June 8, 2020- Final

Government of Fiji & United Nations Development Programme
MID-TERM EVALUATION

Implementing a Ridge-to-Reef approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji

GEF Agency: United Nations Development Programme
Project Management Organization: Ministry of Waterways and Environment (MOWE)
Project Executive Agency: Department of Environment (DOE)
GEF Project ID: 5216
UNDP Project ID: 00091748

Evaluation Timeframe: October 2019 – December 2019
UNDP/GEF/Government of Fiji
Multi Focal Areas

Prepared by
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BASIC REPORT INFORMATION

The project is consistent with the GEF 5 Focal Area Strategies, including the Biodiversity Strategy (Objectives 1 & 2), the Land Degradation Strategy (Objectives 1 & 3), the Sustainable Forest Management/REDD+ Strategy (Objective 1), the Climate Change Strategy (Objective 5) and the International Waters Strategy (Objective 3) which are:
BD Objective 1: Improve Sustainability of Protected Area Systems;
BD Objective 2: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors;
LD Objective 1: Maintain or Improve Flows of Agro-Ecosystem Services to Sustain Livelihoods of Local Communities;
LD Objective 3: Reduce Pressures on Natural Resources from Competing Land Uses in the Wider Landscape;
CC Objective 5: Promote conservation and enhancement of carbon stocks through sustainable management of land use, land-use change, and forestry;
SFM Objective 1: Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services, and
IW Objective 3: Capacity Building. Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of trans-boundary water systems

Project Title: Implementing a Ridge-to-Reef approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji

UNDAF Outcome(s): UNDAF for the Pacific Sub-region 2013-2017 – Outcome Area 1: Environmental management, climate change and disaster risk management

UN Pacific Strategy 2018-2022 Outcome 1 (Climate Change, Disaster Resilience and Environmental Protection): By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.

Sub-Regional Programme Document for the Pacific Island Countries and Territories (2018-2022):
Output 1.3 – Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services and waste.

Executing Entity/Implementing Partner: Ministry of Waterways and Environment, Government of Fiji
Implementing Entity/Responsible Partners: Ministry of Local Government, Housing and Environment, Government of Fiji/UNDP

Project Period: 4 years **Atlas Award ID: 00083111** **Project ID: 00091748** **GEFT Agency Project ID: 5216** **Start date: Oct 4, 2016** **End Date: October 4, 2020** **Management Arrangements: NIM** **LPAC Meeting Date: 21 October, 2014**	**Total resources required: USD37,629,626** **Total allocated resources: USD37,629,626** **GEF: USD 7,387,614** **UNDP In-kind: USD 450,000** **Other:** **National Government: USD 26,713,803** **Private Sector: USD 1,210,000** **NGO Partners: USD 1,868,209**

Table of Contents

1.Executive Summary 10

2. Introduction 24

3. Project Description and Background Context 26

4. Findings 39

5. Sustainability 56

6. Conclusions and Recommendations 57

7. Annexes 60

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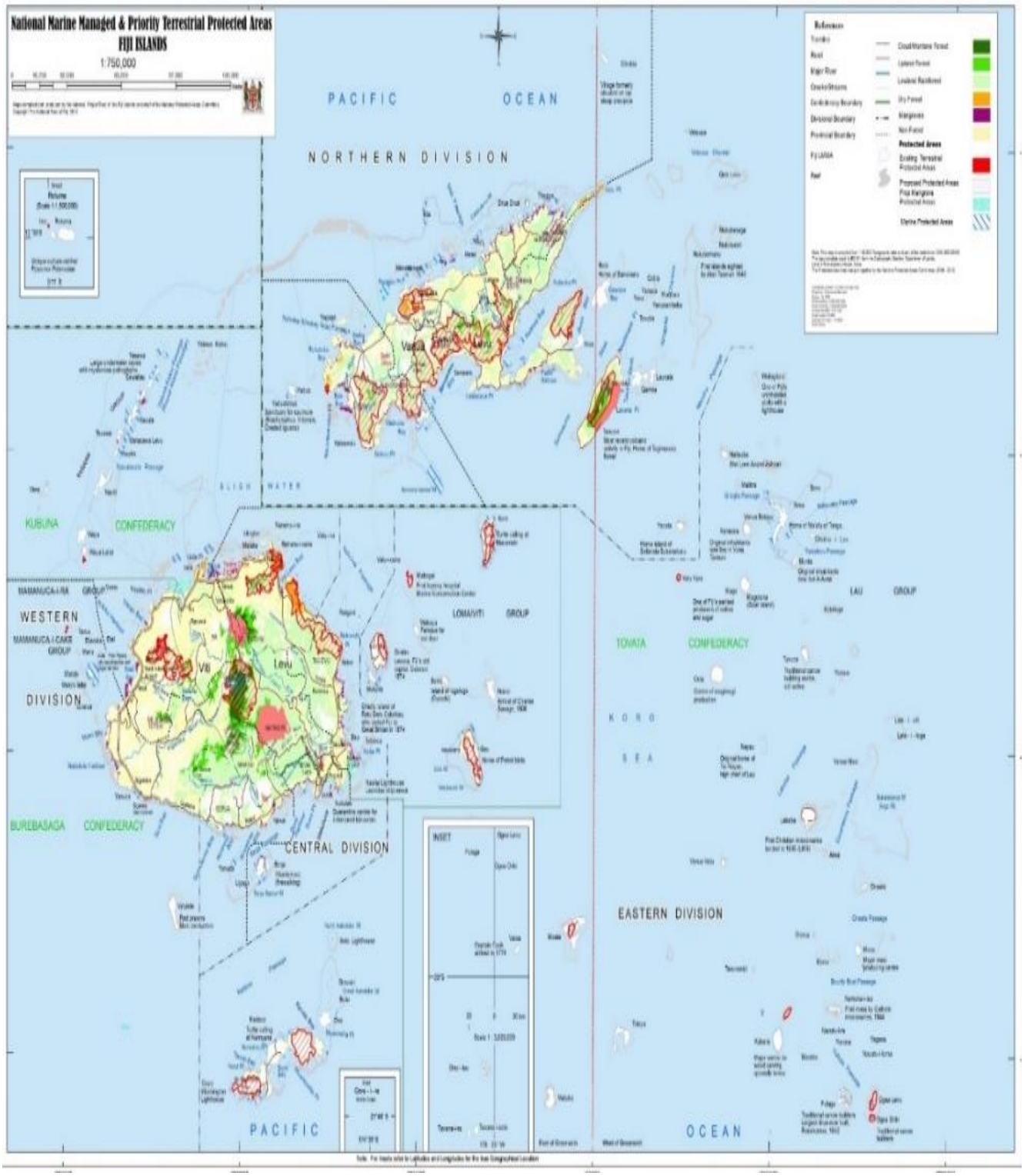
ACRONYMS AND ABBREVIATIONS

ACP	African, Caribbean and Pacific region
ALTA	Agriculture Landlords and Tennant Act
APR	Annual Project Review
AWP	Annual Work Plan
BD	Biodiversity
BIOFIN	Biodiversity Finance Initiative (of UNDP)
BIOPAMA	Biodiversity and Protected Areas Management
CBA	Community Based Adaptation
CBAM	Community Based Adaptive Management
CBD	Convention on Biological Diversity
CC	Climate Change or Contributory Country
CCA	Climate change adaptation
CCM	Climate change mitigation
CI	Conservation International
COWRIE	Coastal and Watershed Restoration for the Integrity of Island Environments
CRISP	Coral Reef Initiative for the South Pacific
CBO	Community Based Organization
CCA	Community Conserved Areas or Climate Change Adaptation
Ce-PACT	Center for Pacific Crops and Trees (SPC LRD)
CFRA	Customary Fishing Rights Area (or qoliqoli)
CMC	Catchment management committee
COLP	Code of Logging Practice
COP	Conference of Parties
CSO	Civil Society Organization
CROP	Council of Regional Organizations in the Pacific
DRR	Disaster Risk Reduction
DIM	Direct Implementation Modality
DISMAC	Disaster Management Committee
DoA	Department of Agriculture
DoE	Department of Environment
DoF	Department of Forestry
DoFish	Department of Fisheries
DoT	Department of Tourism
DRM	Disaster Risk Management
EBM	Ecosystem-based management
EEZ	Exclusive Economic Zone
EIA	Environment Impact Asessment
EMA	Environment Management Act
ENSO	El Nino Southern Oscillation
EU	European Union
EWS	Early Warning System
FBOM	Fiji Bureau of Meteorology
FBOS	Fiji Bureau of Statistics
FHC	Fiji Hardwood Corporation
FLMMA	Fiji Locally Managed Marine Areas
FMS	Fiji Meteorological Service
FNU	Fiji National University
FPAM	Forestry and Protected Areas Management
FPIC	Free, prior, informed consent
FPL	Fiji Pine Limited
FSPI	Foundations of the Peoples of the South Pacific International
FSC	Forest Stewardship Council
FSCLtd	Fiji Sugar Corporation Ltd
GDP	Gross Domestic Product

GEF	Global Environment Facility
GEFSEC	GEF Secretariat
GEFTF	GEF Trust Fund
GEF 4 PAS	GEF 4 Pacific Alliance for Sustainability
GHG	Greenhouse Gas
GIS	Geographic Information System
GoF	Government of Fiji
GSR	Great Sea Reef
H2O	Hilltops to Ocean
Ha	Hectare
HIES	Household Income and Expenditure Survey
IAS	Institute of Applied Science (of USP)
IBA	International Bird Area
ICCM	Integrated Catchment and Coastal Management
ICM	Integrated Catchment Management or Integrated Coastal Management
ICMP	Integrated Coastal Management Plan
IGO	Intergovernmental Organization
IP	Implementing Partner
IKSA	Improving Key Services to Agriculture Fiji
IPCC	Intergovernmental Panel on Climate Change
INRM	Integrated Natural Resources Management
IRBM	Integrated River Basin Management
IRRF	Integrated Results and Resources Framework (UNDP Strategic Plan 2014-17)
IW	International Waters
IW:LEARN	GEF's International Waters Learning Exchange and Resource Network
IWRM	Integrated Water Resources Management
IUCN	International Union for Conservation of Nature (World Conservation Union)
JICA	Japan International Cooperation Agency
KBA	Key Biodiversity Area
KM	Knowledge Management
LWRM	Land and Water Resource Management (Ministry of Primary Industries)
LD	Land Degradation
LDCF	Least Developed Countries fund
LMMA	Locally Managed Marine Area
MACBIO	Marine and Coastal Biodiversity Management in Pacific Island Countries & Atolls
MCO	Fiji Multi-country Office (of UNDP)
MDG	Millennium Development Goal
MESCAL	Mangrove EcoSystems for Climate Change and Livelihoods
MFA	Multi-focal area projects
MiTA	Ministry of iTaukei Affairs
MIT	Ministry of Infrastructure and Transport
MOWE	Ministry of Ministry of Waterways and Environment
MLMR	Ministry of Lands and Mineral Resources
M&E	Monitoring and Evaluation
MOF	Ministry of Fisheries
MOF	Ministry of Forestry
MoFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSPNDS	Ministry of Strategic Planning, National Development and Statistics
MRMDNDM	Ministry of Rural and Maritime Development and National Disaster Management
MRD	Mineral Resources Department
MRV	Monitoring, reporting and verification (of carbon sequestration)
MTF	Multi-Trust fund projects
NBCC	Nadi Basin Catchment Committee
NBSAP	National Biodiversity Strategy and Action Plan

NCCCT	National Climate Change Country Team
NCCP	National Climate Change Policy
NCWF	National Council of Women Fiji
NDMO	National Disaster Management Office
NEA	National Environment Act
NEC	National Environment Council
NEDC	National Economic Development Council
NFI	National Forestry Inventory
NFMV	NatureFiji-MareqeteViti
NGO	Non-Government Organization
NIM	National Implementation Modality
NPIF	Nagoya Protocol Implementation Fund
NTF	National Trust of Fiji
PA	Protected Area (as recognized in IUCN system)
PABITRA	Pacific-Asia Biodiversity Transect
PAC	Protected Area Committee
PACC	Pacific Adaptation to Climate Change
PCSSP	Pacific Climate Science Support Programme
PES	Payment for Ecosystem Services
PIBF	Pacific Biodiversity Information Forum
PIC	Pacific Island Country
PICCAP	Pacific Islands Climate Change Assistance Programme
PIF	Project Identification Form
PILN	Pacific Invasive Learning Network
PIMS	Programme Information Management System
PIR	Project Implementation Report
PMU	Project Management Unit (of Department of Environment)
POETCom	Pacific Organic and Ethical Trade Community
POPs	Persistent Organic Pollutants
PoWPA	Programme of Work on Protected Areas
PPG	Project Preparation Grant
PPR	Project Progress Report
R2R	Ridge-to-Reef
RCU	Regional Coordinating Unit
RDSSED	Roadmap for Democracy and Sustainable Socio-economic Development
REDD	Reducing Emissions from Deforestation and Forest Degradation
RTA	Regional Technical Advisor
PSC	Project Steering Committee
SCCF	Special Climate Change Fund
SFM	Sustainable Forest Management
SGP	Small Grants Programme of UNDP
SIDS	Small Islands Development States
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant and Time-bound (of indicators)
SOPAC	Pacific Islands Applied Geo-Science Commission (division of SPC)
SPC	Secretariat of the Pacific Community
SPCZ	South Pacific Convergence Zone
SPO	Strategic Planning Office (of Fiji Government)
SPREP	Secretariat of the Pacific Regional Environment Programme
SRES	Special Report on Emissions Scenarios
STAP	Scientific and Technical Assessment Panel
SVT	Soqosoqo Vakamarama iTaukei
TA	Technical Assistance
TAB	iTaukei Affairs Board
TESSA	Toolkit for Ecosystem Service Site-based Assessment
TF	Trust fund

TLTB	iTaukei Land Trust Board
TOR	Terms of Reference
TWG	Thematic Working Group
UNDP	United Nations Development Programme
UNDP RBAP	UNDP Regional Bureau for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
UNCCD	United Nations Convention to Combat Desertification
USP	University of the South Pacific
WAF	Water Authority of Fiji
WCS	Wildlife Conservation Society
WWF	World Wild Fund
YMST	Yaubula Management Support Team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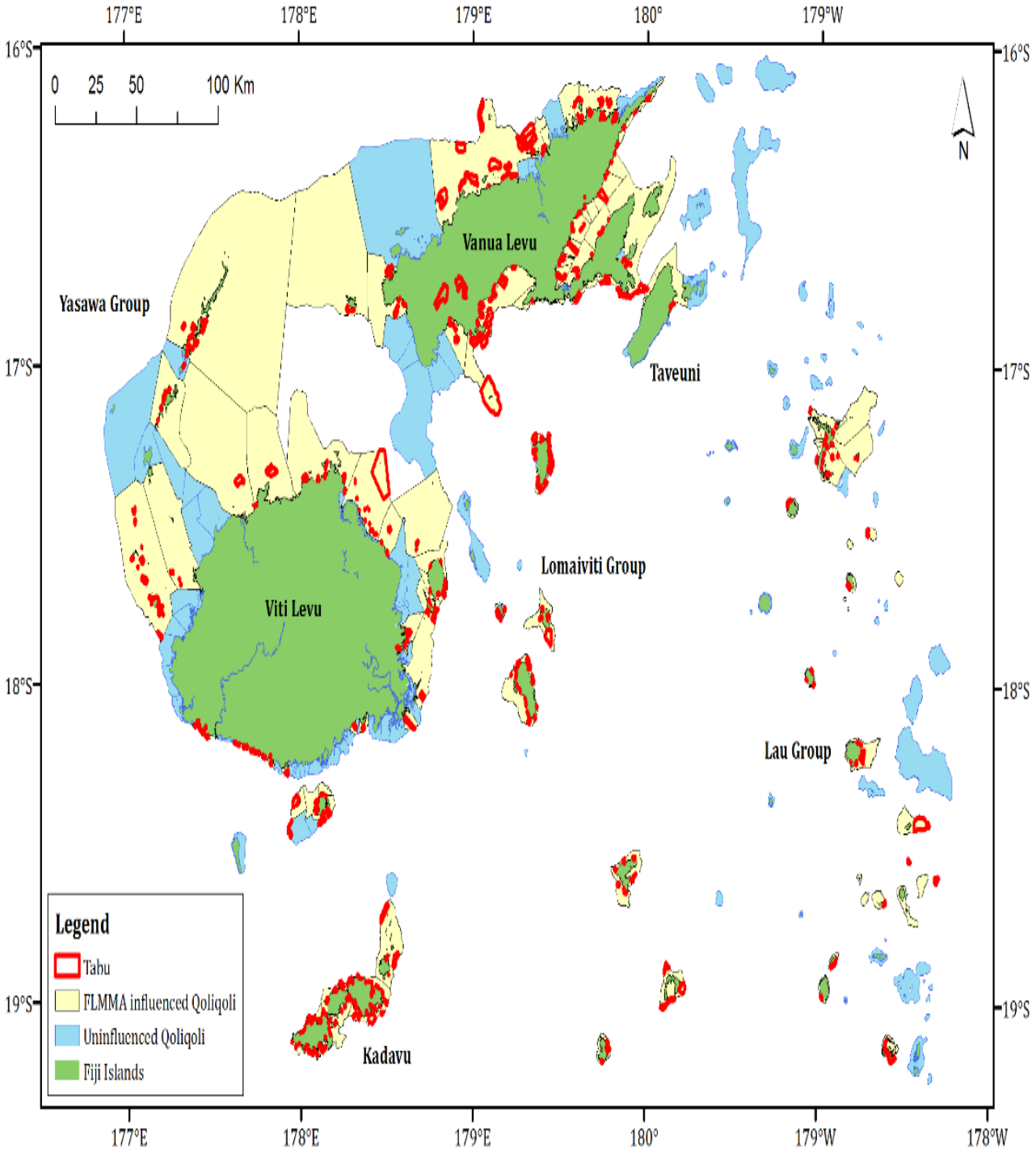
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Uninfluenced Qoliqoli
Fiji Islands

EXECUTIVE SUMMARY

PROJECT INFORMATION TABLE

Implementing a Ridge-to-reef approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji
UNDAF Outcome(s): UNDAF for the Pacific Sub-region 2013-2017 – Outcome Area 1: Environmental management, climate change and disaster risk management **UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation **UNDP Strategic Plan Secondary Outcome:** Output 2.4: Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development **Executing Entity/Implementing Partner:** Ministry of Waterways and Environment , Government of Fiji

PROJECT DESCRIPTION

The Fiji GEF 5 STAR R2R project's objective is to preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority water catchments on the two main islands of Fiji. The project was expected to run for four years 2016-2020 with GEF budget of USD 7.39 million and substantial co-financing from Fiji Government, Private Sector, UNDP and Conservation NGOs (USD 30.24 million). The project LOA was delayed by need for cabinet approval. The LOA was signed in 2016 and project begun actual implementation in 2017. The project manager was recruited in 2018 but was found to have assisted three months prior to the formal recruitment.

The Fiji R2R project is part of the Program on "Pacific Islands Ridge-to-Reef National Priorities – Integrated Water, Land, Forest and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store carbon, Improve Climate Resilience and Sustain Livelihoods". The R2R approach in priority catchments is to address key environmental issues in an integrated manner. It is expected to bolster Fiji's national system of marine protected areas through an enhanced, representative and sustainable system of LMMA including greater protection of threatened marine species. Negative impacts of land-based activities on these MPAs will be reduced through development and implementation of integrated catchment management plans, including mangrove protection, the adoption of appropriate sustainable land use practices and riparian restoration in adjoining upstream watersheds as well as terrestrial PAs, restored and rehabilitated forests. These terrestrial PAs, coupled with an increase in the *permanent native forest estate*, including through assisted natural reforestation of degraded grasslands, will contribute to Fiji's REDD+ strategy through an increase in forest carbon stocks. The new PAs will help conserve threatened ecosystems, such as lowland tropical rainforest and moist forests, and species such as critically endangered/endangered plants, amphibians and reptiles and freshwater vertebrates and invertebrates. The R2R planning and overarching management approach is comprehensive; it aims to cover all activities within a catchment and out to the sea to ensure natural resource sustainability and biodiversity.

The selected priority catchments are Ba River, Tuva River and Waidina River/Rewa Delta on Viti Levu and Labasa River, Vunivia River and Tunuloa district on Vanua Levu: these catchments encompass a diverse and geographically dispersed group with markedly different environments and scales, intensities of land use and degradation, challenges and opportunities and provide an ideal suite of learning environments for biodiversity conservation (Component 1), forest carbon stock protection and increase (Component 2) and integrated natural resources management (Component 3). Broadly based Catchment Management Committees will be established for those catchments, viz. Ba, Labasa, Tuva and Waidina/Rewa which have major catchment-wide matters concerns such as land degradation, sedimentation and flooding. Component 4 (knowledge

management) will ensure that project experiences and results are properly captured and widely disseminated, and contribute to data and information systems on biodiversity, forests, climate change, and land, coastal and marine management in Fiji.

PROJECT PROGRESS SUMMARY

While the project has been experiencing delayed implementation, a year behind schedule, (signed in 2016 but did not start until 2017), the Project Management team and the Project Steering Committee work well together and found ways to adapt, accelerate and address some bottlenecks. More need to be done however. An important adaptation has been engaging implementing partners formally through written informal and formal agreements. The project has been complex organisationally (NIM but with substantive UNDP support for implementation on procurement and recruitments) and required clarity on the implementation roles and agreements. Currently, the main problem are worked through and the execution agency is ready (with UNDP support to NIM) to implement at an accelerated rate and with more oversight built in (CTA is being on boarded).

The project design was complex for direct government implementation because as a technical project it has five star allocations matching directly the GEF five focal areas but has been lacking a cross cutting component that ensure support for the execution partner capacity development, learning, policy communications and technical monitoring with budget allocation :(results based management, knowledge management, capacity building and technical monitoring). The project intent was to showcase integrated resource management and co management 'while doing' and to scale up good practices of integrated resource managements in Fiji (including Nadi and Sovi). The project scope is large and also required many implementing partners including NGOs and government sectors and UN entities. There was a great need and steep learning curve for the execution and main GEF implementing partner gaining clarity on the implementation approach including the negotiation of implement partner agreements, defining partners roles (across components and sector) and establishing the results and fiduciary oversight.

Technical oversight and monitoring upstream and across sites is urgently needed to add project value especially in terms of the end results expected: institutional capacities and general learning approach, technical learning needs and addressing gaps, i.e. invasive species, payment for ecosystem services PES, learning and training needs, i.e. forest fire, education for schools, the local governments and public and community level approaches. This is needed to support the implementation of the integration of services and payment for ecosystem service and new practices -learning approaches as ell to advance the ultimate goal of the establishment of newly protected areas and showcase of a co-management approach working closely with local land owners.

Several key assumptions about project design and the 'readiness' for the NIM implementation modality were made. In addition assumption concerning coordination mechanisms and bridging work between sectors and work with NGOs, including the solicitation of NGOs work to influence the technical and policy learning and public learning goals. The project management has done its best to support the work planning and inputs of the four principle sectors (Environment, Fisheries, Forestry and Agriculture) and has worked with the principle NGOs (WWF, CI, USB, SPC, FLEMMA) but this work is key and needs further technical support. It is not translating into a holistic picture of the expected results including the longer term institutional arrangements, the project generated knowledge for policy, the extraordinary technical support needs for each site i.e. traditional knowledge approaches, how to eradicate the invasive species African tulip (threat to project sustainability), value added or institutional and or the general public's learning based on a coordinated holistic implementation at catchment level. The project needs an upstream and downstream technical monitoring focus on results such as: capacity building, local natural resource governance (co-management approaches) and policy results as well as cross pilot monitoring and implementation with links between and a carefully scheduled activities with focal points for expected results at each pilot sites. It needs capacity building, technical and policy results oversight.

MTR RATINGS & ACHIEVEMENT SUMMARY TABLE

MTR Ratings and Achievement Summary Table		
Measure	MTR Rating	Achievement Description
Progress towards Results	Objective Achievement: RATINGS: SATISFACTORY	Programmatically, the project design for the cross focal complexity and need for cross-cutting areas support, capacity building and learning monitoring for results both nationally-policy and at catchment level has been weak. The project document was not strong in spelling the implementation support needs out to build capacity while doing through the MOE. It did not clearly spell out a theory of change on the implementation support for NIM, the interlinkages between focal areas (in terms of implementation strategies) and the budget and strategies for cross-cutting inputs such as strategy for MOE learning to support implementation. It provided insufficient financing and strategies for this. Additionally, the technical areas—and project inputs around high priority change areas, like African tulip eradication, catchment managment planning, sustainable financing solution and payment for ecosystem services PES approach—is weak. Livelihoods are not considered in catchments as critical

pilot projects. The implementation of livelihood component in line with the PES approach needs urgent attention.

Livelihoods component: PES and Expansion of Protected Areas
The integrated management and PES approach is not implemented at the catchments as pilots. The government partners have however begun work i.e. planting trees but in absence of technical inputs and in cases coordination to the catchment management plans. The cross-sector integration at catchment level, in terms of the catchment management plans, including the activities planning needs scheduling for results. The work is output-oriented and the inputs are not reported in relation to expected results. For example, the project needs include catchment management planning informing in the implementation of the livelihoods and the other inputs.

