south-south visit to be undertaken this financial year for DoA staff; 2. Lack of coordination between R2R and Agriculture in drought and salt tolerant food crops program need resulting in difference in food crops recommended by Agriculture and ones used by R2R, and crops not growing well due to no trainings
Output 2.1.5: Innovative measures implemented (e.g. small scale solid and wastewater treatment systems, i.e. composting toilets) to reduce pollution loads by at least 10% on MMAs to improve ecosystem health and sustain ecosystem services (based on successes of pilot demonstrations of the IWRM project and as a way of implementing the national IWRM plan).	1. compost toilets have not been distributed although some changes have been made to the number due to rising costs 2. awareness materials have not been produced
Component 3: Governance and Institutions *Outcome 3.1 Biodiversity conservation and SLM mainstreamed in policy and regulatory frameworks*	

Output 3.1.1 Relevant policies developed for key sectors such as environment, waste management, natural resource management, coastal fisheries management, and agricultural land-use developed.	1. Environmental and Social Safeguards Policy not undertaken yet 2. Integrated Agriculture Land Use Policy work as not been undertaken due to the absence of coordination between R2R and Agriculture 3. Fisheries Bill awaiting finalisation and submission for Cabinet and Parliament Approval by end of 2018 4. Waste Management Policy will be using other Projects to implement this action
Output 3.1.2 Capacity strengthening of national agencies associated with new policies and framework process development and formulation, including drafting of legislation; monitoring and evaluation (impacts, water quality, etc.); project implementation/ management and oversight; GIS; and land-use planning.	1. Trainings have been provided for Fisheries officers 2. LMMA south to south visit included Fisheries, Environment and community members 3. GIS training completed 4. Agricultural visits schedules for later 2018 5. regional trainings included R2R staff 6. Land Use planning training not done yet
Output Activity Output 3.1.3 Community leaders in 5 districts capacitated towards biodiversity conservation, sustainable land management and climate change adaptation through appropriate training and other capacity building activities focusing on: project management, land-use planning, waste management, and LMMA management.	1. community leaders trainings completed 2. communications trainings completed 3. south-to south visit completed 4. farming training completed although not well coordinated and conducted. need to be redone
Component 4: Knowledge Management Outcome *4.1 Improved data and information systems on biodiversity and land management best practices*	
Output 4.1.1 Integrate data and information on biodiversity and sustainable land management and relevant sectors on the environment	1. Environmental database not completed 2. database training has not been done 3. monitoring and evaluation of R2R staff not done yet
Output Activity Output 4.1.2: Knowledge products (videos, photo stories, flyers, brochures) on all thematic areas and best practices developed and disseminated through various media (print and broadcast)	awareness materials produced and distributed, some public awareness campaigns based on communication materials produced. specific outputs generated from the project have not been converted to awareness material or made available to the public.