This is a protected areas as well as a capacity building project. The concept is to expand the vulnerable at risk resources in the watershed through protection by payment/leases and by engaging communities to value, manage the land and watershed sustainably. Land ownership is local and private, so building a shared stewardship of the natural resources in the watershed is critical. In cases, there will be tradeoffs, but for high at risk sites, the government (supported by project) might buy or lease the rights to protect of high value and vulnerable areas. MTR learned that TERI (an NGO) had conducted a scoping of alternative and sustainable livelihoods, but the application of the livelihoods component including the PES approach has not been started. This is a priority approach in the catchments. This work needs funding for implementation of alternative practices and livelihoods pilots. This work has linkage to the project wide learning plan and needs a focal point on the team. The project livelihoods approach is at a rudimentary stage while critical for results. The work plans need to consider the amount of project funds that must be diverted to the beneficiaries at community level for livelihoods project and to change destructive practices. Cutting mangroves, for example, may require funds spent on crafts and tourism products, i.e. mangrove bags as small business for youth. It would be a waste and the project would be doing harm to spend all the full-size GEF funds on project management, planning, coordination and extension work without working on the community benefits and long term transformations results.

Sustainable PA Financing Need Focus and Planning
The sustainable financing work i.e. scoping and scaling it to all pilot catchments was not apparent in site level implementing strategies, work or catchment planning. Conservation International has had experiences with innovative financing of the PA in the Sovi Basin. CI has this capability and might be considered for important work on sustainable financing for each catchment, leading to a project end goal of financing plans linked to the PES approach.

Planning and Policy Change
While the management plans are progressing with output by various NGOs in catchments, the catchment work is not effectively coordinated for knowledge sharing that support the learning results. The pilot work is also not producing useful learning and or input into the national policy change goals of the project and or in changes to natural resource management or protected areas planning goals. The cross-pilot learning goals need a strategy and holist catchment implementation and monitoring approach in order to learn from the implementation. This would provide the unique technical support to supply "change" needs for each catchment. The catchment plans and catchment coordination committee work can be better fed into the national learning and policy goals, i.e. expansion of protected areas in watersheds and transformation in terms of cross-sector work for NRM. This might be achieved by creatively engaging the TCC – (MTR suggestion is to expand the Protected Areas Committee) for more active monitoring catchment results, learning for policy and informing budget decisions around expansion of Protected Areas. One idea is to merge the TCC with the national Protected Area Committee Department of Environment is the secretariat for the PAC and extend it for the project duration by involving NGOs and private sector inputs in meetings and actively involve this PA committee into project and catchment monitoring activities (i.e. hold strategic meetings at catchment level for learning purposes).

Cross-sector Integration: Baseline science and monitoring and guidance for integrated extension work: Catchment Integrated Management System – Committees as Pilots
While KPI and project aligned targets for sectors have been put in place (and constitute a great result, especially for the sustainability), the project needs a catchment wide monitoring and implementation approach with coordination of the NGO work and sectoral inputs at each site. While the project liaison officers, sectors, local government and NGOs are currently working to support delivery. There Is some level of coordination but it must be done on a more regular and intentional basis, -coordination of all the stakeholder inputs at the catchment level is lacking. This is needed to ensure good practices

		emerge from each site as a result of the project efforts. The stakeholder coordination at catchment level also need to include local businesses to express new concepts such as access to benefit-sharing and alternative practices, such as cleaner mining. The question of the value added of GEF UNDP funds arises. Instilling the knowledge for innovation about financing PAs and sustainability is an example. *Training and Learning: Integrated Landscape Management Practices; Education for Sustainable Development, Conservation Land Use, Conservation Fisheries, Agricultural and Forestry Measures* The project strategies was weak on the design of cross cutting areas for learning, monitoring and capacity building including: education and training and undertaking adaptive practices work with land owners, farmers and producers or businesses operating in the catchments. The conservation and training work requires a focus. This component requires a technical concentration on learning, adaptive/alternative and livelihoods practices. This work has not begun at the pilot site level. While there are conservation officers ready for work with communities (Ministry of Waterways and Environment Government received funding in November 2019), what they will teach, who they will partner with and the learning approach has not been technically conceived. This component requires a learning strategy and a focal point and an implementation plan across the pilots. The plan would need backing from a credible technical learning institution to support the development of a suitable, adaptable curriculum in relation to the project learning goals, including assessing learning needs of the project, government departments and communities and developing a plan for incorporation of technical learning needs for sectors, communities and schools towards longer-term change goals. This includes the traditional knowledge. *Knowledge Management KM, Communications and Information Management IM* The KM, Communication and IM work is very weak. The project is producing knowledge (community, scientific and policy) but this are not translating into results. These inputs and activities need to be collated into knowledge products, services and disseminated into project learning work (policy results and education and public awareness content). It should also be stored i.e. existing Biodiversity Clearing House Mechanism make most sence (See KM, Communications and IT section below). The link to the Biodiversity Clearing House Mechanism and state of the environment reporting can be sought. This work need a strategy and implementation plan. The Information technology is not being considered from a catchment monitoring or sustainability perspective. The IT work might consider the need for new data storage and future monitoring of the catchments. This work is not developed. Innovation: While the project budgeted and bought technology and drones, the practical implementation is not evident at MTR. This can be linked to the idea of creating a catchment monitoring system.
	Outcome 1.1 (Enabling Cross-sector Work) Improved management effectiveness of existing and new protected areas ACHIEVEMENT: SATISFACTORY	The objective is to pilot a process for expansion of Pas, including the assessments and BIORAPS, and develop community conservation action plans for each PA. MTR find the implementation of the activities by government agencies and NGOs in catchment sites very uneven and not coordinated towards the expected end targets or results. The project does not have a technical advisor and or monitoring focal point for catchment level or national expected results. The CTA is being fast tracked. It is observed that project is missing a GEF project approach and oversight for results. This can be emphasized by the new CTA. Per PIR, the following have been delivered or completed: • BIORAPS assessment for Tuva catchment; • Consultations with management plan for Tikina Noco (Rewa delta) drafted by Fiji locally Managed Marine Areas (FLMMA); • Identification of areas in need of reforestation, notably wastelands of African tulip and degraded open secondary forests in the Waidina sub catchment with maps by the National Trust of Fiji in collaboration with the University of the South Pacific's Institute of Applied Sciences (USP-IAS); • Ministry of Fisheries consultations and management plan completed with Marine Resource Inventory Survey (MRIS) for Namuka/Dogotuki qoliqoli (Vunivia catchment); • Marine Resource Inventory Survey (MRIS) for Namuka/Dogotuki qoliqoli (Vunivia catchment) done by Ministry of Fisheries with consultations and management plan; • Marine biological surveys done by USP-IAS with data collected to contribute to identification and delineation of proposed community MMA's for Ba, taking into account catch per unit household, shark and sting ray surveys; • The Ba River (freshwater) qoliqoli management plan, with the following data collected by USP-IAS: water quality and sedimentation, vertebrates and invertebrates, mangrove, nekton; • Mapping of potential mangrove replanting areas in Ba delta done by USP-IAS;

		• Establishment of Vanua Votua qoliqoli committee in coordination with World Wildlife Fund (WWF); • Traditional knowledge scoping and training for Votua qoliqoli; • A marine management planning workshop, done by USP-IAS in collaboration with Ministry of Fisheries, that would provide support to Macuata Cokovata qoliqoli committee and qoliqoli owners of Vanua Labasa and Wailevu to develop/review /confirm/better plan location of MPA (LMMA & tabu areas) connected with Labasa River; • A scoping exercise to identify sites for river bank stabilization using vetiver grass within the Labasa catchment. This exercise was done in collaboration with Department of Waterways; • A management planning exercise for five tikinas/districts within Tuva catchment done with management plans for the five tikinas/districts drafted by Conservation International; • Negotiations with eleven mataqalis to confirm interest to formalize existing terrestrial Protected Area in Tunuloa catchment in partnership with USP-IAS and NatureFiji-MareqetiViti (NF-MV; • A draft report documenting the livelihood status and options for the project to consider for Fiji, submitted by The Energy and Resources Institute (TERI). For establishment of new protected areas, demonstration and policy work need to be well coordinated, vetted and fed into a policy and/or technical forum for decisions concerning the BIORAPS. The Protected Area Committee (PAC) is the logical place for these policy-level discussions as per the project expected results. The newly agreed upon TCC might be conceived as an extended PAC and thus merged and extended with key stakeholders for the project's duration. For instance, on June 21, 2018 the PAC terrestrial working group called a special meeting to discuss the BIORAPS assessments for Tuva and Tunuloa catchments. The areas for the BIORAPS for both catchments were discussed and approved by the committee with a detailed proposal to be submitted by the University of the South Pacific Institute of Applied Sciences. A technical advisory working group has been approved by the Project Steering Committee and might report to the PAC. The technical committee and include other key department and ministries: planning, tourism, education, information, the NGOs and perhaps some key businesses operating in the catchments. According to the PIR, the BIORAPS covers an extended area to accommodate a whole of catchment approach. This will not affect the BIORAPS budget as per the project document. The implication of this is unclear. The project is lacking technical oversight of such matters. There is no CTA.
	Outcome 1.2 (Enabling-Cross-sector Work) Improved financial sustainability for terrestrial and marine protected areas ACHIEVEMENT: MARGINALLY SATISFACTORY	Based on the project document, the expectation is the long-term viability of PAs ensured through well-managed, viable/adequate financing from diverse sources, including payments for ecosystem services (REDD+), user fees and philanthropic donations, including those from international conservation NGOs. The assumption was about the ease at which through NIM (national implementation), the MOWE could manage the project, improve and scale up prior successes i.e. Sovi and Nadi basin models across six more catchments. The reality is that with a full sized and complex project design and having many NGO and sectoral implementing partners, there has been a need for capacity support for implementation at the MOWE. UNDP has been providing the extra support to National Implementation NIM (recruitment and procurement) but the project was severely delayed and now will require acceleration and risk mitigation measures to guide the project towards results. Per PIR and MTR consults, while surveys are being conducted, the baseline work needed application and prioritizing. The project needed technical and results monitoring support for scheduling of activities, including providing technical inputs and ensuring sufficient allocations to implementing partners to coordinate key inputs at the catchment level. For this outcome, the expected results are a viable financial instrument and alternative for sustaining and scaling the approach. This would include technical and policy level inputs for consideration of leases, subsidies for alternative livelihood approaches and decisions on the allocation of project funds for jumpstarting viable small business opportunities (i.e. tourism) in each of the catchments. Per MTR consults, there is an urgent need for technical input on the application of a Payment for Ecosystem services PES approach including *valuation of natural capital* to a pilot working model. While ongoing activities undertake protection and restoration, the concept of protecting and implementing an innovative livelihood approach, including negotiation with communities and government officials, is missing. Forestry is planting four million trees but the question of what makes most sense for protecting watershed and for livelihoods in the long term has not been asked. (Local land owners want mahogany instead of native trees IN XXXX CATCHMENT visited by MTR evaluator.) Fiji is currently overrun by invasive species and its strangling biodiversity a major problem.

	Outcome 2.1 (Science and Pilots) *Carbon stocks restored and enhanced in priority catchments* ACHIEVEMENT: MARGINALLY SATISFACTORY	The project did not hire a chief technical advisor to support the project management. This position is currently under recruitment but it is very late. The project required continuous GEF technical support to lead toward results from the beginning. A principle lesson learned. Additionally, the formulation rational was to rather develop technical committees for each focal areas involving the capable NGOs. This did not happen. The original design envisioned a stronger technical monitoring role for IP - NGOs but through implementation their role was reduced to consultancy inputs. The project has been implementing without technical oversight and support. The issue is partly due to the national implementation modality NIM and the late onboarding of a project manager. This is one of the first nationally implemented full size projects in Fiji. There has been a steep learning curve at the MOWE for managing the complexity involved. To date however, all the major start up issues including implementation agreements and are solved with the excellent UNDP support to NIM. MTR finds need to build a strong project team with a sence of shared results. For this a team retreat is highly recommended post MTR. The project managment team had hired a verification team leader for each catchment. However, the two site coordinators were hired to ensure liaison and coordination with the various sectors and NGOs, not to provide technical oversight or undertake technical monitoring. As mentioned this result oversight is lacking. In terms of technical support goals, the *sites visited are lacking 'GEF value added' technical* support including PES, Invasive species, and Global good practice i.e. combatting forest fire. Additionally coordination of activities for results at the site level is needed l, i.e. verification of the number of trees planted and the survival rate is not providing technical input on what *types* of trees might be more sustainable, resilient or whether the types of trees are best in line with the INRM-PES approach. Also, for the propagation of market based schemes goals, while the project team stated their intentions to assist in the process of obtaining the pending national FSC certification, the MTR find the project team lacks demonstration of the market based approach for results mentality. Per PIR and consults, the team state once the certification is attained and internationally recognized, the project will be able to follow through with Outcome 2.2 but this work needs to begin and pilot during implementation. Moreover, per the project demonstration goals, monitoring is critical for measuring the contribution to expected carbon-related changes. The project has contracted NGOs to set up monitoring plots to measure the carbon stocks and report annually on growth, survival and carbon sequestration in reforestation plantings of enrichment plantings and the impact of stand improvement activities. USP-IAS has collected soil samples as a baseline for analysis and has developed methodologies for verification with Ministry of Forestry. Per PIR, results recorded to date recorded include: • Establishment of two mangrove nurseries in the Rewa delta/Waidina catchment (Nukui and Nakalawaca villages) and in another two mangrove nurseries in the Ba catchment (Natutu and Votua villages); • Distribution of coconut seedlings for planting in Nakalawaca village; • Completion of an initial draft of the reforestation plan for Ba highlands by Pacific Island Rainforest Foundation (PIRF); • Partial completion of Aaland use capability mapping by CI for Tuva catchment; • Planting of tree seedlings in the Tuva and Tunuloa catchments the Ministry of Forestry as part of the 4 Million Trees in 4 Years initiative. The number of seedlings and status are being verified through monitoring visits by the Project Team; • Engagement of the Pacific Community (SPC) by the Ministry of Forestry to assist with its reforestation programme in the six catchments. Agreement has been signed on the contractual agreement between SPC and UNDP is currently ongoing. Site level coordination for results and technical oversight is thus the greatest need in line with the monitoring towards expected results for policy, integration, livelihoods, protected areas expansion and links to the national adaptation and DRR plans and policies. While the forestry targets are clear, the overarching coordination and management/monitoring of the integrated management approach is lacking in the pilot areas. MTR observed Forestry is moving forward on planting mahogany trees as part of the 4 million tree programme not R2R n the absence of scientific work on the impact of invasive species and alternative livelihoods work, i.e. ecotourism.
	Outcome 2.2 (Science and Pilots) *Sustainable forest management achieved through innovative market-based schemes* ACHIEVEMENT: MARGINALLY SATISFACTORY	
	Outcome 3.1. (Planning and Governance) *Integrated catchment management*	Per PIR, these accomplishments took place: • Through the Commissioner, the Northern Division led in organizing divisional consultation meetings with R2R stakeholders. It is anticipated that the Commissioner of the Central Division, will take the lead in consultation meetings there. These meetings will be important for making decisions and setting the direction on how catchment management planning could best proceed;

	plans integrating conservation of biodiversity, forests, land and water formulated and implemented in priority sites ACHIEVEMENT: MARGINALLY SATISFACTORY	• Completion of socio-economic and demographic data collection for Waidina sub-catchment and Tuva catchment. Analysis was conducted and a report submitted. The project needs to conduct the consultations, set up community based coordination committees and undertake technically supported integrated multi stakeholder catchment planning in six catchments. This work is progressing slowly. The MTR identified a need for coordination or responsible focal point monitoring and technically supporting across all sites for results. NGOs might be made coordination focal points for site level results i.e. one NGO results manager per site. CI is coordinating this work in Tuva catchment and this might be replicated in other catchments with NGOs. The results coordination at the catchment level is absent in the implementation approach. There need for results and monitoring oversight, documentation of steps and lesson learning and KM for each catchment level. At the basic, each catchment should produce a final results report and lesson learned document that might be consolidated into a guidance document by end of project. The sustainability f these pilots is depended on learning feeding into policy and scheduling results and learning with the Technical Committee is a priority.
	Outcome 3.2. (Planning and Governance) *Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management* ACHIEVEMENT: MARGINALLY SATISFACTORY	Per PIR, stated results in demonstration catchment areas included the following: • Completed training of Roko Tuis and assistant Rokos on natural resources management in collaboration with Ministry of Itaukei Affairs and Itaukei Affairs Board. Report submitted; • Contracted the Energy and Resources Institute (TERI) to develop an integrated natural resources and catchment management policy; • Established a catchment committee in Tuva with traditional landowners and leaders and identified women representatives to be formalized through the Nadroga/Navosa Provincial Council; • Identified representatives for each of the 10 villages for the Yaubula Management Support Team (YMST) as part of the management planning exercise in the Tikina Noco, Rewa delta. The MTR finds that the project is delivering research and surveys outputs, but the scientific and technical research decisions need guidance from a technical committee to support policy, pilot and learning from demonstrating goals. The project is a capacity building project in terms of strengthening governance for INRM but the project learning goals, objectives and training plans is not developed or resourced in the work plan. This needed a critical view and work inputs across the department and the sites. The project work at all levels needs to accelerate, including urgent start-up of the policy learning work to scope existing policy gaps and monitor and learn from the pilot demonstration. As mentioned, the TCC (PAC plus) might be integrated with the existing Protected Areas Committee to involved decision makers and key IPs in monitoring across catchment level for results. Delays in setting up a Technical Committee were compounded by management and implementation coordination issues. The project is in the process of setting up a formal technical committee (recently approved by PSC), a key strategy for expected policy results and for learning, capacity building for longer term cross-sector monitoring and sustainability. Each pilot catchment area needs coordination and technical oversight of inputs. The integrated natural resource management planning and policy work *at both levels* needs technical oversight and policy-level learning on the integrated management approaches as well as the protected areas outcome-level policy goals. However, in the face of delays, the TCC-led policy work must be accelerated for monitoring and learning from the pilot demonstration. The TCC can be actively involved in monitoring across catchment-level for results. Management and coordination issues are compounding delays in setting up the committee. A Technical review subcommittee has been approved by the PSC to review the project reports submitted by Implementing partners (IPs). Such a committee might support accelerated focus and it should report to the PAC on a regular basis. It might be useful to take PAC policy decision makers on site monitoring for policy learning purposes MTR finds stakeholders ready to cooperate and accelerate the implementation. MTR find that this component requires a policy and technical forum for scoping policy and gaps and for discussions on the integrated catchment planning model linked to protected areas, national land use policy and NBSAP implementation. Important synergistic areas have emerged, including access to benefit sharing ABS and EIA process. The project has been working with the local government to implement the conservation work, but the training plans still need to be rolled out. This is a major gap in work planning and implementation to date. The project needs a focus on training, learning and education. This would require expertise in supporting training strategy and planning in consultation with the local governments in six catchments. Stakeholders interviewed hold consensus that the implementation bottlenecks and project management issues are solved (see management and start-up discussion) and the current need is for

		acceleration, teamwork, coordination and technical oversight of the inputs at the pilot catchment area. Technical oversight, policy-level learning on the integrated management approaches and outcome level PA policy goals are needed in the integrated natural resource management planning and policy work.
	Outcome 4.1. (Knowledge Management) *Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices* ACHIEVEMENT: MARGINALLY SATISFACTORY	In the project document, knowledge management, information management and monitoring were weakly conceived and budgeted. This implementation need strategies for cross cutting learning and monitoring support areas across the pilots. UNDP might provide NIM plus support on knowledge management and communication strategy development to assist the PM move forward on these in work planning for accelerated delivery. The project must fast track the hiring of the communications, knowledge management and monitoring personal to support implementation. Per PIR, the following were achieved: • The recruitment of an Information Technology and Communications Officer, a vital step in the project's communication and advocacy effort. After the resignation of the first officer, another officer was recruited through UNDP on April 23, 2018; The officer's contract expired. Post was advertised through UNDP, with no successful candidate. Post was then advertised by MOWE. To date this position is still vacant. • The Terms of Reference for the KM committee were reviewed and approved by the Project Steering Committee; • The Terms of Reference for the Communications and Visibility Strategy Development Consultancy were submitted for vetting to the Principal Accounts Officer of the Ministry of Local Government, Housing and Environment. The post was advertised by UNDP but only 3 expression of interest was received. To be re-advertised. To raise public awareness, the project engaged the Ministry of Information to leverage support from the local media during its vehicle launch in January 2018. The event was broadcast through television, local newspapers and social media. Publishing new information on the vehicle launch is crucial for informing the public and R2R partners of efforts by the Ministry of Environment, the national executing agency, to progress with implementation. The launch of the ridge-to-reef logo during the National Environment Council meeting held on March 8, 2018, provided the opportunity for Senior Government leaders to listen to what Fiji's R2R logo represented and promoted. This was an important highlight for the project as it provided awareness of Fiji's R2R brand to important Government partners, such as the Ministries of Forests, Fisheries, Agriculture and Lands and Mineral Resources. Key results (per PIR and consults) included installation of the expected knowledge management and the recruitment of a communication advisor. Per PIR and consults, the project developed a TOR for the KM committee which was approved by the PSC. This committee can now move ahead supervised by a communication and information management officer. The project has a department of Environment/Ministry of Waterways and Environment website under construction. Project updates will disseminate the communication. UNDP supports NIM by supporting communication of UNDP's Resilience and Sustainable Development through its Facebook page and twitter. Field updates are provided. Hanging banners, developed and procured to highlight the project outcomes and objectives, were displayed at the National Environment Council and the R2R divisional consultation events. As mentioned above, implementation bottlenecks (less than smooth delivery of funds) interrupted the coordination. The communications position is cross-cutting, supporting all the results highlighted above. This position need much more focus and resources (lowest amount of budget goes to this part). The communications, visibility, KM and learning strategy must have a view for across project education and knowledge management. It should link to financing for the conservation education and training components in consultation with the conservation officers in the sites. The IT component is technical and focus on data and information management systems. According to interviewees, this work can be best linked to inputting information in the clearing house mechanism and creating database for scientific information for monitoring the watershed (cross-sectoral data sharing). Activities must be included in the work plan for this.

Project Implementation and Adaptive Management	Outcome Achievement Satisfactory	The project began implementation in October 2016 but it took some time to get started. The project manager was not hired until 2018. Until November 2019 (more than halfway through the project duration), agreements and implementation readiness were the main concerns due to the complexity of the NIM learning curve, design and implementation partners involved (scientific, NGO and cross-sectoral partners). Additionally, the MOE leadership had changed in 2015, after this project was designed. A new permanent secretary (PS) and Director of Environment department came on board. These were critical oversight partners who needed to be fully briefed on what this project was about, including its approach, results and expectation for the targets and implementation agreements. It was imperative that new MOE management agreed with the project ideas and approach, including the idea of implementing with many NGOs and IPs. The learning curve has been a significant. UNDP has stepped in as requested and provided extra support to government for implementation including on procurement and staffing. UNDP might continue this great support with more technical support on community work including coordination, gender equality and livelihoods project ideas, monitoring planning, capacity development and training and knowledge management strategies to help guide the work planning and these cross cutting areas for results. The project management expressed need for support on key areas including project monitoring and technical monitoring and input overall implementation. This is a priority and now a risk related condition before this project can continue. The monitoring and work planning needs much better oversight and technical inputs. In view of MTR, work planning should stop until the adequate technical oversight and monitoring is sufficiently provided. The project funds should be used to enable a CTA be recruited. The cumulative delivery, while appearing insignificant relative to the elapsed time and the expectations from a four-year project, is deceptive related to the actual results achieved, including the agreement and buy in of the current MOWE leadership and their leadership on the negotiation of sectoral KPIs. However, there is a tendency for the project to over program funds to show that all funds may be spent within the duration of the project (GEF RTA PIR/Verified). MTR finds that the project has been underreporting key process related results, i.e. negotiation of the implementation with the key sectors and agreement to work with NGOs as partners. It was very important that agreements, clear demarcation of work and responsibilities were well defined. The project has progressed on all these areas. MTR finds that government and partner cofinancing has advanced significantly, yet it has not been recorded in PIRs. *Recording this work is important* as results for the demonstration of what works for protecting areas in Fiji. It should be documented as part of the success cases. NGOs and government activities have moved forward with activities: scientific survey, forestry and agriculture and fisheries. However, the delay of the grant allocation has interrupted management and scheduling of the inputs, including the coordination and a holistic implementation approach at the catchment level. The NGOS (IPs) also stated that they are losing interest, and this is a risk not to be taken lightly. The NGO role is critical in the implementation of the successful pilots. Technical oversight and inputs are also needed across the catchments. While the project has been severely delayed by management and administrative bottlenecks, the work requires scheduling and technical oversight. The Project Steering Committee has been employed as an adaptive management tool. There were issues with NIM, and NIM plus and thus active adaptive managment has been employed. A notable issue has been a UNDP across-the-board rule on all GEF project delivery that affected all projects allocations, including this one. The project is advised to set up Standard Operating Procedures to support post MTR implementation. Many interviewees suggested this point. Issues are summarized in PIRs as follows: • Complicated and slow government processes (and decision-making) delayed recruitment of key staff/consultants and contracting of partners (other government agencies, NGOs, academia, etc.). While UNDP agreed upon request to provide implementation support by issuing contracts to staff and partners to speed up contracting, making up lost time is still difficult; • The PMU staff has weak capacity to implement a complex project to quickly adapt to changes in the absence of technical abilities. The recommendations below are anchored on these two issues.
Sustainability	Outcome Achievement	Environmental

	Likely	The comprehensive project concept R2R planning and overarching management approach aims to build capacity at MOWE through national implementation to cover planning and education for all activities within a catchment and out to the sea to ensure natural resource sustainability and biodiversity. The forestry carbon monitoring plots are being set up but will need a sustainability plan. Institutional Policy level synergies are critical for sustainability. Project end targets need programming links to the SDGs, disaster risk and adaptation plans and policies of the country. The project aims to support catchment level planning through the development of catchment coordination committee. The sustainability of these need to be supported by policy. The project has a complement on policy and this work has not yet begun. MTR has suggested the protected area committee be engaged and undertake an active that scope the policies of all sectors for gaps and to make recommendations on the integrated catchment area approach including payment for ecosystem services and guidance on land leases among other concerns. Communication for policy scaling-up of the learning from the pilots and institution of necessary changes, including budgets for cross-sector coordination for integration and PA management at the national level, are needed. Institutional policy-level synergies are critical for sustainability. Project end targets need programming links to the SDGs, disaster risk and adaptation plans, and policies of the country. Social/Economic To sustain the integrated extension work being done by the sectors in the catchments, the catchment committee and planning must be operationalized. This requires payment for ecosystem services links to livelihoods, including tourism. Tourism should be involved on the steering committee. The added value has brought Fiji up to date on key areas, including invasive species. ABS, PES and environment will require a sustainability plan with education, including the capture of traditional knowledge and ecosystem resilience approaches for curricula.

SUMMARY OF CONCLUSIONS

The project strategy, while implicit in the project narrative, did not include a fleshed out theory of change for cross cutting areas that helps implementation and responds to the community, institutional and technical learning goals. The cross-sector and multi-stakeholder design and strategy was influenced by the GEF Star Allocation and focal areas matched components, i.e. biodiversity, forestry and climate change. The strategies behind the cross-cutting work such as capacity building, knowledge management, results monitoring and communication were however weak. The project concept was to scale up prior focussed GEF work and good practices in Fiji. The design intention (based on consult and the review of the project document) was to support MOE coordinate work across the focal areas and install a national implementation approach for managing and monitoring complexity and coordination. The assumption and the pathways for MOE led implementation however, was not articulated well in project document. The implementation approach is NIM. MOE is learning by doing and receiving GEF funds to scale prior successes: successful multi-stakeholder, cross-cutting natural resources management /catchment management implementation approach implemented in Nadir and Sovi basin, to six additional catchments. The cross-sectoral and complex design provides a good impetus for a learning-by -doing approach with MOE and across-sector coordination but it needed extra NIM Plus support which UNDP is generously providing. The project is expressing the coordination of the implementation of the Rio Conventions and MEAs in Fiji.

The STAR Fiji R2R project is a project which has strong linkage to the Pacific R2R Program. The national cross-cutting areas, i.e. capacity building and learning, results monitoring at catchment level, knowledge management KM and (monitoring for results) is weak. As already mentioned about project design on page 23, the project document was not strong for this. It did not spell out a theory of change on cross-cutting areas, i.e. capacity building CB, public awareness and education and training work and held many assumptions on how technical inputs would be factored into implementation: African tulip eradication, training and education i.e. fire methods, catchment planning and financing, payment for ecosystem services PES approach. At date, the livelihoods scoping work is not considered for “pilot projects” in catchments. Sector inputs- extension exercises for restoration and adaptation measures. At time of MTR, the PES approach was not evident at the catchments as pilots. The objective of the cross-sector integration at catchment level in terms of the catchment management plans is to schedule PES and undertake the Livelihoods component correctly. The work is output oriented and inputs are not reported programmatically or as holistic “change pilots” with the catchment management planning informing the implementation of the livelihoods and the other inputs.

Livelihoods component (Payment for Ecosystem Services (PES) and Expansion of Protected Areas

This project is an expansion of Protected Areas project. The concept is to protect by engaging communities to manage their land and watershed sustainably. Land ownership is private so building a shared sense of stewardship for natural resources is

critical. In cases the commissioner will need table the trade-offs and for high value sites, the government (supported by project) will need to lease land to protect high value assets, i.e. endemic species and or watershed. The project livelihoods approach is very weak. The work plans need to consider the amount of project funds that need to be diverted to the beneficiaries at community level to change destructive practices, i.e. cutting mangroves may require some money spent on developing crafts and tourism products, i.e. mangrove bags focusing on small business for youth. It would be a waste and the project would be doing harm to spend full size GEF fund on project management, planning, coordination and extension work without working on the transformations required for longer term results.

Implementing Partner TERI (NGO) conducted a scoping of livelihoods but the application of this component including (PES) approach has not started in any catchment. In fact, the work at each catchment is uneven. This is due to a lack of coordination and monitoring for all pilots level results. This is GEF valued added work but not getting the attention it needs as a priority. This work needs technical oversight and funding for implementation of community based alternative livelihoods pilots and linked to the learning plan and a focal point in the team.

Sustainable Financing

The project aims to scope and enable sustainable financing for each site. While the project has catchment management plans, the idea of identifying innovative financing and scaling is not yet apparent in implementing strategies or the catchment planning exercises (also just beginning). Conservation International has had experiences with innovative financing of the PA in the Sovi Basin. CI has this capability might be considered for important cross-cutting the catchments work leading to a project end goal of financing plans linked to PES approach for each catchment.

Planning and Policy Change

While the development of the catchment management plans are progressing – albeit slowly, with inputs delivered somewhat unevenly to the RPMU) by the NGOs and there is an expressed need to improve that process, there are also targets on national policy learning and process to be concerned about at MTR. The pilot project ideally can provides scalable learning practice for policy but there was no forum. The process of setting up catchment plans and committees can be better fed into the national Policy goals, i.e. integrative work and expansion of protected areas in watersheds. Interviewees suggest merging the recently approached (SC) Technical Committee with an existing Protected Area Committee (extend it for the project duration, and involve NGOs and private sector partners in meetings). The PA committee can be involved in across catchment monitoring activities (i.e. hold strategic meetings at catchment level for learning purposes).

Cross-sector Integration – including data collation and analysis of baseline science and monitoring and guidance for integrated extension work - Catchments Management System as Pilots

While KPIs and targets for government sectors are put in place (and constitute a great result especially for the sustainability), the project implementation requires a showcasing and learning by doing through piloting mentality and a programme implementation approach with much more emphases on the coordination of the sectoral inputs at catchment level. Sectors and NGOs are currently working to deliver inputs yet coordination at the catchment level is needed to ensure results as new innovative and good practices. The project at catchment level need to include local businesses, i.e. access to benefit sharing and alternative practices, i.e. cleaner mining. The question of what is the value added of GEF UNDP funds arises – instilling the knowledge for innovation about financing PAs and for sustainability is an example.

Integrated Landscape Management Practices – Education for sustainable development, Conservation Land use, Conservation Agricultural and Conservation Forestry Measures - Training and Learning

The integrated approach and conservation training work requires a focus (project did not factor in the design needs for cross cutting programme work on monitoring, learning, education and training and or on softer work including building trust and relationships, capacity and adaptive livelihoods' type work with land owners, farmers and producers or businesses operating in the catchments. Results require a greater focus on results based monitoring of the pilots through conscious efforts at learning, sustainable and adaptive/ alternative practices and sharing between pilots and upstream. This work has not begun. While there are Conservation officers in position to work: (Ministry of Local Government and Inuuk affairs has received funding in November 2019) for work with communities, what it is to be taught and the capacity building approach for this aspect has not been technically conceived. This component requires an implementation plan across the pilots. The plan would needs support by a credible technical learning institution to support the development of a suitable adaptable curriculum in relation to the project learning goals including assessing learning needs of the project and government departments and communities and development of a plan for incorporation of technical learning needs for sectors, communities and schools including the traditional knowledge towards change goals.

Knowledge, Communication, Monitoring, Learning and Information Management

In the project document, knowledge management and learning, communication for results, information management and monitoring have been poorly conceived and budgeted. The project need strategies for all the cross cutting areas. UNDP might provide national implementation strategy development to assist the PM move forward on these in work planning and for accelerated delivery. The project is producing useful knowledge content: community, scientific and policy knowledge inputs through consultancies and scoping. These need to be collated, packaged and fed into the Biodiversity Clearing House Mechanism (See KM, Communications and IT section below), as well as the policy and project learning work i.e. conservation agriculture, forestry and fishing communities. The communication and documentation at the sites, as science for policy and the education and public awareness goals are very weak.

Innovation – use of drones and new techniques for results is lacking.

RECOMMENDATION SUMMARY TABLE

Improvements	What	Table x: Recommendations Table		
		No.	Recommendation	Responsible Entities
Design	Extension of time	1	**Urgent:** Due to the delays in start-up and the complexity in establishing clarity in implementation roles and responsibilities, GEF should grant the project a no-cost extension for 12 months.	GEF SECRETARIAT
Implementation	Administrative	2	Ensure all pending LOAs and MOAs with both government and non-government partners are negotiated for accelerated completion. Confirm the need for NGOs to implement the extract to be results-oriented at the catchment level. UNDP is to finalize the HACT (Harmonized Approach to Cash Transfers Assessment) for the relevant NGO IPs. RPMU and UNDP are to work with all implementing partners during a recommended project *team building and monitoring results retreat* to develop SOPs for streamlined allocations and smooth post-MTR implementation. More MOE blanket approvals to *larger contracts,* including the NGOs' IPs, will help accelerate progress in a timely way. RPMU and UNDP are to ensure that monitoring elements are built into agreements and the allocation to NGO implementing partners.	UNDP/GEF/RPMU /MOE
	Work Planning and Monitoring	3	**Urgent:** Per post-MTR recommendations, to augment and accelerate the work of the technical committee. The project can also hire the recommended technical and operational staff and NGO implementing partners (on bigger subcontracts), review the recent annual work plan with MOwE, and involve technical and steering committees. RPMU, with support from UNDP, is to develop a monitoring plan for the project including the expected results for each site and implement it. A Technical Advisory Working Group (TAWG) has recently been approved by PSC. A Review subcommittee that is part of this TAWG has been formed and approved by the PSC to review project reports. This subcommittee can review all documents without sub-contracts. CTA to assist the Project Manager in this regard.	PSC/RPMU /UNDP/GEF/CTA/MxE/ KM officers
	Recruitment	4	**Urgent:** Fast track the hiring of a strategic communications, knowledge management, monitoring, and capacity building officer to oversee development of the following: ✓ Cross cutting: training, education, and capacity building, communication strategy and results monitoring work plan for all sites, including work with TDK, schools, and education; ✓ Knowledge Management Strategy: Knowledge products and learning services for results are to work closely with CTA and NGO site-level monitoring focal points;	RPMU /MOE/UNDP/GEF

			✓ Develop TOR and plan for a monitoring and lesson learned reporting for each site; ✓ Complete and monitor the GEF project tracking tools.	
	Recruitment	5	**Urgent:** Fast track the hiring of a livelihood consultant to work with the team through the end of the project to develop an implementation plan and provide technically sound, evidence-based work plan inputs for pilots in each site. Carry forth the livelihoods plan in the context of the catchment management committees and policy-level and planning exercises at local and national levels: TCC and PAC learning work.	MOE/RPMU /UNDP/GEF
	Recruitment	6	**Most Urgent priority:** Fast track the hiring of a GEF-competent CTA to complement the project management team based with project manager at MOE. Ensure that the CTA has a GEF project monitoring background to oversee the entire project's expected results plan. This CTA can report to MOEW and UNDP.	UNDP/GEF/MOEW
	Synergies and Partnerships	7	Project team map out partner and government departments and ministries working on similar and linked projects/initiatives and implement a strategy of how to build leadership synergies with others operating in this field in Fiji: PAC, MO Economy and R2R regional, bilateral, and other UN agencies and GEF projects (ABS, CD-FAO conservation agriculture/fisheries)	RPMU /UNDP
	Finance and allocation , disbursements		RPMU is to work closely with UNDP to develop standard operating procedures SOPs for streamlined allocation and disbursements.	RPMU /UNDP
Results	Team building and joint visioning for results work	8	**Priority post-MTR:** Hold a team building and results monitoring retreat to build relations, trust, and consensus around end targets and expected results. Discuss expected results and assign roles and meeting protocol.	IPS/MOE/RPMU /UNDP/GEF
	Monitoring for Results	9	Assign a technical IP focal point, i.e. NGO per catchment, to coordinate the results monitoring work toward expected results	PM/MOE/NGO-IPs/PSC/ UNDP/GEF
	Policy level results	10	RPMU to advocate for creation and strategy for policy level and other results for the Technical Advisory (and Policy Monitoring) Committee. Exist strategy might suggest merging TOR with existing Protected Areas Committee. Further, expand PAC membership to include other project partners, key missing sectors, NGO implementing partners, and key stakeholders including economy, planning, education, and tourism. The following should be done: ✓ Establish a consultancy on economic valuation and cost benefit analysis based on each catchment management plan and a policy for each site. Deliver results to PSC, NEC, and PAC; ✓ Undertake a scoping and gap/opportunities review of linked policies, i.e., a land use policy review for a landscape approach: Forestry, Agriculture, Fisheries. The Government needs economic returns, so the Land Conservation Act, among others, must provide a gaps and recommendations report and implementations plan.	RPMU /UNDP/GEF
	Technical and Learning Input	11	✓ Address the urgent need for technical and learning support (strategic communication, policy, and implementation) in the following areas: invasive species eradication, globally protected areas and lease compensation schemes, PES, INRM, conservation education, including agriculture, fisheries and forestry; and education for sustainable development and TDK, etc. Hold project-wide learning seminars on above subjects in some format, i.e., TCC, R2R seminar, etc.	RPMU /UNDP/GEF/MOE/IPs

			✓ This project heavily funds Component 2 as compared to the other components. Linkage with EIAs especially with logging should be considered. EIA guideline development. ✓ Develop technical guidance on leasing the land from the communities, a key result area expected for this project's work. The Forestry Department has limited knowledge of how to determine the compensation and urgently needs guidance on payment for ecosystem services to undertake and make decisions during project implementation and beyond. ✓ UNDP support PM and RPMU author cross cutting programme implementation strategies as soon as possible. Bring in consultancy support if needed. ✓ UNDP support the PMU design activities for training and capacity building activities for gender inclusion and structural inequality in land use planning.	

Lesson Learned

Lessons Learned	
Design	While the project has comprehensive design, the reality is that the document was complex for new national implementation NIM management interpretations and the cross cutting areas to support implementation and to build capacity were not built in. This project requires impeccable scheduling and project management and also technical support for readiness to implement. Whiles project documents can be s comprehensive there are the realities and gaps. This project was also work on the assumption that the baseline studies on water and livelihoods strategies would evolve. It was lacking strategies and budget for cross cutting programme areas: communications, capacity building, learning and knowledge management and technical results monitoring.
	Coordination and monitoring for results at all levels cannot be assumed – need monitoring mechanism built in the project implementation strategies.
	Education and capacity building training is a key assumption. Strategies were not expressed through this design. It require technical support for curriculum and training content creation and monitoring the learning expected results by end of project.
	Building capacity for addressing gender and structural inequality through implementation need more affirmative prominence in project strategies and activities.
Implementation	A cross cutting programmatic implementation approach cannot be assumed or based on project design. The journey towards results need a cross cutting implementation strategies for key areas: including communication, capacity building, learning and knowledge management and results monitoring.
	The project is NIM but experience shows that there must be capacity in place to build capacities. Procurement and recruitment are expected results and also need sustainability strategies.
	UNDP/GEF is providing extraordinary support to NIM in Fiji but expressed need to pull back in order to ensure government will and leadership is there (hire full complement of PMU staff) otherwise project will not get the results it has set out. Examples of the co-financing costs of day to day support to date were shown below.

Description of UNDP PaO Support Staff (these are days/costs that are not embedded into the project's budget under the Country Office support staff's General Management/Oversight Fees)	**Number of days (2016 – 2019)**
1. Senior Management: Resident Representative (RR) and/or the Deputy RR for the impromptu/adhoc Project Steering Committee	**6**

		(PSC) meetings; an average of 1½ days of meetings per year, from 2016 to 2019	
		2. Resilience & Sustainable Development Unit Team Leader; an average of 1½ day per month, from 2016 to 2019	**72**
		3. Resilience & Sustainable Development Unit Deputy Team Leader; an average of 3 days per month, from 2016 to 2019	**144**
		4. Programme Analyst; an average of 4 days per month, from 2016 to 2019	**192**
		5. Programme Associate; an average of 4 days per month, from 2016 to 2019	**192**
		Total number of days	**606**
	The project was complex technically and required a GEF relevant technical oversight for value added. It was designed with technical oversight committees as concept but this did not work and there was no technical advisory position. This was a major gap especially in terms of consideration of the technical areas – invasive species eradication, conservation training and education, livelihoods, PES, etc.		
	While the project Capacity Development approach is NIM learning by doing there is need for technical guidance, inputs and oversight otherwise the value added of a GEF fund is lost to the implementation.		
Results	Payment for Ecosystem Services is a core project learning expected outcome. The idea of Natural Capital value is at the heart of this project technical implementation. The work on assessing value and the consideration of providing financing schemes for expansion of protected area and consideration of alternative livelihoods is critical for showcasing the integrative work (including planning) and ecosystem management approaches. Protection may need to be bought by leases and or voluntary by persuading the changes in behavior and the provision of livelihood alternatives. Payment for ecosystems – showcasing economic returns.		
	The alignment of the sectors KPIs to the work of this project was an excellent practice in fully engaging the sectors in the demonstration. More work on 'why integrate' is needed with sectors at national level. The technical committee – expanded PAC will help bring the sectors into conversation on the why and how to continue post project.		
	Knowledge management is an implementation approach for learning and monitoring results but also an expected result – building a data, monitoring sharing and storage system for integrative science, work and learning across sector. The project need strategies for all these cross cutting areas. UNDP might provide NIM plus support on strategy development for this component to assist the PM move forward on these in work planning for accelerated delivery.		

2. INTRODUCTION

2.1. PURPOSE OF THE MTR AND OBJECTIVES

According to GEF project guidelines, mid-term reviews exercises (MTR) are to be conducted by an independent consultant. In assessing project results, the MTR goal is to determine the extent of achievement and shortcomings in reaching project objectives as stated in the project appraisal document, and indicate if there were any changes and whether those changes were approved. In assessing project performance, the focus of the MTR review was on achievements in terms of **outputs and progress towards outcomes, or impacts**. Output achievement is easy to assess but tells very little about whether GEF investments were effective in delivering global environmental benefits. The MTR evaluation focus is on progress towards outcomes, an appropriate compromise. It captures project efficacy in terms of delivering medium-term expected results. The assessment of project outcomes are the priority.

2.2. SCOPE & METHODOLOGY

Over time, an overall approach and methods for conducting project evaluations of UNDP-supported, GEF-financed projects have developed. The data collection and approach to analysis was thus guided by the OECD DAC criteria: relevance, efficiency, effectiveness, sustainability (the criteria which guided the production of the evaluation matrix) and the guidance for *Conducting Reviews of UNDP-Supported, GEF-Financed Projects*http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm Review_EN_2014.pdf. The evaluation objective was to document the project inducted-changes over

time and test the sustainability. The MTR as opposed to the summative Terminal Review considered the course corrections needed towards results. Consultant reviewed the project log frame and the theory of change and assess the performance across the categories of expected project progress using mixed methods (see below). Consultant followed a participatory and consultative approach with all stakeholders, ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Advisor, and key stakeholders.

The evaluation was conducted through six phases:

a) Desk review of project documents, outputs, monitoring reports/PIRs, review of specific datasets, management and action plans, publications and other material and reports;
b) Inception report and tools development;
c) Field Mission and Data Collection
d) Report analysis and writing;
e) Stakeholder/client feedback;
f) Finalization of report and audit trail.

The first phase started with a comprehensive desk review of all relevant project provided by the project team and commissioning Unit. Consultant reviewed all relevant sources of information including documents prepared during the preparation phase (PIF, UNDP Initiation Plan, UNDP Environmental and 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 considered useful. Consultant reviewed the baseline GEF focal area Tracking Tools (five) submitted to the GEF at CEO endorsement and the midterm GEF focal area Tracking Tools completed by project management after MTR field mission.

A set of questions (evaluation design matrix-EDM) covering the criteria was drafted, guided by the TOR (see TOR Annex). The evaluation design matrix was a guide for the questionnaires and interview protocols. The analytical approach took into consideration the baseline, i.e. institutional capacity for IWRM and related barriers (mentioned above). To assess level of achievement of the project outcomes and objectives, consultant followed OECD DAC criteria in the evaluation.

• Relevance. Were the project's outcomes consistent with the focal areas/operational program strategies and country priorities?
• Effectiveness. Are the actual project outcomes commensurate with the original or modified project objectives? (If the original or modified expected results are merely outputs/inputs, assess them as if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from such projects).
• Efficiency. Was the project cost-effective? Was the project the least costly option? Was project implementation delayed, and, if it was, did that affect cost-effectiveness? Compare the costs incurred and the time taken to achieve outcomes with those of similar projects.

Gender was disaggregated and a baseline has been provided in the original project document. This served as the basis for a gender assessment. The international evaluation consultant used the logical framework as an evaluation guiding tool for assessment of progress. The MTR assessment involved scrutiny of the logical framework (annex) and a validation, including review of the activities/outputs toward results by the project stakeholders. *The log frame provided the benchmarks for* judgment on whether the implementation targets are still relevant and achievable and in line with national priorities and strategies as vetted by partners. The evaluation was based on the log frame and adaptations taken during implementation. Consultant considered the Theory of Change and analysis of the underlying set of baselines and quantitative indicators.

A full description of project stakeholders and their role in implementation was provided in the project document. The consultant mapped and interviewed all active and critical stakeholders: UNDP Fiji Pacific Office, UNDP Bangkok Regional Hub, Government executing agencies, senior officials and task team/component leaders, key experts and consultants, members of the Project Steering Committee project stakeholders, academia, local government, NGOs, and CSOs, etc.

Evaluation (data collection) involved traveling to Fiji (Nov 9–18) from New York (base). See annex for mission plan. A list of those interviewed is also provided. Consultant participated in an orientation workshop with the clients to clarify understanding of the objectives, methods, and approach. The MTR inception report was finalized thereafter. The data collection and interviews with representative stakeholders was begun on day one (mission schedule attached).

During the mission to Fiji, consultant conduct field consultations in two relevant/representative sites (Rewa-Waidina River and Tuva -selected as one performing well and one not so well) selected from the following project water catchment demonstration sites of Ba River, Rewa-Waidina River and Tuva on the larger island of Viti Levu, and the Labasa, Vunivia and Tunuloa catchments of Vanua Levu. During a meeting at The Lau Seascape which involved participation of local chiefs of Lau including NGOs, consultant held a focus group with NGOs and observed the meeting. Consultant additionally held a focus group with local government conservation officers involved in pilot 'catchment 'level implementation (public awareness and training) and the focal point for the provincial offices and local resource owners. Consultant visited Nakalawaca community and met with implementing partner (USP) and community stakeholders involved in Mangrove restoration and planting.

Immediate period after the field visit, consultant prepared a zero draft in two weeks, based on the guidelines provided for drafting the MTR.

Limitations

The MTR was conducted by one evaluation consultant. There were no major limitations to the MTR evaluation. The UNDP and RRPMU were very supportive to help in preparing key documents and compiling information for the evaluation consultant during implementation including the preparation of co-financing and financial information and also a full status of project activities.

2.3. Structure of the MTR report

This report has the following sections: 1. Executive Summary, 2. Introduction, 3. Project Description and Development Context, 4. Findings, 5. Conclusions, 6. Recommendations, 7. Annexes.

3. Project Description and Background Context

3.1. Development context

Environment

Fiji's major instruments for conservation and environment are the National Environment Strategy (NES) and the National Biodiversity Strategy and Action Plan 2010 (NBSAP), which outlines the implementation of commitments under CBD. The NES and NBSAP have been endorsed by Cabinet and set the framework for conservation of biological diversity in Fiji's forests. According to NBSAP, conservation and sustainable management of Fiji's natural forests is the single most important means of conserving the vast majority of Fiji's endemic fauna and flora. It provides further directives for the establishment of a comprehensive and representative system of forest reserves and conservation areas, and emphasizes the role of resource owners and local communities in conservation and sustainable management of natural forest. The main piece of legislation is the 2005 Environment Management Act (EMA). Its key features include the setting up of a National Environment Council (NEC) to coordinate the formulation of environment related policies and plans;

- The requirement for Environment Impact Assessments to be binding on all parties, including Government;
- Permits to discharge waste and pollutants into the environment;
- National Resource Inventories, National Resource Management Plan, National State of the Environment Report, and the National Environment Strategy; and
- Declarations, enforcement orders, stop work notices will ensure environmental compliance according to the laws.

The EMA regulates the application of principals of sustainable use and development of natural resources. The National Environment Council (NEC) was set up under the Environment Management Act to advise the Environment Department on the views of the public, private sector, NGOs, local authorities and others. The NEC is chaired by the the Permanent Secretary, Waterways and Environment and its broad membership composition is designed to reflect all those groups affected by environment management measures and with environmental or conservation interests. NEC functions include:

- Approval of the National State of the Environment Report,
- Approval, monitoring and oversight of the National Environment Strategy (NES),
- Provide a forum for discussion of environmental matters,
- Make resolutions on public and private sector efforts on environmental issues,
- Ensure implementation of commitments to regional/international forums on environment and sustainable development are implemented,
- Advise the GoF on international/regional conventions, treaties and agreements relating to environment, and
- Perform any other functions under EMA or any other written law.

Climate change

Fiji has developed a comprehensive National Climate Change Policy (Anon/GoF 2012). The Roadmap for Democracy and Sustainable Socio-economic Development 2009–2014 defines the implementation framework for Fiji's 2008 People's Charter. The National Climate Change Policy serves as an implementing tool for many of the strategies outlined in the charter, such as:

- Environmental protection, sustainable management and utilization of natural resources;
- Strengthening institutional capacity for environmental management; and
- Strengthening food security.
- Specific climate change mitigation strategies relevant to the R2R project in Fiji's Climate Change policy include:
- Mitigation measures focused on maintaining forest carbon stocks and increasing sequestration of carbon through forest conservation, reforestation, afforestation and enrichment planting will also contribute to biodiversity conservation, improved watershed management, improved food security and improved waterway conditions; and
- Conservation and sustainable management of mangroves will protect a large carbon sink and reservoir, while providing physical foreshore protection, marine breeding grounds, and healthy coral reef systems.

Forestry and REDD+

The Rural Land Use Policy (RLUP), as endorsed by Cabinet in 2005, provides the umbrella framework for forest policy with regard to forest land use planning and sustainable use of forest resources. It stresses the need for a sound forest land use classification, based on comprehensive national forest programme and appropriate legislation, and proposes a National Forest Inventory (NFI) and the designation of a permanent forest area that also provides for forest conservation. The Rural Land Use Policy makes specific reference to protection, rehabilitation and sustainable management of natural forests as well as the sustainable use of forest plantations with regard to maintaining site quality. It links sound forest land use to prevention of land degradation, along with soil and watershed conservation.

In 2007 Fiji developed a Forest Policy Statement which covers:

- Conservation of forests and biological resources,
- Integrated forest resources management,
- Resource owners and community involvement in sustainable forest management
- Upgrading the forest industries and promotion of high quality products and
- Institutional framework and human resources.
- Together with its National Forest Program 2010 – 2012, this policy helps guide the operations of the Department. Complex forestry legislation, involving about 26 pieces of law and regulations, is currently under review with a plan to rationalize.

Fiji's national REDD+ programme began in 2009, and its activities are guided by the National REDD+ Policy, the 2012 National Climate Change Policy and the draft National REDD+ Strategy (http://fiji-reddplus.org/). Fiji has made excellent progress with its REDD+ strategy and this augers well for documenting the increase in forest carbon stocks due to R2R project and being able to secure REDD+ payments for landowners and/or Fiji Government including through the World Banks Forest Carbon Partnership Facility.

Fisheries

Community-based fisheries management projects taking place in Fiji in the 1990s were so successful at integrating stakeholders into the management and monitoring of their resources that joining the Network helped catalyze the spread of the Locally Managed Marine Area approach. Established in 2000, the Fiji Locally Managed Marine Area Network (FLMMA) aims to bring modern conservation methods to seaside communities, in order to ensure the sustainability of their individual *qoliqoli* (traditional fishing ground rights group). The number of LMMAs increased rapidly between 2004 and 2009. The location of Fiji *qoliqolis*, those influenced by and/or participating in FLMMA, and *tabu* (no take) areas is shown in Figure 2. With the exception of Tuva (Vanua o Cuvu and Tuva *qoliqoli*), each of the *qoliqolis* connected to the R2R priority catchments have been influenced and/or are a part of FLMMA. FLMMA's approach has been to invite concerned villages to seek its help in imposing bans on their *qoliqoli* for an average of three years to help fish population recover. At the end of these three years, the villagers can then review the taboo areas through informed monitoring activities and decide whether to increase the taboo area or extend the taboo period or even can apply other appropriate management options. In 2005 the Fiji Government made a declaration to effectively protect 30% of its inshore and offshore waters by 2020. The LMMA approach has brought back to life fading traditional management practices and has been formally adopted by the state government, which is in the process of officially transferring ownership of coastal areas and resources back to traditional land-owning clans. Results of biological monitoring indicated management effectiveness varied among MPAs due to MPA size, productivity, level of compliance with management rules, and

duration and level of protection, i.e. frequency of permitted harvests within tabu areas (Jupiter and Egli 2011). Several Conservation NGOs are closely involved in supporting and working with local Fijian communities and *qoliqolis* to develop their LMMAs, including the FLMMA secretariat, WCS, WWF, CORAL, Seaweb Asia Pacific, IUCN and PCDF. The key approach now being followed in FLMMA is adaptive co-management, which has been successfully pioneered in the Kubulau District with the major involvement of WCS (Weeks and Jupiter 2013). In Kubulau this entailed a careful and highly consultative review of protected area boundaries and management rules in order to enhance management effectiveness and improve -3resilience to climate change. Considerations included the need to:

1. Improve compliance with management rules by clarifying and simplifying MPA boundaries;
2. Increase the size of the smallest tabu areas to protect species with larger home ranges, and
3. Consider whether rules dictating the frequency and intensity of permitted harvest were compatible with management objectives.
4. In order to develop a more resilient MPA network, including to climate change, the identified needs were to:
   - Spread risk by protecting multiple examples of habitat types;
   - Include critical areas most likely to survive disturbance events; and
   - Incorporate biological connectivity to ensure protected areas act as mutually replenishing networks that can facilitate recovery after disturbance.

There is a pressing need for the *qoliqolis* with assistance and support from the Department of Fisheries to review, better plan and reconfigure/ rationalize/ expand/ confirm location of marine protected areas (LMMA and tabu areas) in the respective catchments. However, given that there is not always a neat match between the river discharge zones and the distribution of *qoliqolis*, the logical approach is to consider the relevant *qoliqoli* in its entirety for the planned re-appraisal and reviews of existing LMMAs/marine protected areas and their management. Given the pressures on land and natural resources on the two main islands of Fiji; limited livelihood opportunities, especially in more remote areas within the catchments; many of the protected areas in Fiji will need to fall within category VI viz. Protected area with sustainable use of natural resources: this is especially the case for LMMAs and recognizes the need to sustainably manage these fisheries for livelihoods and food security.

Water

At least four separate agencies share primary responsibility for regulating water use or ensuring adequate water delivery to the public: (i) Drainage and Irrigation (Ministry of Agriculture) regulates the uses of water for irrigation of farmland; (ii) the Department of Lands (in the Ministry of Lands and Mineral Resources) has responsibility for the utilization and management of water resources within river basins; (iii) the Department of Mineral Resources (in the Ministry of Lands and Mineral Resources) has authority for licensing the abstraction of groundwater to be used for production of bottled mineral water; and (iv) the Water and Sewerage Section, Public Works Department (in the Ministry of Infrastructure and Transport) is involved with the delivery of safe drinking water to the public, primarily in urban areas. Correspondingly, there is no piece of legislation that confers authority on a single government entity for water management. As a result, there is no clear ownership within any single government department when it comes to addressing the issues of regulating, managing, and delivering water resources and services.

3.2. FACTORS RELEVANT TO THE PROJECT OBJECTIVE AND SCOPE

Integrated land and catchment management

The DoE has prepared an integrated coastal management framework (Dumaru 2011) which might be expanded to embrace integrated land, water, coast and marine management. The Towards Coastal and Watershed Restoration for the Integrity of Island Environments (COWRIE) project and IUCN Water and Nature Initiative (WANI) have produced training manuals for communities in both English and Fijian on:

- A guide to planting local tree species for forest restoration;
- How to build a simple, low-cost community nursery;
- What is a watershed and why look after it; and
- Vetiver - the proven soil conservation technique.

Nadi Basin Catchment Committee - The NBCC was established as the governance structure to oversee and coordinate the IWRM Nadi Demonstration Project implementation, and provides lessons for the planned CMCs for the R2R project. The NBCC is no longer functional. It cannot be a model that the project can follow as there is lack of legal documentation on the

committee. Once the project ended, the NBCC also stopped meeting. A big lesson is to be learnt here. It is not a useful model for R2R which must also focus on the enabling environment.

The NBCC had acted as a multisectoral body at management level, and represented the strength, capacity, policies and enforcement powers of the departments and organizations involved, but was not formally mandated in law (as had been envisaged under a revised Land and Water Conservation Improvement Act). The members of the NBCC included government representatives, statutory bodies, provincial offices and community representatives, academia, NGOs and regional organization representatives - covering the key land and water resources stakeholders. The NBCC was widely viewed as being highly successful, with one strength being a Chairperson drawn from the private sector. On completion of the project in early 2014, it had been envisaged that the NBCC will continue to function as the body authorized to plan and co-ordinate the sustainable development and management of the Nadi catchment water resources. R2R PPG team discussions with the Commissioner Western indicated that whilst the value of the NBCC was appreciated, that there had been no provisioning of budget for its ongoing work – a useful lesson for the planned R2R CMCs.

3.3. PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS: THREATS AND BARRIERS TARGETED

The threats to the conservation of terrestrial and marine biodiversity (Component 1) involve mangrove loss and degradation; loss and damage to seagrass beds; coral reef bleaching and decline; loss of aquatic ecosystem diversity and fisheries decline; loss of agro-biodiversity. The root causes of threats to biodiversity vary but are associated with unsustainable land use practices and resource use (such as intensive farming on marginal lands, including riparian zones and highly erodible soils, overfishing – and loss of the commercially most valuable components), poorly planned developments and inappropriate, damaging activities (such as commercial development of mangroves; river gravel extraction), undervaluation of the economic and other benefits of biodiversity and simplification of traditional agricultural systems with reduction in species and varieties. The root cause of biodiversity loss in Fiji is an increasing population, and associated needs for more food, energy and fiber.

There is also a related need to generate increased export revenues to balance rising imports: intensification of resource use and extraction through agriculture, fishing, forestry and mining places increased strains on both natural and production ecosystems, and their biodiversity. The impacts of biodiversity loss in Fiji are manifold including on way of life – loss of important traditional and nutritionally vital foods, traditional medicines and customs. There are associated major economic ramifications, both now and in future, because selective overharvesting directly diminishes the biodiversity components of highest commercial value, including fisheries (e.g. sea cucumbers, coral trout and groupers, tuna, lobsters, prawns, mangrove crabs) and forest species (e.g. yasi, yaka and vesi). The direct and indirect impacts of loss of biodiversity on Fiji's ecosystems and on the R2R project are manifold. Simplification of ecosystems, especially loss of keystone species, makes ecosystems more vulnerable to other forms of degradation, including the major cross-cutting threat of climate change. Losses of biodiversity in the priority catchments will run directly counter to the project objectives of Component 1.

Fire and deforestation are identified as the main threats to the conservation, restoration and enhancement of carbon stocks through sustainable forestry (Component 2) in the priority catchments. Fire has long been a part of the ecosystem in the drier parts of Fiji but has increased dramatically over the past century due to an increase in human-started fires (for grazing, pig-hunting, cane harvest) combined with a buildup of exotic flammable vegetation notably mission grass and giant thatching grass and also young pine plantations. Burning directly destroys forest carbon stocks, while frequent burning prevents regeneration of woody vegetation. Continuation of the current frequent fire regimes will directly impact on components 1, 2 and 3. Accordingly components 2 and 4 have a major focus on raising awareness and reducing uncontrolled fires in Ba, Labasa, Tuva and Tunuloa. In addition to uncontrolled, intense and frequent firing the other main causes of deforestation in the priority catchments are clearing for agriculture, including for yaqona and ginger, and a failure to regenerate mahogany and pine plantations after harvest or lease expiry. In summary the main drivers of deforestation in Fiji are:

- *Increasing population and land use pressures*: need for more land for food production. When pressures on land were less, there was a longer fallow period which enabled secondary forests to regenerate and soil fertility to build up.
- *Rural poverty*: limited opportunities for earning cash in rural areas aside from cash crops such as yaqona (kava) and ginger which often require forest to be cleared to provide new fertile soils that free from build-up of crop diseases.
- *Uncontrolled burning*: lack of understanding of rural dwellers of the damage caused by fires to forests which escape from burning-off operations, pig-hunts etc, and lack of regulation and policing of acts of arson and careless burning. This is coupled with vegetation changes and greatly increased flammability of dry-zone vegetation.

- *Native timber harvesting*: until recently, a major cause of forest loss and degradation: the driver being the need for income from landowners and timber for domestic market (which is now mainly met through plantations, both pine and mahogany)

The threats related to integrated catchment management (Component 3) frequently stem from a lack of proper planning coupled with inappropriate developments and resource extraction, and bad agricultural and forest harvesting practices. The impacts in the R2R project catchments are seen as continuing soil decline, loss and erosion; sedimentation and damaging floods; water quality degradation and pollution. If allowed to continue, bad agricultural and forest harvesting practices in critical locations (steep slopes; river banks) will undermine R2R efforts to improve catchment function and services. One of the options being considered to address the Suva-Nausori corridor's needs for potable water is the construction of a dam on Sovi River: such a development would considerably lower the biodiversity conservation values of the Sovi Basin PA. Depending on status of dam project, the R2R Project and communities will need to work with WAF, NTF and others to review options – including especially improvements to current water infrastructure and rooftop collection and storage of water.

Three major cross-cutting threats to the R2R project being able to achieve its objectives are *climate change, alien invasive species and mining*. Climate change, associated with anthropogenic increases in greenhouse gases, is leading to higher temperatures, increased severity of extreme climatic events, sea level rise and ocean acidification. Villages and towns may need to relocate due to flooding and sea-level rise. Enormous damage to livelihoods and the Fijian economy will occur due to more extreme cyclones and flash floods, and likely decline in fisheries and tourism. Marine ecosystems (oceans and coral reefs) are at risk of collapse due to acidification within the next decade. Climate change has the potential to counter and thwart efforts in components 1, 2 and 3. Invasive species have the potential to prevent effective biodiversity conservation, massively increase cost of reforestation and catchment rehabilitation: an extreme example in the priority catchments is African tulip tree which can preclude traditional shifting agriculture. While river gravel extraction has contributed to increase flooding and has negative economic impacts, the environments and economies of the two priority catchments are threatened by two major new mining developments. Magnetite mining in Ba delta will have adverse impacts on the Vanua o Votua qoliqoli, including on mangroves, seagrass meadows and coral reefs, while copper mining in Namosi will transform the way of life for villagers in Upper Waidina. The current plan to dump Namosi Joint Venture (NJV) mine spoils in Wainavadra is environmentally irresponsible and it is likely the mine not proceed if an economically feasible alternative arrangement cannot be identified.

The main barrier to the objectives of the project being achieved will probably be institutional: *the Fijian Government has yet to implement such a comprehensive, multidisciplinary, and geographically dispersed project.* **This R2R project will be challenging to implement and the lack of experience in such projects is a risk that can only be addressed through careful detailed planning, excellent collaboration and integration of Government department and NGO programs, recruitment of highly capable personnel and ability to adapt and learn quickly during project implementation.** A further barrier is climate change which needs to be dealt with by effective, coordinated and concerted international action, but the project design has adopted implementation strategies and approaches which will go a long way to minimizing impacts on the project.

3.4. Project Description and Strategy

The Fiji GEF 5 STAR R2R project's objective is to preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority water catchments on the two main islands of Fiji. The project will run for four years (2016 - 2021) with GEF budget of USD 7.39 million and substantial co-financing from Fiji Government, Private Sector, UNDP and Conservation NGOs.

The R2R approach in priority catchments will address key environmental issues in an integrated manner. It will bolster Fiji's national system of marine protected areas through an enhanced, representative and sustainable system of LMMA including greater protection of threatened marine species. Negative impacts of land-based activities on these MPAs will be reduced through development and implementation of integrated catchment management plans, including mangrove protection, the adoption of appropriate sustainable land use practices and riparian restoration in adjoining upstream watersheds as well as terrestrial PAs, restored and rehabilitated forests. The terrestrial PAs, coupled with an increase in the permanent native forest estate, including through assisted natural reforestation of degraded grasslands, will contribute to Fiji's REDD+ strategy through an increase in forest carbon stocks. The new PAs will help conserve threatened ecosystems, such as lowland tropical rainforest and moist forests, and species such as critically endangered/endangered plants, amphibians and reptiles and

freshwater vertebrates and invertebrates. The R2R planning and overarching management approach is comprehensive; it aims to cover all activities within a catchment and out to the sea to ensure natural resource sustainability and biodiversity.

The key gaps the R2R project is expected to address, and positively contribute to, during implementation are:

A. Lack of Information and knowledge

- A lack of information on biodiversity in the target catchments, its composition and distribution and how it may best be conserved and sustainably managed.
- Lack of information on the value of ecosystems services present in the catchments, and how these might be linked to new economic opportunities, such as PES, REDD+ and certification schemes.
- A lack of knowledge on suitable agroforestry systems and management for different environments and situations. This includes a dearth in knowledge on key characteristics of promising native tree species, including location of populations, timing of seed collection, propagation and silvicultural practices.
- A lack of knowledge, capacity and designated agency(s) within GoF to implement integrated approaches to rationale planning and management of natural resources. Collaboration among relevant government agencies needs to be strengthened and the R2R project and associated CMCs provide such opportunities.
- Misconceptions concerning the causes of flooding and the most cost-effective flood mitigation measures, with the current focus being on dredging which is at best a costly, short-term fix.
- Need to develop and pioneer integrated catchment management/R2R approaches in Fiji (which to date have only been undertaken on a very minor scale).

B. Lack of capacity and unresolved governance issues (institutions and policy frameworks

- The legislation and associated regulations dealing with key matters for R2R are in need of overhaul. These include forestry and waterways, and a national policy on Integrated Natural Resources and Catchment Management Policy (INRCM) with its relationship to the new Green Growth Framework and existing Integrated Coastal Management Framework clarified.
- A lack of capacity within GoF to spot fires and halt their spread (apart from within Fiji Pine). The R2R project will seek to deal with this issue through development of a national fire reduction strategy, working with communities, principally through raising awareness and linking to agencies and organizations with at least some fire-suppression capacity.

C. Lack of resources

- Lack of GoF resources for extension in agriculture, forestry and fisheries sectors, and awareness on sustainable management and utilization in these sectors to most effectively contribute to Fiji's Green Growth framework.
- Lack of GoF resources to address implementation gaps to achieve Global Environment Benefits of the project including especially for planning, management and long-term financing of new marine and terrestrial protected areas and associated major biodiversity conservation benefits; specific measures to increase and maintain forest carbon stocks and integrated catchment measures to improve the quality of water entering into Pacific Ocean, such as the Great Sea Reef.
- Lack of technologies and resources to prevent and slow the spread of invasive species especially African tulip tree (Spathodea campanulata), Cordia alliodora, and Maesopsis eminii.

Project Design – Results Architecture

The **project immediate objective** is to preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority watersheds in the two main islands of Fiji.

To achieve its objective, the project is expected to make interventions at two interconnected levels: national (Project Outcomes 2.2, 3.1, 3.2) and catchment level (Project Outcomes 1.1, 1.2, 2.1, 2.2, 3.1), and cross-cutting (Project Outcome 4.1). Based on careful consideration of the scope for implementing a Ridge-to-Reef integrated catchment management approach in Fiji, six priority and model catchments were identified for inclusion in the project – these are three catchments on the main island of Viti Levu, viz. Ba River, Tuva River and Rewa (Waidina River /Rewa Delta) and three catchments on the second largest island of Vanua Levu, viz. Labasa River, Tunuloa district and Vunivia River.

The ***project log fram***e is attached (Annex). The results framework has four main expected outcomes and eight corresponding outcome indicators.

The project addresses critical gaps and needs in:
Component 1: Expansion and Realizing Protected Areas, Policy Goals -Biodiversity conservation for terrestrial and marine ecosystems and threatened species including improved financial sustainability for protected areas and locally managed marine areas;
Component 2: Demonstration of Cross-cutting Sector Work in 6 Watersheds (Hotspots) Enhanced ecosystem services in the six catchments, especially increased carbon sequestration in forests, including mangroves/blue carbon**;,**
Component 3: Governance and Planning Integrated catchment management approach involving improved management of water, soil and agro-ecosystem resources[i]; and
Component 4: Knowledge Management, Learning and Monitoring Strengthen knowledge and awareness of R2R management and technologies, and associated environmental and socio-economic benefits within the national stakeholders and local communities.

Project interventions (outputs) and end targets (table below) are structured according to these four main component areas. It was designed and developed through a participatory process facilitated by the R2R PPG phase and subsequent consultations with the Fijian Government, communities in the six catchments and numerous other stakeholders in private and NGO sectors.

Indicator	End-of-Project Target
At Objective Level	
Status of completion and implementation of the Fiji R2R Project Work plan	At six catchments have sound catchment management plans which promote better integrated natural resources management and which have been adopted and being implemented by Government agencies, private sector, NGOs and resource owners and users. Multi-stakeholder catchment management committees successfully operating in at least four catchments (Ba, Labasa, Tuva and Waidina)
Tracking Tool BD 1: Improved management effectiveness of existing and new protected areas	Improved management of existing PAs and LMMAs. Expansion of PA system including in Tunuloa district (4,400 ha), Tuva catchment (1,300 ha). Tuva has a highly degraded terrestrial area. Areas to protect should contain Areas of Biological significance (ABS), to be reforested/rehabilitated.
Tracking Tool BD 2: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation	Rationalization of existing FLMMA system including enhanced management and protection of LMMAs in in Ba (153,180 ha), Labasa (142,300 ha), Rewa (15,510 ha), Tunuloa (70,940 ha), Tuva (970 ha) and Vunivia (13,200 ha) and totalling 396,100 ha (covering mangroves, seagrass meadows and coral reefs) which directly and indirectly contribute to biodiversity conservation, fisheries enhancement and sustainable use of other mangrove ecosystem services
Tracking Tool LD 1: Sustained flow of services in agro-ecosystems	Over the six R2R catchments: up to 20% of degraded grasslands (16,322 ha) recovering through reduction in fire; perennial vegetation established with no cultivation in riparian buffer zones - 15 m from major waterways and 5 m from streams. Agro–biodiversity documented and maintained in at least two priority catchments.
Tracking Tool LD 3: Integrated landscape management practices adopted by local communities	Integrated landscape management practiced by local communities across the whole of the six R2R catchments (approx. 240,000 ha), including their participation and inputs into sound catchment management plans and multi-stakeholder catchment management committees.
Tracking Tool SFM/REDD+. Sustainable Forest Management Objective 1: Reduce pressures on	Key stress reduction measures are: 17,295 ha mangroves better managed, protected and restored; and 239,334 ha in six catchments

forest resources and generate sustainable flows of forest ecosystem services	under catchment management plans. The amount of CO_2 equivalents from emissions avoided and additional carbon sequestered (direct project lifetime) is 2,580,117 tonnes
Tracking Tool CC 5. Promote conservation and enhancement of carbon stocks through sustainable management of land use, land-use change, and forestry	The number of hectares restored and enhanced is 18,527 ha and the amount of CO_2 equivalents avoided (direct project lifetime) is 1,739,980 tonnes
Tracking Tool IW 3. Capacity Building: Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of trans-boundary water systems	Mangroves connected to R2R catchments better managed, protected and restored, with a stable (17,295 ha) or increased area and in better condition. MTR Noted challenge: Areas for planting cannot be increased due to the limited sizes of mudflats. Mangroves to be replanted within existing mangrove areas or within areas where mangroves have been unsustainably harvested. It is to be noted that although certain mudflats may look empty and in need of restoration, the project has to be careful in ensuring that the ecosystem is not disturbed especially if certain species of birds are found to visit those areas.
At Outcome Level	
Improved management effectiveness of existing and new protected areas Improved financial sustainability for terrestrial and marine protected area systems	Three new terrestrial protected areas (9,200 ha) and six enhanced MPA/LMMAs (IUCN Category VI) (387,200 ha) and one new LMMA of 9,700 ha. Two additional comprehensive BIORAPS assessments Management plans developed and implemented for each PA. Comprehensive valuation of biodiversity conservation and ecosystem services undertaken for Waidina (viz. Sovi basin PA, Wainavadu catchment) and Rewa Delta mangroves and seascape PAs. Rapid Assessment of Ecosystem Services for new/enhanced marine and terrestrial PAs in Ba, Labasa, Tunuloa, Tuva and Vunivia catchments.
2.1 Carbon stocks restored and enhanced in priority catchments Sustainable forest management achieved through innovative market-based schemes	The target for reforestation and forest rehabilitation established during and by the project is: New plantings: 1,305 ha and Forest rehabilitation: 600 ha. A substantial area (up to 20% of grasslands) totaling approx. 16,322 ha in fire-prone catchments (Ba, Labasa, Tuva) to spontaneously regenerate to scrub/ woodland/ forest following education and awareness campaigns to reduce burning and promotion of assisted natural regeneration Updated forestry legislation, with Fiji's key forest assets permanently protected and gazetted and providing an optimal range of services and products for resource owners, the general population, forest industry and Government.
Integrated catchment management plans covering conservation of biodiversity, forests, land and water formulated and implemented in priority sites Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management	Land use planning and related decisions are well-informed, technically and scientifically sound (including by Government, landowners, private sector). Approved developments increasingly based on land use capability assessments; taking into account interconnectivity of landscape elements and hydrological system, and downstream impacts. National development consultation forums e.g. NEDC convened on regular basis for information and input of all stakeholders. Catchment management plans developed for Ba, Labasa and Tuva River catchments. Catchment management plan developed for the Waidina River and progressively extended to entire Rewa River catchment during the second half of project. Pending establishment of an integrated natural resources policy, as an interim measure strengthen DoE/NEC with new/ additional NBSAP type model to encapsulate land, water, forest and fisheries conservation under its structure. Empowerment to TAB with additional resources. It has mainstreamed environment into its provincial operation e.g. Provincial Conservation officers and YMST

Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices	Key decision makers in Fiji Government, relevant professionals in concerned Departments, NGOs and private sector are progressively better, and well informed by project end, on approaches, needs and benefits for integrated catchment management, biodiversity conservation and development of forest and blue carbon stocks through the R&D activities of the project, and through a well-formulated and implemented KM protocol and communications strategy

3.5. DESCRIPTION OF FIELD SITES

Six priority catchments were selected to develop R2R management approaches in Fiji, viz Ba, Labasa, Rewa/Waidina, Tunuloa, Tuva and Vunivia. These catchments were chosen to provide a diverse set of catchments with broad geographic spread on the two main islands in order to maximize opportunities for **impact and learning.** They include the following:

- Catchments with critical importance for biodiversity conservation encompassing endangered ecosystems and species, i.e. Tunuloa, Vunivia and Waidina (Sovi Basin),
- Catchments associated with three of the four most critical and largest mangrove stands in Fiji, and with international significance, for fisheries and carbon sequestration, i.e. Ba, Labasa and Rewa deltas, and
- Catchments with highly degraded hinterlands, notably Ba, Labasa and Tuva which present opportunities for improved land management providing dividends in terms of enhanced, sustainable livelihoods and carbon sequestration (forest and soil carbon) as well as reducing downstream flash flooding in the major population centers of Ba and Labasa, numerous villages and settlements.

The location and extent of the six catchments are shown in Figures below. For the six catchments the total area of forest (all types) is 136,207 ha, agricultural cropland is 19,066 ha and rangeland/grasslands is 82,206 ha. The project document provides detailed descriptions of the catchments in Annex 1, together with a summary of critical physical features of the catchments and implications for the R2R management.

The GoF submitted a full proposal to the Adaptation Fund Board to support community level climate change adaptation planning and implementation for the Ba Catchment. There is considerable overlap in the proposed activities in the AFB and R2R project documents. This R2R project will leave out Ba catchment if and when the AFB proposal is approved. Projects funds that will be released from Ba catchment will be reallocated to the other catchments, including the entire Rewa catchment, and in other cross-cutting components for consideration by the Project Steering Committee.

Figure. Map of Viti Levu project catchments: Ba, Tuva and Rewa -Waidina and delta (source: H. Wendt, 2014)

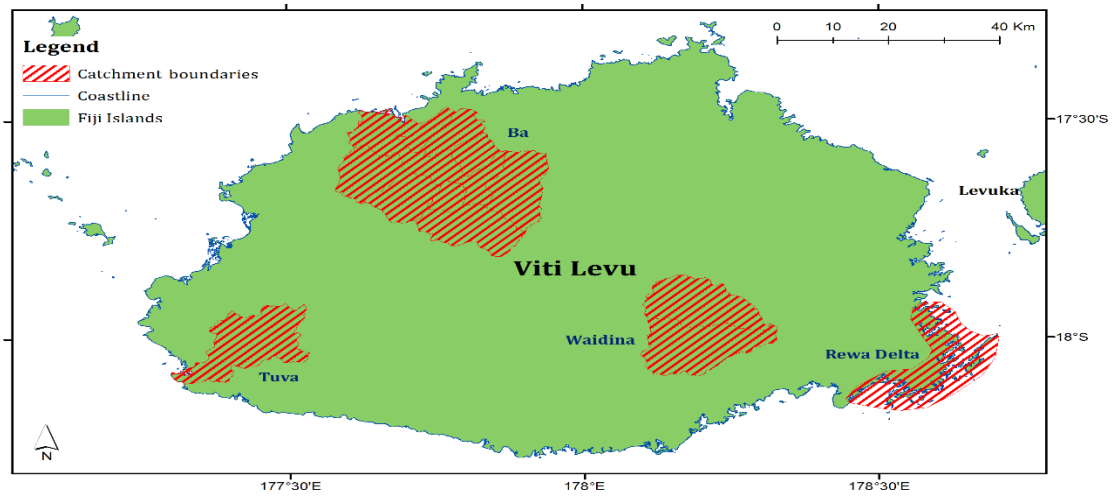
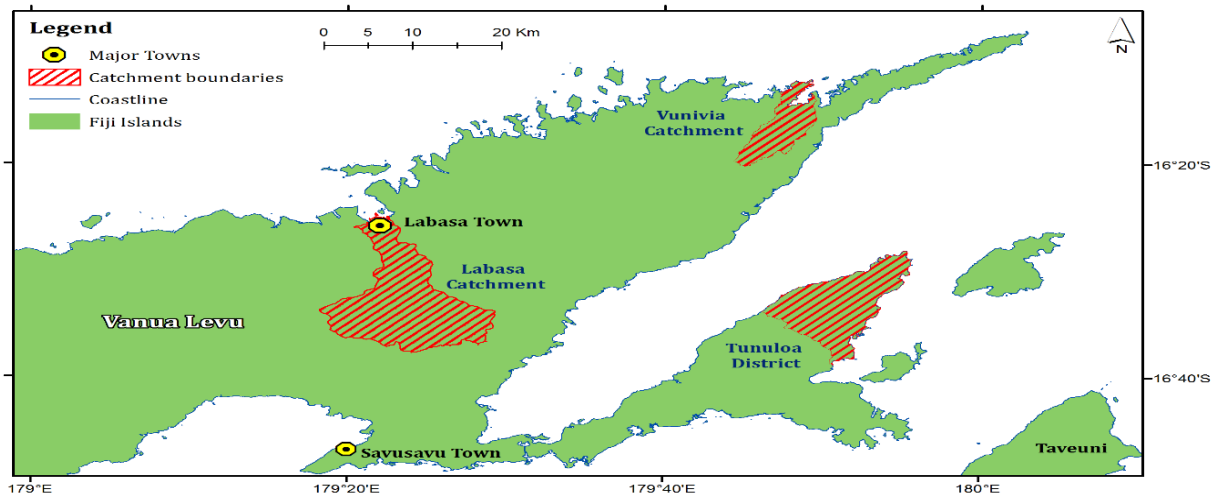


Figure. Map of Vanua Levu project catchments: Labasa, Vunivia and Tunuloa district (source: H. Wendt, 2014)



3.6. PROJECT IMPLEMENTATION ARRANGEMENTS

The Project is implemented through UNDP's National Implementation Modality (NIM), with the Ministry of Local Government, Housing and Environment, Government of Fiji serving as the designated national executing agency ("Implementing Partner") of the project. MLGHE has the technical and administrative responsibility for applying inputs in order to reach the expected Outcomes/Outputs as defined in the project document. The MLGHE, together with the R2R Project Management Unit is responsible for the timely delivery of project inputs and outputs, allocating resources in an effective and efficient manner, and in this context, for the coordination of all other responsible parties, including other line ministries, local government authorities, NGOs, contractors and others. The UNDP Fiji MCO is providing support for agreed procurement and recruitment of consultants to facilitate and streamline such processes.

The Project Management Structure is shown in the final Annex.

The ***Project Steering Committee (PSC)*** is responsible for making overarching management decisions for the project, based principally on information provided by the R2R Project Management Unit (RPMU) and its four thematic working groups. The Permanent Secretary responsible for Environment is the PSC Chairperson. **Executing Agency** is led by the Chair - the Permanent Secretary responsible for Environment a) representing project ownership and acts as the PSC chair. The **senior supplier** (UNDP representative on the PSC) represents the interests of GEF, which is providing major funding to the project. The senior supplier's primary function on the PSC is to provide guidance regarding the technical feasibility of the project. The senior beneficiary **(**Ministry of Waterways and Environment (MOWE) represents the interests of those who will **ultimately benefit from the projec**t, viz. the communities living in the target catchments as well as the global community. The senior beneficiary's primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries.

3.7. PROJECT TIMING AND MILESTONES

Date	Key Project Events /Meeting	Action Points- Insight
PIF approved	2014	
November 2015	Project originally signed	Project was not approved by Cabinet. Delayed start by one year.
October, 4, 2016	Project resigned	Approved by Cabinet
May,31, 2016	(INCEPTION) Steering Committee	Updated the project log frame and budgets
February, 5, 2017	Inception workshop	NGO would be engaged by Responsible Party Agreement' (RPA) under the guidance of IRMU.
March 13 -15, 2018	Completed the Planning workshop (13 -15 March) facilitated by the RTA, Mr. José Padilla.	Development of catchment work plans and subsequently 2018 Annual Work Plan and Budget
June 11, 2018	Project Steering Committee	Approval of 2018 AWP Approval of additional membership i. Ministry of Lands and Mineral Resources ii. Ministry of Waterways iii. Ministry of Economy - Climate change unit. iv. SPC v. Additional NGO member Development of TOR for Technical Advisory Working Committee
October,16, 2018	Ad Hoc Project Steering Committee	TOR for TAWG approved MOU with 4 Ministries finalized.
March, 16, 2019	Steering Committee	Ended abruptly to give time for work planning consultations.
March 8th, 2018	National Environment Council meeting	Logo Presented
May, 3, 2019	Project Steering Committee	Work plan approved – Allocations were delayed until November 2019
September-December, 2019	Mid Term Review	Current exercise
November, 2019 December 5, 2019	Project Steering Committee	Work plan for 2020 5.4 million. To be tabled after the MTR. Project Implementing Partners provided updates

3.8. MAIN STAKEHOLDERS

Stakeholders	Expected Involvement in the Project

A. Government Agencies	
Ministry of Waterways and Environment (MOWE) esp. Depart. of Environment	Designated national executing agency ("Implementing Partner") of the project and major R2R co-financier and PSC member. The DoE will house the R2R Project Management Unit in Suva, host the R2R project website, and provide secretariat for the PSC.
Ministry of Agriculture (including Department of Agriculture)	Critical extension roles with farmers in the respective project catchments, and through its Land Use Planning Section to ensure better soil conservation farming practices, notably on sloping land and to develop its work with Land Care Groups.
Ministry of Fisheries and the Ministry of Forests (including Departments of Fisheries and Forestry)	The R2R Forestry Officer will be based within the DoF and act as the focal point for implementation and monitoring of component 2 activities. DoF is a vital partner for progressing and implementing Fiji's REDD+ strategy and readiness. The DoF Extension Division will be a major provider of technical information and nursery stock of native tree species to the project, including through its nurseries on Viti Levu and Vanua Levu. The DoFish is critical partner for R2R project work on MPAs and LMMAs, aquaculture and mariculture developments. R2R will partner with DoFish to support its Reef Enrichment Initiative. Both DoF and DoFish are major R2R co-financiers, and the MFF will be represented by its PS on the R2R PSC.
Ministry of Infrastructure and Transport, Disaster Management and Meteorological Services.	R2R project will work with MITDMMS, WAF and FEA to ensure adoption and implementation of the most economic and environmentally acceptable sources of water and energy in the six catchments. MIT is a major R2R co-financier and will be represented by its PS on the R2R PSC.
Ministry of Rural and Maritime Development	The respective District Commissioners, their HoDs, POs and DAs have been closely involved in the development of the R2R project and in selection and liaison with communities, and will be critically important for successful implementation of project activities, including through their designated roles in committees associated with management and monitoring of the R2R project. MRMD is major R2R co-financier and will be represented by its PS on R2R PSC.
Ministry of iTaukei Affairs	The R2R Community Conservation Coordinators will be based within the MiTA and the focal point for comp 1 activities, and helping to ensure optimum involvement and participation of resource owners. The MiTA Provincial Conservation Officers will be key Government staff assisting with design, planning, implementation and monitoring of local R2R project interventions and proposed to chair Village/Community Yaubula Subcommittees. MiTA will be represented by its PS on the R2R PSC.
Ministry of Foreign Affairs	MoFA is an R2R co-financier and will be involved in those components of the project which aim to make communities in the respective catchments more resilient to climate change and updated on project contributions to climate change mitigation. MoFA will be represented by its PS on the R2R PSC.
Ministry of Economy	R2R will work with MOE in several areas, including building a better baseline and monitoring of socio-economic statistics in the six catchments, and with its Integrated Human Resource Development Programme for development of human capacity and new livelihood options, especially in more remote upper and inland villages. MOE is a major R2R co-financier and will be represented by its PS on the R2R PSC.
iTaukei Affairs Board (iTAB)	The critical agency for leasing arrangements of iTaukei land in the R2R catchments, e.g. development of new terrestrial PAs.
B. **Civil Society Organizations and NGOs**	
Conservation International (CI)	Key partner for implementing the R2R project, especially for comps 1 and 2, including forest restoration in upland parts of Ba, Labasa and Tuva catchments, and agro–biodiversity conservation in Waidina catchment.
Coral Reef Alliance (CORAL)	Key partner for developing sustainable business models for marine protected areas/ LMMAs and for conducting review of user-pay systems for MPAs/LMMAs (comp 1)

Fiji Locally Managed Marine Area (FLMMA)	FLMMA is an essential partner (for research and extension) for R2R work on LMMA/MPAs (comp 1).
International Union for Conservation of Nature (IUCN)	Key partner for assessing and conserving endangered species, especially valuation of ecosystem services (comp 1), conserving mangroves including assessments of their ecosystem services and carbon sequestration e.g. in Ba, Labasa and Tuva (comp 2) water catchment values (comp 3).
Live and Learn (L&L)	Essential partner for R2R education and awareness programs, especially in comps 3 & 4 with opportunity to follow-up on its work in Ba and Labasa.
National Council of Women Fiji (NCWF); Soqosoqo Vakamarama iTaukei (SVT)	NCWF and SVT are key partners for project activities involving capacity development, training and development of income generating opportunities for *iTaukei* women across all project components and in all catchments.
National Trust of Fiji (NTF)	A key partner for Comp 1 activities including the development of new terrestrial PAs in Tunuloa, Tuva and Vunivia, and associated plans to utilize and contribute to long-term financing for these PAs using the Sovi Basin Trust fund.
NatureFiji-MareqetiViti (NFMV)	Vital partner for Comp 1 activities, and the key implementing partner for the planned new terrestrial PA in Tunuloa, and for rapid assessments of ecosystem services using TESSA. NFMV is an R2R co-financier.
Organization for the Industrial, Spiritual and Cultural Advancement (OISCA)	OISCA is an important collaborating and implementing partner in the R2R project e.g. training of selected youths from water catchments in sustainable/organic farming. OISCA has also indicted its interest in supporting the project through mangrove and coral replanting in Tuva and Ba catchment.
Partners in Community Development Fiji (PCDF)	Useful partner for community-based, rural development and environmental protection elements of project, notably in Comp 3. Notably, have never attended R2R consultations although invited several times.
CChange	Seaweb is a key partner for implementation of several activities in comp 4.
Wildlife Conservation Society (WCS)	WCS-Fiji is a key implementing partner for the R2R project, especially for comp 1 and 3 in the three Vanua Levu catchments. WCS-Fiji is an R2R co-financier.
Women in Fisheries Network – Fiji (WIF)	Key partner for implementing the R2R project and ensuring strong participation of women. Assistance with information dissemination on the role of women in fisheries, sustainable fisheries methods and approaches through lessons learnt. WIF will also assist in policy development and advocacy campaign to promote women's engagement in sustainable fisheries management.
World Wide Fund for Nature (WWF)	WWF will be a major collaborating and implementing partner in the R2R project, especially in comps 1, 3 and 4, marine protected areas/LMMAs, e.g. building on its work with Macuata Cokovata qoliqoli. Opportunity to work with WWF and Labasa Sugar Mill to minimize its outflow of waste into the Qawa River that drains directly into and negatively impacts the marine area adjacent to the mouth of the Labasa River. WWF is an R2R co-financier.
A. Private Sector	
Fiji Pine Ltd	Support and identify opportunities for Forest Stewardship Council certification and REDD+ activities for pine plantations (Comp 2) in Ba, Labasa and Tuva catchments. The planned reforestation projects along the Tuva catchment will assist FPL in complying the FSC Principle #6 & #9. R2R project team to collaborate with FPL on developing a new PA in upper Tuva catchment (which is partly covered in FPL lease area; Comp 1). Major R2R co-financier. Noted at MTR was that no areas have been identified in Tuva as Areas of high Biological Significance for it to qualify for protection.
Fiji Hardwood Corporation	Support and identify opportunities for Forest Stewardship Council certification and REDD+ activities for mahogany/hardwood plantations (Comp 2) in Ba and Labasa catchments.
Fiji Tourism and Hoteliers Association FTHA (incl. Natadola Intercontinental, Natadola Beach Resort; ManFriday Resort, Likuri Island)	Liaise with FTHA and link with coastal tourist and eco-tourism resorts to develop tourism opportunities in the Tuva catchment hinterland. R2R to linked to tourism industry CSR and organized tourist volunteer activities to improve land use in the catchment and improve water quality (comp 3) and reseed corals.

Ba and Labasa Chambers of Commerce	Support operations and activities of the respective Catchment Management Committees to implement sustainable flood reduction measures (comp 3 in Ba and Labasa).
B. Resource owners and local groups	
Mataqali (land owning clans)	Activities undertaken on iTaukei land require permission and support of mataqali (> 60% of members).
Qoliqoli (fishing ground rights holders)	Essential project partners and beneficiaries for development, enhancement and enforcement of LMMAs/MPAs.
Local people and associations (including Women, Youth, Faith-based and Village organizations)	Essential project partners, implementers and beneficiaries for all R2R project components and catchments.
C. Others	
University of South Pacific (USP)	USP's Institute of Applied Science has a major role in undertaking biodiversity assessments (BIORAPS) in Upper Tuva and Tunuloa (comp 1). Also a key partner for work in LMMAs in Ba, Tunuloa and Vunivia. IAS managed LMMA sites include Vanua o Votua and Vanua o Namuka & Dogotuki qoliqolis connected with Ba and Vunivia catchments, respectively. USP's Pacific Centre for Environment and Sustainable Development is a key partner for implementing comp 4.
The Pacific Community (SPC)	SPC is key collaborating partner through its LRD – forestry, agriculture and land use; FAME – fisheries management and Geoscience, energy & Maritime Division (GEM) – implementing partner for Pacific Is Regional R2R programme

4. FINDINGS

4.1 PROJECT STRATEGY

PROJECT DESIGN

International and National Priorities

The project is supportive to international environmental goals and policies that Fiji has ratified, including the Three Rio conventions (Climate Change, Biodiversity and Land Degradation), Sustainable Development Goals SDGs, CC, and Sendai. It is relevant to all national policies, including Forestry, Redd plus, Waters, Sustainable Land Management. A key finding has been the contribution this project made in terms of capacity building for scaling good practices and coordination of the integrated sustainable land scape approach. The key policy gaps need to be mapped to support the policy on coordination for a landscape approach.

Strategies and Log frame

The *project* results framework has four main expected outcomes with eight outcome indicators. The project immediate objective is to preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority watersheds in the two main islands of Fiji.

To achieve this objective, the project was expected to make interventions at two interconnected levels: national (Project Outcomes 2.2, 3.1, 3.2) and catchment level (Project Outcomes 1.1, 1.2, 2.1, 2.2, 3.1), and cross cutting (Project Outcome 4.1-Knowledge Management). For scope for implementing a Ridge-to-Reef integrated catchment management approach in Fiji, six priority and model catchments were identified for inclusion including three catchments on the main island of Viti Leva, viz. Ba River, Tuva River and Rewa (Waidina River /Rewa Delta) and three catchments on the second largest island of Vanua Levu, viz. Labasa River, Tunuloa district and Vunivia River

While the project has comprehensive design, the reality is that the document might have been overly prescriptive and too complex for management interpretations, in addition to requiring impeccable scheduling and readiness. Whiles project documents can be s comprehensive there are the realities and gaps. This project was lacking baseline studies on water and livelihoods strategies. It was lacking strategies and budget for cross cutting programme areas: communications, capacity building and education, learning and knowledge management and results monitoring.

The strategies towards the expect results came with key assumptions. Respondents shared a consensus that the four components would have been more manageable if communicated as three work areas with a cross cutting component for "learning and monitoring, communication and knowledge management , i.e. to support capacity building goals, policy and enabling-level work such as catchment management committees, local governance and learning, and national policy work, pilots of integrative practices at catchment level (including science and baselines work); and knowledge management, training, learning and monitoring results framing the four expected outcome level results.

The cross-sector and multi-stakeholder design and strategy were influenced by the GEF Star Allocation and focal areas' with directly matched components i.e. biodiversity, forestry, and climate change. The STAR-GEF resources did not allow for flexibility, so the deliverables and resources were directly aligned with the focal areas where the funds came from: biodiversity, climate change mitigation, international waters, and sustainable forestry management. From a technical standpoint, the project is designed with components linked to the focal areas and with activities to be replicated in six watersheds in the two main islands of Fiji.
However, the cross-cutting work, such as capacity building, knowledge management, results monitoring, and communication was however found to have a weak theory of change and not articulated well in the original project document. The project concept was to scale up prior focused GEF work and good practices in Fiji. The design intention, based on the review of the project document, was impetus for MOWE work across the focal areas and for capacity building support to do coordination, but this was not articulated well in the implementation strategy. The cross-sectoral design provides a good impetus for a learning-by-doing approach with MOE and cross-sector coordination. The project is expressing the coordination of the implementation of the Rio Conventions and MEAs in Fiji.

It has been recognized that implementation and interpretation of project needed technical implementation support and integration. The team at MOEW is in need of full time and experienced technical advisory services and more support. It is a large scope to line up the activities sequentially, monitor the implementation, evaluate progress, and adapt quickly. The design, therefore, had implied incorrect assumptions of MOWE "readiness" and capacities to coordinate and to implement. Moreover, the project did not hire a CTA until MTR, which is late.
The long delays in allocation, in addition to management issues plaguing the project (see management section), have led to implementation fatigue according to the implementing partners (government agencies and NGOs involved), and the risk is high that if things do not go smoothly from now on, the partners may prioritize other activities they are involved in.
The project concept, an R2R planning and overarching management approach, is comprehensive. It aims to cover all activities within a catchment and out to the sea to ensure natural resource sustainability and biodiversity. It is a capacity building and learning project, i.e. for public and policy, but the budget for learning and knowledge management and communications was lowest. The selected priority catchments are Ba River, Tuva River, and Waidina River/Rewa Delta on Viti Levu and Labasa River, Vunivia River and Tunuloa district on Vanua Levu: these catchments encompass a diverse and geographically dispersed group with markedly different environments and scales, intensities of land use and degradation, challenges and opportunities. They provide an ideal suite of learning environments for biodiversity conservation.
The budget was relatively small for the work on knowledge management, information management and communications learning: Component four. This need should be addressed by moving 10 % from each other component and putting a greater focus on this area during accelerated implementation.

Log frame Analysis – SMART CRITERIA

	Indicator	End-of-Project Target	S: Specific	M: Measurable	A: Achievable	R: Relevant	T: Time-bound
Project Objective:							
	Tracking Tool BD 1: Improved management effectiveness of existing and new protected areas	At least four catchments have sound catchment management plans which promote better integrated natural resource management and which have been adopted and are being implemented by Government agencies, private sector, NGOs, and resource owners and users. Multi-stakeholder catchment management committees are successfully operating in at least four catchments (Ba, Labasa, Tuva and Waidina).					

		Improved management of existing PAs and LMMAs. Expansion of PA system including in Tunuloa district (4,400 ha) Comment – Assumptions on how to achieve expansion of PAs. (Response to the HQ comment: Please find supplied is the supplementary 'Exit Strategy for the Fiji Ridge to Reef Project'. On pages 10 to 16, culminating in the 4 recommendations of page 16 of the supplementary document are clear articulation of the PA expansion assumptions required above.)					
	Tracking Tool BD 2: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation	Rationalization of existing FLMMA system including enhanced management and protection of LMMAs in Ba (153,180 ha), Labasa (142,300 ha), Rewa (15,510 ha), Tunuloa (70,940 ha), Tuva (970 ha), and Vunivia (13,200 ha) and totalling), totaling 396,100 ha (covering mangroves, seagrass meadows, and coral reefs) which directly and indirectly contribute to biodiversity conservation, fisheries enhancement, and sustainable use of other mangrove ecosystem services. Comment –Vague word- Scaling? Validation? What is expected by end (Response to the HQ comment: The more appropriate word is validation. Validation in the sense that the project through activities 1.1.1.2 to 1.1.1.16 intends to verify and improve on the existing FLMMA system.) The end result desired is to have the FLMMA methodology of community-based natural resources management planning be accepted by government and incorporated into the relevant ministries' [Ministry of Fisheries, the Ministry of Forestry, the Ministry of Agriculture and the Ministry of Environment] policies or regulations recognising the validity of the approach.)					
	Tracking Tool LD 1: Sustained flow of services in agro-ecosystems	Over the six R2R catchments: up to 20% of degraded grasslands (16,322 ha) recovering through reduction in fire; perennial vegetation established with no cultivation in riparian buffer zones - 15 m from major waterways and 5 m from streams. Agro–biodiversity documented and maintained in at least two priority catchments. MTR Comment – About sustainability – This needs Demonstration and Policy which takes time- 23 months not likely to get a policy decision with legislation. (Response to the HQ comment: Again, on the supplementary 'Exit Strategy for the Fiji Ridge to Reef Project' supplied, on pages 18 to 23, culminating to the 3 recommendations of page 23, are clear articulation of the demonstration and incorporating into policies of the lessons learnt. We certainly agree that it will go beyond the project duration.)					
	Tracking Tool LD 3: Integrated landscape management practices adopted by local communities	Integrated landscape management practiced by local communities in at least 4 catchments catchments (approx. 240,000 ha), including their participation and inputs into sound catchment management plans and multi–stakeholder catchment management committees. MTR Comment –Sustainability is in question. Approach questioned – i.e. learning programme not started – (Response to the HQ comment: Again, on the supplementary 'Exit Strategy for the Fiji Ridge to Reef Project' supplied, on pages 27 to 29, culminating to recommendations 19, 20 & 21 of page 29, are clear					

		articulation of the desired approach and its packaging for the development of learning programmes.) Livelihood initiative initiated in Tuva with the Traditional salt making process in Vusama village and this will make link with tourism industry (Please refer to this blog link for the story).					
	Tracking Tool SFM/REDD+. Sustainable Forest Management Objective 1: Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services	Key **stress reduction measures** are: 17,295 ha mangroves better managed, protected and restored; and 239,334 ha in six catchments under catchment management plans. The amount of CO_2 equivalents from emissions avoided and additional carbon sequestered (direct project lifetime) is 2,580,117 tonnes. The number of hectares restored and enhanced is 18,527 ha and the amount of CO_2 equivalents avoided (direct project lifetime) is 1,739,980 tonnes. Mangroves connected to R2R catchments better managed, protected and restored, with a stable (17,295 ha) or better wording (note MTR wording restoration of degraded/overharvested) increased area and in better condition. MTR Comment – This aspect also needs the how i.e. through the PES, INVASIVE SPECECIS eradication, integrative services -sustainability? (Response to the HQ comment: Again, on the supplementary 'Exit Strategy for the Fiji Ridge to Reef Project' supplied, on pages 16 to 27, specifically activities 1.2..1.1 to 1.2.1.5 is articulated the 'how'. It then summarised as recommendations 5 and 6 on page 18 of the same document.)					
Outcome 1:							
	Improved management effectiveness of existing and new protected areas	One (Exclude Tuva and Vunivia as question is, what are we protecting? These 2 areas are already highly degraded. new terrestrial protected areas (9,200 ha), six enhanced MPA/LMMAs (IUCN Category VI) (387,200 ha), and one new LMMA of 9,700 ha. Two additional comprehensive BIORAPS assessments Management plans developed and implemented for each PA. Comprehensive valuation of biodiversity conservation and ecosystem services undertaken for Waidina (viz. Sovi basin PA, Wainavadu catchment) and Rewa Delta mangroves and seascape PAs.					
	Improved financial sustainability for terrestrial and marine protected area systems	Rapid Assessment of Ecosystem Services for new/enhanced marine and terrestrial PAs in Ba, Labasa, Tunuloa, Tuva and Vunivia catchments.					
Outcome 2:							
	Carbon stocks restored and enhanced in priority catchments	The target for reforestation and forest rehabilitation established during and by the project is: new plantings: 1,305 ha and forest rehabilitation: 600 ha. A substantial area (up to 20% of grasslands) totalling approx. 16,322 ha in fire-prone catchments (Ba, Labasa, Tuva) to spontaneously regenerate to scrub/woodland/forest following education and awareness campaigns to reduce burning and promotion of assisted natural regeneration.					
	Sustainable forest management achieved through innovative market-based schemes	Updated forestry legislation, with Fiji's key forest assets permanently protected and gazetted and providing an optimal range of services and products for resource owners, the general population, forest industry and Government.					
Outcome 3:							

	Integrated catchment management plans covering conservation of biodiversity, forests, land and water formulated and implemented in priority sites	Land use planning and related decisions are well-informed, technically and scientifically sound (by Government, landowners, and private sector). Approved developments increasingly based on land use capability assessments, taking into account interconnectivity of landscape elements, hydrological system, and downstream impacts. National development consultation forums, e.g. NEDC convened on regular basis for information and input of all stakeholders. Catchment management plans developed for Ba, Labasa, and Tuva River catchments. Catchment management plan developed for the Waidina River and progressively extended to entire Rewa River catchment during the second half of project.					
	Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management	Pending establishment of an integrated natural resources policy, as an interim measure strengthening DoE/NEC with new/ additional NBSAP-type model to encapsulate land, water, and forest and fisheries conservation under its structure. Empowerment to TAB with additional resources. It has mainstreamed environment into its provincial operation, e.g. Provincial Conservation officers and YMST					
Outcome 4:							
	Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices	Key decision makers in Fiji Government, relevant professionals in concerned Departments, NGOs and private sector are progressively better and well informed by project end on approaches, needs, and benefits for integrated catchment management, biodiversity conservation and development of forest and blue carbon stocks through the R&D activities of the project, and through a well-formulated and implemented KM protocol and communications strategy					
Note: The color coding is described as follows: Green indicates that the indicators and targets are SMART-compliant; yellow indicates that there is questionable compliance with SMART criteria; and red indicates that the indicator and/or target is not compliant with SMART criteria.							

RESULTS FRAMEWORK/LOG FRAME

The progress towards results table towards outcomes analysis is posted in the final annex due to its size- see page 105. Generally, this project and implementation are coming through many start-up issues with its conception/design, new management at MOWE and many implementation bottlenecks linked to National execution with a new partner Ministry of Environment and Waterways. The project management unit requires a full team on-board in particular GEF technical oversight for supporting work planning and monitoring for results. The R2R Project Management (RPMU) unit must build the mechanism for teamwork and shift focus to an emphasis on implementing including: the policy level and sectoral capacity for joint monitoring work by government and implementation partners. The work planning is critical for this period and needs technical oversight and inputs before finalizing. The project team has stated it will be accelerating delivery.

4.2. REMAINING BARRIERS TO ACHIEVING THE PROJECT OBJECTIVE

Interviewees state that the key bottlenecks and major risks to delivery at MTR are the following: lack of technical oversight, allocation and disbursement of funding, the need for a full staffing at RPMU. While there is teamwork, except for one ministry that is not involving the participation of other partners, more can be done t accelerate results through coordinated teamwork. All Implementing partners execute activities along with other partners and with the assistance of the Coordinators, it could be enhanced with a learning platform and regular monitoring meetings about overall project expected results . There is also a great need for coordination and monitoring of site-level and policy-level results. From the first, the project funds need to be fail-safe and disbursed in a timely manner. Disbursement has been slow, and in cases, the small amount was not conducive to substantive engagement for results. The last CI disbursement was US$36,000 while they were responsible for activities at Tuva. The funds were received by IPs in November 2019 unrealistically to be delivered by the end of the year. MTR learned SOPS may be needed for procedural issues related to disbursement of fund from UNDP/GEF. Additionally, for the RPMU, critical staff recruitments (Communications & M&E) are way behind. It is imperative that the GEF literate CTA, Livelihoods, the Communications, KM, and Monitoring officer are hired by the RPMU as priority. (MTR takes note that recruitment will require the efficient disbursement of funds from UNDP as these would now be regarded as Project Posts

Reports by NGOs interviewees indicate that the bulk of the intersectoral work, planting trees in such a short time, is a risk. Time is needed for capacity building. Potential national disasters, such as fire and floods, must be taken into consideration in planning restoration work. Procurement and recruitment have shown a weak capacity of the MOEW (even with a project manager) to implement a complex project and to quickly adapt to change however how can this project be building capacity for NIM if UNDP continues to do this. Tradeoffs need to be discussed for results. UNDP can continue to provide support to NIM especially for acceleration needs. The Chief Technical Advisor position has been created and is being recruited, but this is very late in the project and it must include the GEF background otherwise it also will create a risk. Coordination issues and scheduling issues involve moving the forestry target 4 million trees but with no project supported technical inputs or research. A good example of a naturally challenging issue is the African tulip, a troublesome invasive species.

Livelihoods component (Payment for Ecosystem Services (PES) and Expansion of Protected Areas

The project is at its essence an *Expansion of Protected Areas* project. The concept is to protect by engaging communities to manage the land and watershed sustainably. Land ownership is private in Fiji, so building stewardship and ownership of the protection of resource with communities is critical. In some cases there will need to be payments for high value sites by the government (supported by project), i.e. to buy the rights to protection of high value areas. The project livelihoods approach is behind and need to be accelerated in order to begin to demonstrate the approach in all sites-. For example, it has just started with Tuva in Vusuma village, Nadroga. This work will need to be communicated and showcased for policy level results. The recent work plan needs to consider the percentage of project funds to be diverted to the beneficiaries at community level for learning and livelihoods activities for alternative practices, i.e. cutting mangroves may require some money spent on developing crafts and tourism products, e.g. mangrove bags, focusing on small business for youth. It would be a waste and the project would be doing harm to spend full-size GEF funding on project management, planning, coordination, and extension work without working on the transformations required for longer-term results. MTR learned that TERI (NGO) conducted livelihoods scoping exercise, but the application of the livelihood component, including (PES) approach, has not been started. This is GEF valued added work but does not seem to be viewed by project management as a priority for implementation in the catchments. This work needs technical oversight and funding for implementation of community-based alternative livelihood pilots and linked to the learning plan with a monitoring focal point in the team.

Sustainable Financing Solutions

The project aims to scope and then enable sustainable financing for each new protected area. While the project has catchment management plans, the idea of identifying innovative financing and scaling is not yet apparent in implementing strategies. Conservation International has had experiences with innovative financing of the PA in the Sovi Basin. CI has this capability might be considered for important cross-cutting the catchments work leading to a project end goal of financing plans linked to PES approach for each catchment.

Planning and Policy Change

While the management plans are progressing, output by various NGOs in catchments, the approach needs coordination and across pilot learning and input into the national planning goals. The cross-pilot learning goals need a strategy and holistic catchment approach in order to learn from the implementation, including providing unique technical support in order to cater to “change” needs for each catchment. The catchment plans and committees work can be better fed into the national policy goals, i.e. expansion of protected areas in watersheds, transformation in terms of cross-sector work for

NRM. This might be achieved by creating an active TCC for monitoring catchment results and learning for policy and budget-level related decisions around expansion of PAs, goals. MTR suggests to merge the Technical Advisory Working Group TAWG with the national Protected Area Committee (it might also be a suitable exit strategy. The TAWG might also involve NGOs and private sector inputs and deliberations at meetings). The PA committee need to be made aware of the project policy and scaling goals with regards to the catchment monitoring activities (i.e. hold strategic meetings at catchment level for learning purposes).

Cross-sector Integration including data collection and analysis of scientific evidence and monitoring/guidance for integrated extension work, Catchment Management Plans as Pilots
KPI targets for sectors are in place (and constitute a great result especially for the sustainability), a good result, but the project needs a holistic integrative implementation approach. Sectors and NGOs are currently working to support their goals for delivery yet coordination the stakeholder inputs at the catchment level is needed to ensure results as innovative good practices. The catchment level planning and actions can include local businesses, i.e. to demo access to benefit sharing and global best practices for alternative practices, such as cleaner mining, invasive eradication. The question of the value added of GEF UNDP funds arises. Instilling the knowledge for innovation about financing PAs and for sustainability is an example.

Integrated Landscape Management Practices; Education for sustainable development, Conservation Land use, Conservation Agricultural and Conservation Forestry Measures; Training and Learning
The integrated approach on conservation training work requires a focus on trust, capacity and undertaking adaptive practices work with land owners, farmers and producers or businesses operating in the catchments (see comment on project design n page 23..overall project design was weak on the cross cutting areas including capacity development, learning, education, and training linked to STAR allocation requirements by sector). Additionally, no funding was received in November, 2019 for Ministry of Waterways and Environment. In fact R2R did not receive any funding as:

1. Project had to reimburse funds in 2019
2. UNDP policy that all GEF project acquittals (within an executing agency) to be cleared before disbursement. Although R2R had cleared the reimbursement in quarter 1, 2019, disbursement from UNDP was not allowed due to its pending clearance of acquittals for 2 other GEF projects.
3. Disbursement in September, 2019 from UNDP had to be cleared through Ministry of Economy.

Funding would have been disbursed to Ministry of I-Taukei Affairs for training of conservation officers. This component requires a technical focus on learning and sustainable and adaptive/alternative practices. This work has not begun. While there are Conservation officers need training (Ministry of Waterways and Environment has received funding in November 2019). The leaning approach is not technically conceived. Institute of Applied Sciences, USP would be in a good position to conduct training as it has done so in the past, collaborating with Ministry of I-Taukei Affairs and ITaukei Affairs Board.

This component requires technical training for conservation officers, and a cross site focal point and implementation plan for learning across the pilots. The plan would need support by a credible technical learning institution to back up the development of a suitable adaptable curriculum in relation to the project learning goals, including assessing learning needs of the project and government departments and communities and development of a plan for incorporation of technical learning needs for sectors, communities, and schools, including the traditional knowledge, towards longer-team change goals.

Knowledge and Information Management
The project is producing knowledge products through community, scientific, and policy inputs. These need to be carefully collated and fed into the Biodiversity Clearing House Mechanism (See KM, Communications and IT section below). The communication work, including public communication and education, is weak. The knowledge management and site level documentation of the work is weak, both as science for policy and for the content for education and public awareness goals. The technical needs and use of drones and new techniques and/or policy, i.e. new/update knowledge on user fees for Pas, invasive species eradication (African tulip), is lacking.

Gender Dimensions and Structural Inequalities

During design the agreement was that USP-IAS will take a lead role in ensuring gender equality is considered in all levels of its project activities. A gender analysis was undertaken as part of initial project activities design. This is being reviewed as

the project is mobilized and tracked through the collection of disaggregated data. UPS stated (gender analysis document) they recognize that women and girls are often excluded from decision making and are to oversee their inclusion to take on active leadership and decision-making roles within the project.
Additionally, review of project documents show that assumption was that gender and related inequalities would be addressed through Output 3.1.1. **Output 3.1.1:** Biophysical, demographic and socioeconomic assessments conducted in six priority water catchments to inform integrated natural resources management. In fact, baseline data on biophysical, demographic and socio-economic data had been gathered for each catchment during the PPG. This included data on soil, geology and vegetation maps; demographic data for villages and settlements and socio-economic data. The Ministry of Strategic Planning with socio economic data and Population and HIES data is available with the Fiji Bureau of Statistics (FBOS).
The idea has been to build capacity for gender integration in planning and that through the Biophysical, demographic and socio-economic data gathered during PPG, it would be analyzed and the analysis be used as input to inform land use planning and project activities in the catchments. The assumption was that the data obtained and provided is accurate and that the Land Planning Section would eventually have the capacity including human and other resources to properly conduct assessments within planned timeframe FBOS to breakdown national population figures by catchment, by gender, village/community and provide updated figures. In reality, the capacity for gender responsive land use planning is still to be built up through implementation of project activities and particularly in communities and at the local level. More focus on affirmative gender monitoring and policy, training planners around concepts of gender analysis and planning can be built into post MTR implementation.

4.3 Project Implementation and Adaptive Management

Management Arrangements and Implementation Approach

Per project document, the project management unit RPMU is set up at MOWE and supporting the PSC through project planning, management, and monitoring functions. The RPMU is responsible for advising the PSC on key management decisions. To date there have been a number of project steering committee meetings.

Project Steering Committee
The Project Steering Committee is set up based on the project document and TOR. It plays an important role in adaptive management decisions making including on work plans and implementation. To date there has been regular meetings and with participation of the partners including UNDP and Execution partner. According to the project document, this group are responsible to assure the technical quality, financial transparency, and overall development impact and meet on a needs basis. MTR verify this is working well. It might be enhanced with policy oriented technical presentation of the project results in the future as a standing item.

Technical Support and Oversight
Based on the project agreement, the intension was to institute four technical working groups in parallel to the four project components (biodiversity conservation, sustainable forest management/REDD+, integrated coastal management, and knowledge management). The first three thematic groups were expected to comprise existing committees of Fiji's NBSAP, while the KM group was to be developed to address KM in current and future projects (notably GEF & UNDP) and meet on an ad hoc basis as needs arise. These entities did not get set up as they did not make sense at the time. Additionally, the RPMU It did instigate the TOR for the Technical Advisory Working Group (TAWG) which has been approved. Members of the TAWG are also members of the Project Steering Committee, except For the NGO/CROP s which would include Technical staff and not the staff directly involved with implementation. It was too early to convene the TAWG as baseline assessments were only started in 2019, technical review subcommittee has been formed under this TAWG, with approval of the PSC. Reports have now been circulated. The sub-committee will meet in Quarter 1, 2020. Note: work planning is part of the Coordinators role and is normally initiated through a partners meeting where members of the TAWG are also present.

The technical advisory function is late. The current work plan, for example, US$5.4 million has been developed in the absence of such technical oversight. Based on assessment of the situation, MTR suggest the project build on what exists and that one national level Technical Committee be established, possibly merging work agenda with the existing protected areas committee. Additionally, hire a CTA as a matter of priority. The MTR also suggest that a communication and knowledge management position be established at the MOE for significant gaps in monitoring, KM,

learning/education/capacity development, and communications, i.e. documenting the project implementation and the science of knowledge products within the clearing house.

Professionals recruited.

In the Divisions/Province, the project is supported by two new Catchments coordinators—one for Western Viti Levu (is based with the Department of Environment office, Lautoka, with prime oversight responsibility for R2R project work in Ba and Tuva catchments, and one for the three Vanua Levu catchments (based with the Commissioner, Northern Office). The two coordination officers are place and they each have a truck funded by the project. The Coordinator for the West is coordinating work in Rewa/Waidina has prime oversight responsibility for R2R project work in the Rewa catchment, including Waidina sub-catchment and Rewa Delta, and in development of a greater Rewa CMC. According to the project document, an R2R Forestry Officer (based in DoF, Colo-i-Suva) should be fully dedicated to project work. This was also not evident at MTR. Short-duration consultants were to be hired in the course of project implementation for specific tasks. This was evident t and had become problematic according to interviews.

MTR found an issue with recruitment during first two years implementation. The NIM plus modality was employed in order to support government recruitment and procurement. This has become a problem leading to oversight and continuity of task by staff. As a result of too much UNDP supported short recruitment and not enough MOE recruitment including staff positions, the roles and responsibilities for oversight of project and activities became unclear. Eventually, UNDP hired the financial and administrative officer on full time UN contracts. This situation made management hierarchy unclear. This can be better managed by the MOWE/UNDP/GEF as the project progresses. All current project staff are on 1-year UNDP service contracts, except for the Project Manager who holds a Government contract. The M&E and Comms/KM positions have been advertised by Govt, but because these are project positions, it is likely that recruitment would take place once funds for their salaries are requested and disbursed to MOWE. Additional teamwork is needed to enable the team members to understand the rationale and the reporting hierarchy for results.

UNDP /GEF

The UNDP Fiji MCO and UNDP APRC (Asia Pacific Regional Centre) are providing oversight in the implementation through steering committee and reporting on results. UNDP MCO in Suva, Fiji is supporting project implementation by assisting in the monitoring of project budgets and expenditures, subcontracting project consultancy services and procuring equipment at the request of the MOWE On the technical side, the PSC and UNDP Fiji Pacific Office are helping to monitor progress of project implementation and achievement of project outcomes/outputs as per the endorsed project document. A Senior Administrative Assistant for the project based at UNDP Pacific Office is assigned to assist with financial and technical monitoring and implementation support services. Technical oversight is provided by the Regional Technical Advisor for Coastal, Marine, and Island Ecosystems from UNDP APRC. UNDP and GEF

UNDP is providing excellent procurement and recruitment support to implementation. While the Permanent Secretary of Waterways and Environment chairs the Project Steering Committee, PSC, if such is absent then UNDP is the default chairperson. The UNDP through the PSC has been highly effective with extensive leadership of adaptive management and inclusive decisions around implementation based on the government's need for support to implementation with NIM plus modality. UNDP is providing extra support to the government with procurement and recruitment.

The GEF RTA was active in monitoring through the PSC and has been involved in steering committee and planning meetings. MTR reviewed the PIRs in which the RTA has expressed the need for additional technical support and accelerated delivery and risk mitigation measures.

National Implementation Modality NIM

The implementation approach is National Implementation Modality NIM. Through NIM, the MOWE is actively learning-by-doing (coordination and convening) and receiving GEF funds to scale THE natural resources management/catchment management approach. The issues is that there needed to be capacity to build capacity and this was not well thought through during the formulation and design stage. The integrative management approach was previously implemented in Nadi and Sovi basins and this project aims to scale such practice to six additional catchments.

The project implementation approach has been to undertake multi-sectoral work planning and deliver the funding through sectors but ensuring alignment with the sectoral KPIs. The alignment of the project's targets with the sector targets has recently been established. The KPI alignment and agreements was in fact, realized by the Permanent Secretary and Director of Environment together with sector leads. This is a significant result yet it has not been reported or recognized in PIR reports. The role of the NGOs is generally implementing partners to these government sectors. There is a need for a partnership approach with the Sectors and NGOs. This has been practiced with Ministry of Fisheries and Forestry

previously. There is already a partnership approach. However, the cost of engaging NGOs can be quite expensive, yet necessary in the implementation of the project.

WORK PLANNING

The project implementation team RPMU actively undertakes annual work planning supported by the UNDP programme analyst. The project document and the results framework are a guiding work planning. MTR observed, the project has a weak cross cutting areas, team and programme approach (and work planning and activities are being conceived and delivered as consultancies based on what is in the project document) . This need must greater teamwork, eye on the end targets and technical interpretation of the work input /outputs into results, as well as the resource allocation. However, as stated by interviewees, this process need reflection and strategic and technical oversight for implementation. This is lacking.

The project plan has four work components. The end-of-project targets need simplification and prioritization for management of work and work planning and team building. MTR was not evident of a learning process that enabled the critical oversight of the PS of DOE or GEF RTA. This exercise can be more strategic with technical oversight and an end of project results perspective. The work planning sorely needs technical inputs, careful scheduling of the IP activities, and consideration of funds going to the beneficiaries at the catchment level. As stated above, it needs an end of project results perspective. Special attention is needed to consider the percentage of project funds allocated to beneficiaries at community level in order to support livelihoods, expand protection goals and change destructive practices. For example, changing practices from cutting the mangroves may require funds to be spent on developing alternative livelihoods: crafts and tourism products, involving mangroves related small tourism business for youth. It would be a waste and the project would be doing harm to spend full-size GEF funds on project management, planning, coordination, and extension work without working on the transformations required for longer-term results.

The cross-cutting areas require implementation through a programme approach and team effort toward end targets. For this, the UNDP might help management interpret the project document in simpler “results” language for guiding implementing partners, including UN, government, and NGOs, toward the key expected results, i.e. Policy and Enabling Activities, 2. Scientific Pilots and Showcasing (Outputs 2 and 3), and 3. Knowledge management and Communications (Output 4). During MTR, consensus was that there are gaps in activities, including: national policy, knowledge management, implementation of the livelihood component, technical areas including PES, invasive species - African tulip, and training programming. MTR learned that, based on adaptive management, the project will be undergoing accelerated implementation including the recruitment of CTA and a 5.4 million work plan for 2020. Coordination and teamwork around the end targets and expected results is needed.

FINANCE AND CO-FINANCE

The cumulative delivery rate stood at 14% (expenses for the first 2 quarters in 2019: $ 396,459 against the 2019 budget $ 2,744,754). There has been a tendency to over-program funds to show that all funds may be spent within the duration of the project. Nonetheless, in October the budget stood at US 2, 744,754. The total utilization without NEX advances includes 1,182,119. The total with NEX advances includes 1,572,325. The delivery as per budget without NEX advances is 43%. MTR learned the UNDP has a rule that affected the timely disbursements and has delayed project significantly. It is that the delay in one GEF project with the IP partner will affect the other GEF funded projects under the same implementing partner. This was a major problem for MOWE and has significantly delayed project. Scheduling in needed for site level and policy-level results. This was also found to be the case affecting other GEF projects executed by the MOE.

NIM plus vs DIM vs NIM

UNDP has been providing extraordinary support to national execution -NIM. MTR learned this is the first full sized project executed by the Ministry of Waterways and Environment. The idea is to build capacity by doing. UNDP has stepped in and augmented support to the government execution partner. In support of NIM, UNDP has recruited finance and administrative support. They expressed need for support on procurements and recruitment. MTR see a need for additional UNDP support on strategic monitoring and knowledge management and capacity building approaches. The project needs a full team. The MOWE can enable the project implementation unit to function by allowing, a full-time staff to work only on this project. Ideally, post MTR with the new recruitment in the pipeline, theR2R Project Management unit unit will begin to function. Generally, stakeholders interviewed say the procurement and allocations are slow even with UNDP support. This will require SOPS. For example, during MTE, NGO implementing partners were just getting the quarter allocation and had less than six weeks leading up to December holiday to deliver. This was unrealistic. Additionally, MTE learned that there is a UNDP agreement stipulates that IPs –execution arrangements must deliver on all GEF projects in their portfolio before any of the projects can get allocations. This also might be reconsidered.

Table 1 Confirmed Sources of Co-Financing at MTR for the Project by Name and Type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (US$)
Recipient Country Government	Ministry of Waterways and Environment	In-kind	Recurrent expenditures	126,632
Recipient Country Government	Ministry of Fisheries	In-kind	Recurrent expenditures	7,179
Recipient Country Government	Ministry of iTaukei Affairs	In-kind	Recurrent expenditures	3,702
Recipient Country Government	Ministry of Agriculture	In-kind	Recurrent expenditures	10,250
Other	USP-IAS	In-kind	Recurrent expenditures	8,835
Civil Society Organisation	Fiji Locally Managed Marine Areas (FLMMA) Network	In-kind	Recurrent expenditures	8,928
Civil Society Organisation	WWF	Grant	Investment mobilized	1,351
Total Co-financing				**166,877**

UNDP Co-financing in Kind

Description of UNDP PaO Support Staff (these are days/costs that are not embedded into the project's budget under the Country Office support staff's General Management/Oversight Fees)	Number of days (2016 – 2019)
1. Senior Management: Resident Representative (RR) and/or the Deputy RR for the impromptu/adhoc Project Steering Committee (PSC) meetings; an average of 1½ days of meetings per year, from 2016 to 2019	**6**
2. Resilience & Sustainable Development Unit Team Leader; an average of 1½ day per month, from 2016 to 2019	**72**
3. Resilience & Sustainable Development Unit Deputy Team Leader; an average of 3 days per month, from 2016 to 2019	**144**
4. Programme Analyst; an average of 4 days per month, from 2016 to 2019	**192**
5. Programme Associate; an average of 4 days per month, from 2016 to 2019	**192**
Total number of days	**606**

4.4 MONITORING AND EVALUATION SYSTEMS

Monitoring is assessed at two levels: project implementation and results.

The project monitoring system has been based on interpretation of the comprehensive project document stated activities. The GEF /UNDP project requirements and MOE reporting (Project is NIM).

The Project manager is overseeing work planning and briefing UNDP and MOE on a needs basis. An MTR key observation is that the briefing by the PM to the UNDP and the PS can be more structured and regular as part of the results monitoring and implementation process. A simple briefing note template might be developed for the project manager to give briefing to PS to help his decisions. The project manager is following the activities as stated in the project design very closely. However, MTR observe the complexity of design including scheduling and the integrative coordination require a seasoned and full time monitoring officer to support on monitoring for results. The system is generally reporting on project activities to the project implementation reviews PIR and reports on project implementation to the project steering committee.

Project level

The GEF RTA has been playing an important role in monitoring for results through the PIR system.
Steering Committee is embarking on active adaptive management. To date the project has held regular meetings based on needs. The GEF PIR system reporting is against the wrong objective-level indicators. In review, MTR observed that the project teams are also underreporting policy and softer results as well as co-financing expenditure by NGO and Government partners. The government and implement (NGOs and Sector) partners have been carrying the project while the grant and allocation bottlenecks were being worked out. For example financing site work (NGOs) and doing softer sectoral work such as aligning sectors to project work plans i.e. aligning KPIs to project targets (Government –MOE). There has been underreporting of these key results indicating a need for more result based monitoring.
Due to delays there is a need to reaffirm the results expected at MTR. PA indicators were speculative, based on the need for BIORAPS. The project needs urgent ME, KM, communications and learning support.

Results Monitoring
The log frame aim at contributions to the longer-term change targets. The end targets need to be definitively articulated and set up by the project monitoring systems. The assumption is that the integrative work in the sites will lead to changes and capacities for improved government policy and monitoring systems. This needs so what – theory of change for the efforts. The work of NGOs is not formalized. The capacity development work for each site will need an implementation strategy and sustainability plan. BIORAPS is a critical exercise for assessing the need for protected areas. Since this is delayed, the targets for protected areas may need to be readdressed in the log frame.

Gender and Structural Inequality Monitoring

As already mentioned above, while results for this area was found to be implicit in the design of outputs i.e. through land use planning and data collection work it need more affirmative work planning exercises to build capacity of stakeholders.

4.5 STAKEHOLDER ENGAGEMENT

Government Implementing Partners
The MTR consultant met with key government stakeholders holding responsibilities for implementation and having a stake in project sustainability as beneficiaries. These included the Ministries of Fisheries; the Senior Research Officer, Research Unit; Ministry of Agriculture; Senior Research Officer, Land-Use Division; Ministry of Forestry, Conservator; and Executive Director, Operations. In general, the central sectoral counterparts interviewed are happy with the project implementation (especially now that the allocations are flowing and they have aligned their key performance indicators KPI to project goals). MOE negotiated the sectoral KPIs in order to align with project goals. This indicates a good result (some results noted by PIRs i.e. The Million tree initiative has been reported as per Component 2.

Ministry of Fisheries MOF
The Ministry of Fisheries is benefiting. The MOF has been implementing using their co-financing. The project supports scarce resources for demonstrations and extension work. They are working with communities on their fishery management plans on customary fishing grounds. The project contributes to their national work plans, and MOF is working to provide alternative livelihoods and pilots on low tech aquaculture. Project work helps with their policy and communications. Through the project, they have been able to share findings and work on methodologies, including the integrated catchment management approach. The MOF has a national target of 30% MPA at the end of 2020. The project contributes to their national work plans, and MOF is working in communities to provide livelihoods and include pilots on low-tech aquaculture.

The project helps to address mitigating conflicts with other sectors terrestrial work and provides funds for undertaking integrated work between sectors and with the customary land owners. The MOF recommend the timely release of project funds, a focus on the community, and alternative livelihoods, like tourism. A key lesson based on prior integrative exercises is that for alternative livelihoods it has to be the right production in the appropriate land and seascape (lesson learned), using a coordination platform and awareness of the weather and the marine area. For R2R, there might be capital inputs, a focus on the Labasa catchment and drone training. Sectors need forums to be together and pool resources. In the past, conservation and development have been done in isolation. The approach is to bring development into consideration. There are examples in countries where the conservation and development is working, and these can be included to help scale this work. During a two-day workshop, groups identified the standards for data collection, i.e. stock assessment for marine. The standardizing of their data collection was a key result. The development of this tool has been a very valuable input for management.

Ministry of Agriculture MOA

Through this project, the MOA provides communities with seedlings, maps vulnerabilities and identify land degradation and agricultural areas hotspots, identifies sites to be restored and high potential erosion areas and considers restoration, and support to livelihoods i.e. plants fruit trees for production and food. The work with communities is practiced based on the Solesolevaki-Sharing concept. According to interviewees, there need to change in mind-set on sustainable land management with a strong government and community education component. The MTR consultant learned that Fiji does not have a national land use map. The 2005 Land Use plan contains all the principle water catchments. The MOA work is guided by the regional development policy for an integrated framework approach. Historically, the MOA was instilled in a joint marine, waterways, forestry, and land division under the Ministry of Primary Industries for fisheries, forests, and agriculture. Now, these are separate. The land resources and planning division are under new management and been realigned (waiting for separation physically). Accordingly, the basic premise is that if one addresses the land management and degradation issues, the work will indirectly affect climate change and biodiversity. Work on the landscape approach is needed in the national action plan, which is in draft form at the cabinet.

The current priority for government is economic returns. A rural land use policy is active in Fiji, and needs enforcement and demonstration i.e. current project. The Land Conservation Act has not passed through the cabinet yet and perhaps can use a review for the sustainable land management and landscape approach. The project need focus on results on learning including a training (of trainers approach) in catchments, strengthening the network and system and close the gap with relationship building and guidance on how to approach the communities. For policy, closing the gaps, avoiding conflicts and overlaps between agriculture and forestry are essential, including building the practice of integrated land use planning and payment for services approaches. A review of policies is needed for a land scape approach In general, the policy exists and that the need is to review, teach about and enforce what exists. Currently, they are waiting for the BIORAP in Tuva Basin Catchment.

Non-Governmental Organizations NGOs

CSOs and networks, such as FLMMA, NCWF, SVT, WIF-Fiji and PCDF, were planned to play a vital role in implementation. This was to ensure that the voices of communities, especially women, are heard in project activity and to gain benefits from the project. Several NGOs are involved as critical implementing partners (see details from stakeholder meetings below) and are working with communities on crucial aspects of expected results, including scientific and baseline data extraction work, scaling good practice and influencing national policy level results. They have a role with monitoring, education, extension, and awareness. MTR learned that the NGOs are hired under negotiated agreements, providing services and delivering through reports. The reports are submitted to UNDP and RPMU. The drafts are also shared with stakeholders in the same catchments. For example, the BIORAP report for Tuva was submitted by USP-IAS and shared with CI. Not all reports were submitted by NGOs during the MTR. RPMU had to repeatedly request for NGOs to submit technical and financial reports. The reports are held for circulation to the technical review subcommittee…drafts are circulated to partners for information purposes. Review subcommittee will approve final reports. MTR found the NGO inputs might be better coordinated. Meetings with the NGO rep on the Steering Committee, the Project Manager and NGOs is convened twice a year to discuss coordination and submission issues. Coordinators are circulated catchment work plans to both Govt and NGOs for their prep with RPMU normally work with/accompanying NGOs during execution of activities.

Inputs can be formally coordinated at catchment level... The NGO role is not what had been envisioned based on the formulation, according to interviewees. Institutional memory and the NGO-GOV partnership approach for implementation is joint work. Overall, The Regional Reef to Ridges project needs synergies and MOE's formal coordination.

Five NGOs are critical implementing partners (FLMMA, WWF, CI, SPC, and USP). These NGOs are working as implementing partners with the government departments involved. At MTR, it became apparent that the results are dependent on the coordinated support of NGOs in particular and, due to delays and changes in the original concept (i.e. four technical working groups was to be instated as implementing modalities), these relationships are currently at risk . Smooth, coordinated, structured work with the NGOs has to be a priority for the post-MTR accelerated implementation phase. Interviewees say the NGO are implementing based on short term agreements with a rule stipulating a cap on the amounts. This inflexibility interrupts the flow of activities and their work. Solutions were purportedly discussed and there are agreements in place. MTR suggest SOPs and strategies for cross cutting areas – capacity development, knowledge management, monitoring are developed during the acceleration period.

NGOs can be more involved in site level monitoring and reporting on collective project results. The main criticism is that their critical inputs are not iterative (they do not get feedback on them) and or coordinated. When they deliver reports, they do not hear back, nor are the inputs coordinated. There is an NGO rep on the Project steering Committee. The Project Manager and him normally update NGOs on the results or outcomes of the meetings as well as create a forum for discussion

of issues... Three meetings were convened in 2019. This might be revisited. All IPs- NGOs need mechanisms and forums for their roles (science, policy, planning, results). On the good side, this project is a bridge between government implementing partners and NGOs and is supporting their relationship for working together. The project is supporting work relations between NGO and government. Some key issues were brought up, including the low NGOs payments. For some NGO, the allocation is relatively small, maximum US$150,000 per allocation. Small and late allocations promote input-based partnership and are conducive to programme-level results.

Fiji Locally Managed Marine Area Network (FLMMA).

FLMMA plays a central role in the piloting implementation. Community-based fishery management projects in Fiji in the 1990s were so successful at integrating stakeholders into the management and monitoring of their resources that joining the network helped catalyze the spread of the Locally Managed Marine Area approach. Established in 2000, the Fiji Locally Managed Marine Area Network (FLMMA) aims to bring modern conservation methods to seaside communities to ensure the sustainability of their individual qoliqoli (traditional fishing ground rights group). The number of LMMAs increased rapidly between 2004 and 2009. The location of Fiji qoliqolis, those influenced by and/or participating in FLMMA, and tabu (no take) areas is shown in Figure 2. With the exception of Tuva (Vanua or Cuvu and Tuva qoliqoli), each of the qoliqolis connected to the R2R priority catchments has been influenced and/or is a part of FLMMA. FLMMA is thus a key partner for the scaling of the approach and should be involved in influencing in connection with policy-level work on integrated resource management and for ensuring the success of the project with regard to the goals to expand on MPAs.

Conservation International CI

Conservation International is responsible for coordinating the results in Tuva Catchment .Conservation International is a project central partner. During last quarter they received US $36,000, a surprisingly low amount given their responsibilities. To really implement properly, they expressed it was better to have a UNDP HACT assessment which will enable them receive more funds on a timely basis for their substantive role in implementation. CI has the experiences in the Sovi Basin for the establishment of trust fund and innovative financing. This is a critical area of expertise that cuts across all catchments. Currently the project is lacking work on financing across the pilots. Overall, the Regional Reef to Ridges project needs synergies and MOE's formal coordination.

Secretary of the Pacific Community SPC

SPC is involved in similar activities in 32 countries including Fiji: conservation agriculture, land use, and sustainable forestry including REDD plus support. For R2R, they were involved in the component of sustainable forest management from the formulation period. 2 divisions are involved – the Land Resources division, partnering with Ministry of Forestry on Component 2 and the Geoscience, Energy and Maritime Division (GEM) responsible for the Regional R2R programme. The GEM division contract is worth $1.9 million for ten months of in coordination with the Ministry of Forestry. They are mostly involved in reforestation work and land use planning, as well as REDD carbon measurement to develop plots conduct a baseline on upper catchment and forest forestry carbon monitoring including a review of major policies, including requests and protocols. They will review the Fiji National Rural Forestry policy at catchment and provide inputs on sustainable forestry from a landscape management perspective. They work with national counterparts to ensure they are involved in national work planning, and they have a budget to monitor the sites. In terms of the Forestry outcome, a goal is to improve the national code of harvesting practice and looking for duplicating efforts and bringing in the biodiversity code component. A major focus of project is on the regeneration of native species. The invasive African tulip has been a persistent problem to sustainable development and management of natural resources in Fiji and through this project might find a solution and get international technical input, which they would bring through the consultancy. For interviewees, the greatest risks to project implementation include: slow disbursement of project funds, the need for technical recruitment, planting in a short time and, risk of fire and weather related disasters hindering planting.

Ministry of iTaukei Affairs (Local Government Coordination)

MOIA is the gateway for the communities and community governance of natural resources. All sectors services are coordinated through this department including forest works, agriculture and fisheries. The village headmen entitled Rokos are coordinated through the provincial offices under this Ministry. The project works and liaisons with this department through two project community liaison officers.).

Ministry of Forestry MOF

The MOF is mandated to care for forests by regulating tree volume and undertaking compensation leases. They will identify fire planning (guided by a National Fire Strategy) in catchment areas, and hotspot areas in Fiji, including the Nadi River. The project work for MOF is essentially about reserve areas and leases, tree planting and land use planning, an overarching

project. Under this project, Forestry is planting trees and undertaking restoration of degraded forest areas. For MOF it is important to involve communities, especially in the basic work of planting and growing trees, raising seedlings, and undertaking training with communities on Tree care. The department participated in a drone training project and is also actively involved in silviculture research in order to provide knowledge to the Ministries and progress in their work, i.e. African tulip eradication. The MOF agreed the Nadi Catchment project is a good practice and has synergies for policy i.e. linkages to the chairman of the protected areas committee. Conservation is a key mandate. MOF is responsible for legal protection under the Forestry act and undertakes vetting of 99-year leases run by a national trust. In Fiji, 90% of the land should be protected in some way. However, the project areas are *not* legally protected at present.

The GEF 4 project helped draw up a protection area map with the goal of rehabilitating and protecting endemic species. In this regard the project aim to legally protect the watershed areas and paying leases to the communities. Under this project, MOE can set up the criteria on payment for ecosystem services and develop a rule for the project target no cutting 15–20 meters from the creek for legal protection, buffer zones, and licenses for logging to protect the watersheds. The Sovi Basin is the only protected area covered by the national budget. Additionally, ADB and JICA are currently supporting a river flood protection project being driven by the Ministry of Economy. There are synergies that need to be coordinated by the MOE. Forestry currently has a KPI target of planting four million trees with an end target of 30 million trees planted in 15 years. They have planted one million trees in ten months. The expressed need is to do this strategically. Eventually, Fiji wants to stop logging. The country is planting economical, viable trees, including fruit trees and sandalwoods to help project the ecosystem as it deals with the livelihood components.

The main waterways in Fiji have been mapped according to informants. According to informants, what is needed is to legally protect these watersheds with a rule of no cutting plus minus 15 -20 meters from the water. There is expressed need for guidance and leadership on standards and on leasing the land from the communities, a key area for this project's value added work. For instance, it is important to get the land trust board's consent to do this. The Forestry Department has limited knowledge of how to determine the compensation and will need guidance on payment for ecosystem services.

During GEF 5, the Permanent Secretary of Forestry had to go by horseback to visit the land for planting and to get the people's consent. This illustrates challenges for assessing needs and working with community and monitoring. The department needs resources for transport and monitoring of it. The project might provide assistance, i.e. transport by truck. MOA expressed needs for project inputs for continuing to monitor the sites after the project is finished i.e. trucks.
Related to these goals of growing economy and forest sustainability, the current EIA practice needs for reflection. With the current situation, it is hard to grow the economy. Landowners receive the revenue, and developers get the profits. It should be straightforward: If there is a need to build a school, why do an EIA? Access and benefit sharing might also be considered through this project. Based on lesson from Biopharma project, the lesson learned was not to touch legislation. The project might rather focus on policy, strategies and implementation. Tourism is not active on inland water ways. This is a possible gap. The project can experiment with upper catchment ecotourism. The project might need to pay the annual lease in cases. This is a technical and catchment planning issues and illustrative of the need for technical monitoring. It is not evident that the catchment management plans are including protected areas solutions.
The national goals include a target of 17% terrestrial areas in protected areas. For tree planting, the target is 99%; for bioenergy the target is 99%—50% by 2030 and 99% by 2050. Work is ongoing to implement the UN's New York Declaration on Forests by 2030. The National Forestry Policy from 2007 is concerned with conservation and community livelihoods. This project is supporting implementation of existing policy, addressing the land-use policy 2010 and the agri-silviculture sloping land-use practice. For tree planting, the goals are to protect and not just to plant since this is not sustainable and/or strategic towards long-term sustainability goals. A key point raised was the upper catchment is a mandate gap for Forestry Protection. In terms of the win-win strategy of the project, the work on the 30 million trees target and leasing the carbon stock in upper catchments will support future carbon credits.

R2R IW Regional Project in Fiji
The focus of the R2R IW project (UNDP and SPC) is on Waimanu catchment, near Sawani and Nausori. The regional R2R project was ending but granted a one-year, no-cost extension. The management plan should be complementary, not a duplicate. However, the site of the R2R IW is the Waimanu River while R2R STAR is on the Waidina River. Fiji has hired a project manager, and the project managers are both R2R projects are working closely at MOE.

Regional R2R
There is a wider Pacific R2R program tasked to consolidate learnings and upscale tested approaches along the R2R continuum. It has a demonstration project ongoing in Fiji with a 200, 000 grant attached. MTR evaluator met with the team

leader as well as read the Regional R2R results framework and MTR report. The Fiji STAR collaborated with the Pacific R2R program such as attendance to RPSC meetings, the capacity building programs, received technical support on communications and KM, M&E, and the guidance provided on technical matters including data sharing, joint planning and steering, etc.

The regional IW R2R project is expected to synergize and provide learning support including on methodologies like rapid biodiversity assessments, technical advice on ecosystems good and services, management planning, and participatory approaches (same as the STAR project but on a smaller scale. It has a desertion in Fiji operating in the lower catchment of eo of the project sites. The objective of the national project was to develop a participatory catchment management plan and produce a guideline. Overall, the regional project contributes to the national project's expected outcomes. The links for policy learning purposes and technical assistance inflows to Fiji however can be much tighter. MTR earned that there are two project steering meetings are held separately, and there are limited synergies. These projects can easily be brought together through a joint project steering committee and work planning for outcome-level results, i.e. a catchment-wide plan, PES guidelines, livelihood projects, and lesson learned. The regional project provides support with rapid biodiversity assessments, technical advice on ecosystems goods and services, management planning, and participatory approaches (same as the STAR project but on a smaller scale working with a lower catchment).

The challenge for the STAR project is implementing a coordinated program approach. Team work is needed and synergies by different implementing partners need to be at the forefront, and the mechanisms to bring them together can be sought. Having a joint steering committee meeting and agreement for data sharing are most logical choices.
Additionally, through interviews, MTR learned that the Director of the Ministry of Infrastructure and the Department of Water and Sewage is preparing a catchment-level plan. This needs to be quickly explored and built upon as the project moves forward. The priority for policy, according to interviews, is that the protection of the catchment is the number one priority, and there is no mechanism in place for this. A coordination of efforts with the Water Authority of Fiji and Ministry of Economy is required.

University of the South Pacific USP
USP was recruited to collect the baseline data and help conduct participatory approaches working with communities. It is conducting scientific, socio-economic data collection and baseline research for catchment planning. The university is producing the BIORAPS (Biodiversity Rapid Assessments) to inform the way forward at the sites and assessing needs for protection. Based on interview statements, during project inception, there was confusion about the catchment work. For formulation, however, this work was to be divided by key agencies. In the original idea, the government was to lead implementation in all catchments and to have project coordinating units. The government bodies did not have the capacity for management at site level. This left a serious coordination of catchment site results gap.
When the implementation started, the persons originally involved in formulation, including at government level (MOE), were not present and so the process during implementation was left to interpretation. With all new people involved this led to the current situation in their view. Apart from coordination deviation, a central gap in the data was identified as a need for water study. This was finally negotiated by USP and included as part of their contract. The water study is now included in the science needed for catchments planning's. The question is what happened to the results. They are unsure the results are input where they need to go to make a difference in the planning across all catchments. Generally, USP agrees that the technical and integrative oversight of project is lacking and especially at the catchment level. They believe there might a shared ownership by all implementing partners through more teamwork. Currently, there is no method for regularly monitoring and or building teamwork among all the partners. It is ad hoc and needs based as RPMU has been pushed to deliver .to spend funds. With project commencing in 2016 and RPMU established in 2018, the focus was more on ensuring we engage the right partners through formal agreements and start spending. The Team building is normally done through Planning workshops and smaller catchment partners meetings. The last planning workshop was in October, 2019 with meetings ongoing with Implementing partners. As the lead science provider, USP expressed need for a technical and policy forum for the BIORAPS. Ideally, this would influence the need for expansion of protected areas either through policy or by the community committees established in the watershed areas as a central project outcome.

4.6 Reporting

Per project document monitoring and reporting plans, quarterly reports are provided by PM with support by UNDP. MTR consultant reviewed the PIR reports. A central observation was that the PIR report is not aligned with the project log frame outputs and needs adjustment. MTR observed that in general, reporting is weak and results are unreported. For instance, the project is underreporting all the soft policy work that the MOWE has done to align the project with the other sectors' goals and to set up implementation agreements with NGOs and other implementing partners. The project indictors are not aligned to these results however for sustainability these are essential targets.

4.7 Communications and Knowledge Management

Knowledge management, data and information management, and monitoring were poorly conceived and budgeted in the original project document and implementation strategies (Project Document). Knowledge management, Information technology, Data and Monitoring, Communications and Learning are cross-cutting and support implementation in terms of piloting and sustainability including work towards national policy level results. The interviewees stated the communication work was interrupted by implementation bottlenecks (less than smooth delivery of funds). The position of communications consultant to develop a communications and visibility strategy for the project was advertised but received only two applications and needs to be re-advertised. This is an opportunity to reformulate the priority to this work and to ensure the coordination of the work areas that cut across the other components. These cross cutting areas need a focal point and resources (lowest amount of budget goes to this component). The strategic public communication of the integrated resources management and protected area approach must be strategic and informed by the project work (knowledge contents from sites), with a view for longer term education goals and knowledge sharing and management for policy and learning. A communication and learning plan is essential for sustainability and the transformation gaols of the project. These require a focal point to manage work programmes across the pilots and to support the project learning and communications goals. This links to all components for example, there is need for financing for the training and site level learning components in consultation with the conservation officers in the field locations. The project is a learning project and so goals and activities around learning need to be established, implemented and monitored.

Key results (per PIR and consults), including expected inputs and recruitment of a communication advisor, have been stalled. Per PIR, the recruitment of an Information Technology and Communications Officer is a vital step in the project's communication and advocacy effort and under way. The first officer recruited resigned and another officer was recruited through UNDP on April 23, 2018. A Terms of Reference for the KM committee was reviewed and approved by the Project Steering committee. A Terms of Reference for the Communications and Visibility Strategy development Consultancy has been submitted for vetting to the Principal Accounts Officer of the Ministry of Local Government, Housing and Environment. The TOR developed and approved by MOWE management and was advertised with only 2 Expression of Interest. To raise public awareness, the project engaged the services of Ministry of Information to leverage support from the local media during the project's vehicle launch in January 2018. The event was broadcasted through television, local newspapers, and social media. Since the last public information of the project was published in 2017 after the R2R inception workshop, the publishing of new information on the vehicle launch was crucial in informing the public and R2R partners of efforts by the Ministry of Environment as the national executing agency to progress forward with implementation.

The ridge-to-reef logo was launched during the National Environment Council meeting held on March 8, 2018, in the presence of Senior Government leaders. They had the opportunity to listen to what Fiji's R2R logo represented and promoted. This was an important highlight for the project as it provided an opportunity for important Government partners, such as the Ministries of Forests, Fisheries, Agriculture and Lands, and Mineral Resources, to be made aware of Fiji's R2R brand.

The project has a department of Environment/Ministry of Waterways and Environment website under construction. It will be possible to disseminate the communication through project updates. By supporting communication UNDP's Resilience and Sustainable Development through its Facebook page and twitter, UNDP is providing support to NIM. Hanging banners were developed and procured, highlighting the project outcomes and objectives. These have been displayed at National Environment Council, and at R2R divisional consultation events. Field updates were provided. The project is producing a number of community, scientific, and policy knowledge products. These need to be carefully collated and fed into the Biodiversity Clearing House Mechanism.

The Information management IT component is technical and needs senate focus on data and information management linked to the Clearing house mechanism. Activities for this need to be included in the work plan. The communication and documentation of the work at the sites, as science for policy and the education and public awareness goals, are very weak. Finally, regarding innovation, the training and use of new techniques in project, such as drones, is still lacking and equipment bought has not been engaged.

4.8 Replication and mainstreaming approach

The project has replication and policy advocacy inherently built in. The idea is to undertake scaling based on what worked and what is being demonstrated. Integrated Natural Resource INRM management have been successfully implemented. The Sovi basin and Nadi basin model provided earlier models for scaling. The project intended to enable capacity building

and MOE coordination of sectors in planning and in implementation at six additional water catchments and provide ecosystem services for generation to come. The approach and coordination are the key changes in the current system. The national implementation enables government departments to practice efficiency and coordination through a learning by doing approach. Enabling the MOE, to address work and policy gaps concerning INRM approaches i.e. integrative services and payment for ecosystem services are central to the project success. The project replication approach is thus conducted through a learning by doing approach, financing, education and training. There is also learning work with the government sectors, public, schools and decision makers at the community level, transformative education type traditional knowledge TEK and content for education and public materials. MTR noted the need for Sustainability and Environmental Education component. Linkages to SDG 4-ESD work were not expressed.

5. SUSTAINABILITY

FINANCIAL RISKS TO SUSTAINABILITY

The project aims to demonstrate a market based approach to sustainable land management in the highly at risk water catchments and where the land is owned by the community. The financial risk is to ensure that the project conveys the value of the natural resources and also takes an economic approach to natural resources management in the catchment area that is owned by the local communities. For this an economic assessment – cost benefit type analysis is recommend to influence policy on actions needed for protection of the watersheds. Understanding the long term benefits of the preservation of the natural resources as assets will eventually lead to better local land management and planning. It is also imperative that the project choses the right production and livelihood activity to showcase in the water catchment areas is central. The risk is having technical support in these areas to make the case and the practice known -need a technical support on livelihoods in catchments.
The added value has brought Fiji up to date on key areas, including invasive species. ABS, PES, and environment will require a sustainability plan with education, including the capture of traditional knowledge and ecosystem resilience approaches for curricula.

SOCIO-ECONOMIC TO SUSTAINABILITY

To sustain the integrated extension work by the sectors in the catchments, the catchment plans must be formalized in policy and operationalized. This requires payment for ecosystem services approach and links to livelihoods, including tourism. Tourism should be involved on the steering committee. There is not enough budget going to the livelihood component. In addition, in terms of addressing gender and inequalities, as the idea has been to build capacity for gender integration in planning and that through the Biophysical, demographic and socio-economic data gathered during PPG, the analysis would be used as input to inform land use planning and project activities in the catchments, the assumption that the Land Planning Section would through learning imparted by thus project, have the capacity including human and other resources to properly conduct assessments within planned timeframe FBOS to breakdown national population figures by catchment, by gender, village/community and provide updated figures. In reality, the work at building capacity for gender responsive land use planning is still needed through implementation of explicit project activities and particularly in communities and at the local level. More focus on affirmative gender monitoring and policy, training planners around concepts of gender analysis and planning can be built into post MTR implementation.

INSTITUTIONAL FRAMEWORK AND GOVERNANCE RISKS TO SUSTAINABILITY

The project aims to support catchment level planning through a catchment coordination committee. The sustainability of these need to be supported by policy. The project has a complement on policy and this work has not yet begun. MTR has suggested the protected area committee scope the policies of all sectors for gaps and to make recommendations on the integrated catchment area approach including the payment for ecosystem services and land leases among other concerns. Communication for policy scaling-up of the learning from the pilots and institution of necessary changes, including budgets for cross-sector coordination for integration and PA management at the national level, are needed. Institutional policy-level synergies are critical for sustainability. Project end targets need programming links to the SDGs, disaster risk and adaptation plans, and policies of the country.

ENVIRONMENTAL RISKS TO SUSTAINABILITY

This is an environmental management improvement project. In this regard, the environmental risk is that the project does not succeed to showcase the coordination and management approach. Policy forums, data, and monitoring need attention. The comprehensive project concept, R2R approach including work with education, planning, and overarching coordination and management aim to synergize activities within a catchment and protected the land out to the sea to ensure natural

resource sustainability and biodiversity. The forestry carbon monitoring plots are being set up but need a sustainability plan.

6. Conclusions and Recommendations

6.1 Conclusions

The project design and strategies (see elaboration of issue on page 23), while implicit in the project narrative, did not include a fleshed out theory of change and/or response for the coordination of holistic piloting of community, institutional, and technical learning goals at each site. The cross-sector and multi-stakeholder coordination and instigation were influenced by the GEF Star Allocation and focal areas' matched components, i.e. biodiversity, forestry, and climate change. Strategies are required for the cross-cutting work per site, including: capacity building, knowledge management, results monitoring, and communication. This have all been found weak.

The project concept is premised on the idea of scaling up prior good practices in in Fiji i.e. FLEMMA, WWF and CI and other NGOs involved are literate in the proven integrated and community based management approaches. The design intention, based on the review of the project document and consultations, was an impetus for MOE work across the focal areas and as a delivery device for capacity strengthening to MOE to do cross sector coordination and results management, but this was also not articulated well in the implementation strategies. The implementation approach is NIM. MOE is learning by doing and receiving GEF funds to scale a successful multi-stakeholder, cross-cutting natural resources management/catchment management implementation approach already implemented in Nadi and Sovi basin to six additional catchments. The cross-sectoral design provides a good impetus for a learning-by-doing approach with MOE and for the cross-sector coordination. The project expresses the coordination of the implementation of the Rio Conventions and MEAs in Fiji.

The interviewees share a perspective that programmatically, the cross-cutting capacity building support work was weak. UNDP has been providing extra NIM support to compensate. The MTR agrees project design did not design the theory of change for key cross cutting areas that would enable the project results: capacity building CB, knowledge management, public awareness and education and training work and/ technical inputs around high priority problems and eradication of destructive practices such as African tulip eradication, intersectoral knowledge management type coordination and integrated catchment planning and financing and payment for ecosystem services PES approach. To date, the livelihoods consultancy report has not moved to become "site level pilot projects" in catchments. Sector inputs have been focused on extension services for restoration and adaptation measures. The PES approach is not advocated or implemented at the catchments as pilots. The objective of the cross-sector integration at catchment level in terms of the catchment management plans, including the activities, is not scheduled correctly. The work is output-oriented, and inputs are not reported programmatically with the catchment management planning informing the implementation of the livelihoods and the other expected outcomes.

Other major Risks to Project Results

Interviewees state that the key bottlenecks and risk at MTR are the following: need for full staffing at RPMU, allocation and disbursement of funding, lack of team work and coordination of site level and policy level results. Firstly, that the project funds need to be fail safe and disbursed in a timely manner. Disbursement has also been slow (need for SOPs) and in cases small, not conducive to substantive engagement for results i.e. CI last disbursement was US$36, 000 while they are responsible for activities at Tuva and they received it in November and ask to deliver by end of year. The RPMU staff recruitments and distribution of funds are behind. It is imperative that the CTA and the Communications, KM and Monitoring officer are hired by the RPMU as soon as possible. Reports by NGOs interviews state that the bulk of the sectoral work which is planting in a short time is a risk. It also takes time for capacity building. The National disasters, such as fire and floods must be taken into consideration in planning the restoration work. The recruitment and the PMU staff has shown weak capacity to implement a complex project and to quickly adapt to change. The Chief Technical Advisor has now been created and being recruited, but this is very late in the project. A good example of challenging issues is the African tulip, a troublesome invasive species.

Coordination issues and scheduling issues: moving 4 million trees with no technical research.

6.2 Recommendations

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

Improvements	What	Table x: Recommendations Table		
		No.	Recommendation	Responsible Entities
Design	Extension of time	1	Urgent: Due to the delays in start-up and the complexity in establishing clarity in implementation roles and responsibilities, GEF should grant the project a no-cost extension for 12 months.	GEF SECRETARIAT
Implementation				
	Administrative	2	All LOAs and MOAs with both government and non-government partners are currently negotiated and so acceleration can happen. Confirm the need for NGOs to implement the extract to be results-oriented at the catchment level. UNDP is to finalize the HACT (Harmonized Approach to Cash Transfers Assessment) for the relevant NGO IPs. RPMU and UNDP are to work with all implementing partners during a recommended project *team building and monitoring results retreat* to develop SOPs for streamlined allocations and smooth post-MTR implementation. More MOE blanket approvals to *larger contracts,* including the NGOs' IPs, will help accelerate progress in a timely way. RPMU and UNDP are to ensure that monitoring elements are built into agreements and the allocation to NGO implementing partners.	UNDP/GEF/RPMU/MOWE
	Work Planning and Monitoring	3	**Urgent:** Per post-MTR recommendations, institute a new technical committee and hire the recommended technical and operational staff (bigger subcontracts), review the recent annual work plan with MOE, and involve technical and steering committees. RPMU, with support from UNDP, is to develop a monitoring plan for the project including the expected results for each site and implement it.	PSC/RPMU /UNDP/GEF/CTA/MxE/ KM officers
	Recruitment	4	**Urgent:** Fast track the hiring of a strategic communications, knowledge management, monitoring, and capacity building officer to oversee development of the following: ✓ Cross cutting: training, education, and capacity building, communication strategy and results monitoring work plan for all sites, including work with TDK, schools, and education; ✓ Knowledge Management Strategy: Knowledge products and learning services for results are to work closely with CTA and NGO site-level monitoring focal points; ✓ Develop TOR and plan for a monitoring and lesson learned reporting for each site; ✓ Complete and monitor the GEF project tracking tools.	RPMU /MOE/UNDP
	Recruitment	5	**Urgent:** Fast track the hiring of a livelihood consultant to work with the team through the end of the project to develop an implementation plan and provide technically sound, evidence-based work plan inputs for pilots in each site. Carry forth the livelihoods plan in the context of the catchment management committees and policy-level and planning exercises at local and national levels: TCC and PAC learning work.	MOE/RPMU /UNDP
	Recruitment	6	**Most Urgent priority:** Fast track the hiring of a GEF-competent CTA to complement the project management team based with project manager at MOE. Ensure that the CTA has a GEF project monitoring background to oversee the entire project's expected results plan.	UNDP/MOE
	Synergies and Partnerships	7	Project team map out partner and government departments and ministries working on similar and linked projects/initiatives and implement a strategy of how to build leadership synergies (And synchronization in the "production of outputs" Noting: that outputs of one partner may be used by the other partner in producing higher level results with others operating in this field) in Fiji: PAC, MO Economy and R2R regional, bilateral, and other UN agencies and GEF projects (ABS, CD-FAO conservation agriculture/fisheries) …	RPMU /UNDP
	Finance and allocation , disbursements		RPMU work closely with UNDP to develop standard operating procedures SOPs for streamlined allocation and disbursements.	RPMU /UNDP
Results				PM/MOE
	Team building and joint	8	**Priority post-MTR:** Hold a team building and results monitoring retreat to build relations, trust, and consensus around end targets and expected results. Discuss expected results and assign roles and meeting protocol.	IPS/MOE/RPMU /UNDP/GEF

	visioning for results work			
	Monitoring for Results	9	Assign a technical IP focal point, i.e. NGO per catchment, to coordinate the results monitoring work toward expected results	PM/MOE/NGO-IPs/PSC/ UNDP/GEF
	Policy level results	10	PIR is to lead creation of the Technical Advisory (and Policy Monitoring) Committee and merge TOR with existing Protected Areas Committee. Further, PIR is to expand PAC membership to include other project partners, key missing sectors, NGO implementing partners, and key stakeholders including economy, planning, education, and tourism. The following should be done: ✓ Establish a consultancy on economic valuation and cost benefit analysis based on each catchment management plan and a policy for each site. Deliver results to PSC, NEC, and PAC; ✓ Undertake a scoping and gap/opportunities review of linked policies, i.e., a land use policy review for a landscape approach: Forestry, Agriculture, Fisheries. The Government needs economic returns, so the Land Conservation Act, among others, must provide a gaps and recommendations report and implementations plan.	
	Technical Learning and Inputs	11	• Address the urgent need for technical knowledge and learning support (strategic communication, policy, and implementation) in the following areas: invasive species eradication, globally protected areas and lease compensation schemes, PES, INRM, conservation education, including agriculture, fisheries and forestry; and education for sustainable development and TDK, etc. Hold project-wide learning seminars on above subjects in some format, i.e., TCC, R2R seminar, etc. • Develop technical guidance on leasing the land from the communities, a key result area expected for this project's work. The Forestry Department has limited knowledge of how to determine the compensation and urgently needs guidance on payment for ecosystem services to undertake and make decisions during project implementation and beyond. • UNDP support PM author cross cutting programme areas strategies for KM, Communication, Monitoring, Capacity Building and Learning. • PMU include gender training for stakeholder's, sectoral work and land use planning in work plans.	RPMU /UNDP/GEF/MOE

6.3 ACTIONS TO FOLLOW UP OR REINFORCE INITIAL BENEFITS FROM THE PROJECT

In order to follow up and reinforce the initial benefits, the project must prioritize the recruitment of a full time project implementation team PMU to support the PM based at MOE. The suggested staff complement include: livelihoods, CTA, monitoring, strategic knowledge management, learning and communication officer. The development of an exit strategy will support the capacity building for the learning on integrated resource management at MOE. This is a key recommendation at MTR, among others.

6.4 PROPOSALS FOR FUTURE DIRECTIONS UNDERLINING MAIN OBJECTIVES

Additionally, strategic monitoring of project-level results at national level and at catchment level is of critical importance to synch inputs and coordinate, generate and experience a shared vision of what are the expected results around integrative services, and undertake payment for ecosystem services, including leases and approaches to protected areas at the level of the six catchments. There should be an exit strategy developed as the project is 'making contribution' to national-level results, including providing capital inputs including equipment. Key sectors have expressed the need for capital inputs for sustained monitoring e.g., vehicles, and this might also be considered. Current the work planning, implementation approach and the scheduling of inputs are out of synch with a programme approach. The project lacks in project day-to-day guidance for monitoring results.

7 ANNEXES

MTR TOR (EXCLUDING TOR ANNEXES)

MTR EVALUATIVE MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS, INDICATORS, SOURCES OF DATA, AND METHODOLOGY)

Evaluation questions	Indicators	Sources	Methodology
(include evaluative question(s))	(I.e., relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e., project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)	(i.e., document analysis, data analysis, interviews with project staff, and interviews with stakeholders, etc.)
Relevance: How does the project relate to the main objectives of the International, Regional, National Priorities, GEF focal area, and the environment and development priorities at the local, regional, and national levels?			
• Project Strategy: To what extent is the project strategy relevant to international, regional, and country priorities, country ownership, and the best route toward expected results? • To what extent is the project strategy in line with Government and UNDP/GEF priorities?	• Level of participation of the concerned agencies in project activities • Consistency with international, regional, national strategies and policies.	• Project documents • National policies and strategies	• Desk review • Interviews with project team, UNDP, and other partners.
• To what extent is the project aligned to the main objectives of the GEF focal area?	• Consistency with GEF strategic objectives.	• Project documents • GEF focal areas strategies and documents	• Desk review • GEF website • Interviews with project team and UNDP
Effectiveness: Progress toward Results: To what extent have the expected outcomes and objectives of the project been achieved?			
• Has the project been effective in achieving its expected outcomes?	• See indicators in project document results framework.	• Project document • Project team and stakeholder • Data reported in project annual and quarterly reports	• Desk review • Interviews with project team and relevant stakeholders
• Project Implementation and Adaptive Management: Has the project been implemented efficiently and cost-effectively, and has it been able to adapt to any changing conditions thus far?	• Steering committee meetings • PMU and UNDP notes	• Data collected throughout the evaluation	• Desk review
• To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?	• Steering committee meetings • PMU and UNDP notes	• Project document • Project team and stakeholder • Data reported in project annual and quarterly reports	• Desk review • Interviews with project team and relevant stakeholders
• To what extent were partnerships and linkages between institutions/organizations encouraged and supported? • What was the level of efficiency of cooperation and collaboration arrangements?	• Specific activities conducted to support the development of the cooperative arrangements between partners • Examples of supported partnerships • Evidence that particular partnerships /linkages will be sustainable • Types/quality of partnerships cooperation methods utilized	• Project documents	• Desk review • Interviews with project team and relevant stakeholders
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
• Were the accounting and financial system in place and adequate for project management and producing accurate and timely information? • Was the project efficient with respect to incremental cost criteria?	• Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures	• Project documents and evaluations • UNDP • Project team	• Document analysis • Key interview

• Were progress reports produced accurately, timely, and representative of reporting requirements including adaptive management changes? • Was the project implementation as cost–effective as originally proposed (planned vs. actual)? • Was procurement carried out in a manner making efficient use of project resources?	• Planned and actual fund leveraged • Quality of actual funds leveraged • Quality of results-based management reporting (progress reporting, monitoring and evaluations)		
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results? **To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?**			
• How does the project support resource mobilization for the fisheries management implementation?	• Amount of national budget allocation	• Legal regulation	• Document analysis
• How does the project support personnel allocation for the system approach to implementation?	• Personnel allocation	• Legal regulation	• Document analysis
• To what extent is fisheries compliance and monitoring conservation related issues considered?	• Government agencies aware and committed to regional tuna fisheries integration and sustainable development. • Legislation and planning documents show evidence of mainstreaming?	• Legal regulation • Project document/reports	• Document analysis • Interviews with stakeholders
• Are there any political risks that may threaten the sustainability of the project outcomes?	• Government agencies aware of three Rios?	• Government policies	• Analysis
Impact: Are there any indications that the project has contributed to, and enabled progress towards, reduced environmental stress and or improved ecological status?			
• Has the project strengthened local capacity?	• Awareness and understanding of the global norms and standards and related conventions at the provincial level	• Interviews • Provincial level plans/ strategies	• Interviews • Document analysis
• Has the project developed tools to support mainstreaming process?	• Evidence of development of different tools to support the mainstreaming process	• Interviews • Provincial level plans/ strategies	• Interviews • Document analysis
	• Evidence of incorporation of biodiversity, climate change and land degradation in planning processes at the provincial level.	• Interviews • Provincial level plans/ strategies	• Interview • Document analysis

EXAMPLE QUESTIONNAIRE OR INTERVIEW GUIDE USED FOR DATA COLLECTION

- **Project Formulation,** Design and Strategies/Relevance
- Formulation

- How does this project contribute to the national, regional and international priorities?
- What any significant national, regional and international directives and policy/laws are (include any since project signing) to which the project contributes?
- Describe details in relation to the national policy and enabling context: SDGs, CC, DRR (2015), Oceans, etc.
- Design

- Were you involved in the project design? Did the project adequately build on the national gaps in monitoring and compliance identified at the *end of phase one*? What were those gaps in your country?
- Were the project's rationale and plan, logical frame work, and the theory of change in line with the actual problems at national level and sub-regional level?

- Strategies

- Do you think the project had a clear theory of change TOC at the sub-regional and the national level? Why or why not?
- What were the main national drivers for joining and developing this project?
- Were the expected results of this project made clear? How?
- Do you think the outputs link to the expected outcomes?
- Has the casual pathway to results been clear and concise?
- Any lessons learned?
- Project Implementation and Management: Effectiveness and Efficiency

- Project implementation: capacity building approach and adaptive management
- What was the implementation approach taken regionally and nationally? Please provide details of the approaches taken for learning, for knowledge sharing, and for policy advocacy.
- How many workshops did you actually participate in? Was it useful?
- How many consultancies did you implement? What were they? Do you think they had any policy level results?
-
- Management Arrangements
- Describe the project management arrangements at national level, i.e. how many staff, how much remuneration? Any challenges to report?
- Describe how the national project management coordinated at national level? With teams and project manager in sub region and other countries?
- Any lessons learned?
- Work Planning
- How did you facilitate national work planning and financing reporting?
- Finance and Co –Finance
- Please provide the expenditure per outcome per year?
- Provide a breakdown of expenditure by outcome and by year until end of project.
- Project level Monitoring and Evaluation systems
- Describe the monitoring and evaluation system at the sub regional and national level?

- Factors influencing Results

- Project Management and Work planning
- What was the project management, human resources and organizational set-up?
- How did you do work planning at national level? Describe the process.
- What were the day-to-day coordination, reporting, and monitoring mechanisms? To whom did you report? When? How? Did this system work? Why or why not?
- What was the role of the project secretariat in results oversight and management?
- How did this project employ adaptive management at the national and sub-regional levels? Can you give any examples?

- Governance and oversight
-
- What were the main mechanisms for sub-regional and national project coordination and oversight? i.e., meeting with director of department, project boards, and national workshops?
- How many steering committee meetings did you participate in? Who attended and when? Were these meetings useful? Why?
-
- Synergies
- Did the project support synergies with ongoing related projects and initiatives post MTR? Why or why not?
- What were the related projects?

- Technical inputs

- Did the project, project management, UNDP GEF support implementation of consultancies, provide you with sufficient technical support to enable the implementation of new approaches and tools? How? Why or why not?

- Partnerships
- Who were your regional and national implementing partners? List them?
- Did other partnerships evolve? Did the original partnership strategy play out? Why or why not?
- What was the UNDP/GEF role and comparative advantage?
- What was the added value of the UNDP /GEF involvement? What was the added value of the Regional GEF involvement?
- Did the UNDP/GEF platform support the project implementation and results? How? Why or why not?
- What might be improved?

- Financial management and co-financing results
- Did the government commit all expected co-financing? Please provide this number and include all the in kind and cash resources.
- Provide the final national project expenditure by outcome and by year.

- Factors influencing implementation
- Provide your comments on all these factors at sub-regional and national-level: communications, knowledge management, capacity building approach, technical inputs and support, coordination mechanisms.

- Project Results, Performance, Effectiveness
- Log frame, Expected Results

- Did this project meet all its stated objectives, outcomes, and targets at the sub-regional and the national levels? Please fill in national comments on the project outcomes in the table below.

- Did the project help you meet all the project stated expectations for improving data collection, monitoring systems, and compliance in your country?
- Which national and regional outcomes and targets were most difficult to meet? Why?
- Which national and regional outcomes and targets were the easiest to achieve? Why?
- Are any of the national project targets outstanding? Why?
- What might have been done differently to meet all targets and goals? Why
- What do you think are the project's greatest results? At sub-regional level, at the national level?
- How did you facilitate collaboration between sectors in project activities, i.e. with MOEs, others? Give examples?
- How did you use communication in this project as an enabler for policy and learning results?
- Do you think there are any unintended consequences and unexpected results of this projects work?
- What is the valued added of inter-project level collaboration?
- Has this project supported the governance mechanism or not?
- Any lessons learned?

- Monitoring and Evaluation

- Describe the monitoring and evaluation systems at the sub- regional and national levels? How did you monitor and report your project results?
- What were the reporting mechanisms? How often did you discuss national-level results internally and where?
- How did you support the secretariat monitor project? (i.e., evidence of program-level assessments)
- Any lessons learned?

- Sustainability
- What is the likelihood of project sustainability?

- Economic sustainability

- Political sustainability
- Environmental sustainability
- Social sustainability
- Lesson learned and next steps
- What do you think are the main lessons learned to date based on the following?

- Design and Formulation
- Management and Implementation Approach
- Finance
- Partnerships
- Results
- Sustainability
- What are the next steps? Do you have any recommendations to share?

Questionnaire for MTR Evaluation
Strategic Evaluation Questions

Relevance and Priorities

 Does the R2R project match the current national priorities and international commitments, i.e., IW, SDGs, CC, Sendai?

 Is the R2R project design fit for purpose and meeting the current needs and priorities in Fiji and internationally for protected areas, conservation and sustainable development linked to climate change, biodiversity, land degradation, resilience, and sustainable development priorities? What are the National polices that this project is actually addressing?

 Has the project formulation built on lesson learned and good practices for scaling i.e., IWRM, NGOs, and PILOTs for replication and scale-up to policy level results?

 Are the logical framework and project result framework being used as monitoring tools? Why or why not? i.e., too complex for monitoring? Is the design smart, i.e., achievable, measurable? Was the project sufficiently tailored and approaches changed at inception?

 Is the Country ownership high? Why or why not?

Implementation and Effectiveness

 Is the project reaching the stated log frame benchmarks and indicators? Why or why not? Do the status review of log frame expected results?
 How is work planning carried out on an annual basis? Is the project steering committee working?
What do you see as the big areas for results by project end, i.e., community models working and providing a good argument for scaling, plans at attachment level, national policy readied for cabinet, showcase knowledge products ready for international events like HLPF?

 Does the project have a CTA? Why or why not? Does the project management employ adaptive management, i.e. steering committee, communication with stakeholders and implementing partners, i.e., NGOs, UNDP, and other sectors?

 How does the project work on the cross-sectoral national policy and enabling policy-level results? Does the project have a technical committee working on key deliverables for policy-level results, i.e. drafting of a national cross-sector policy. How other are sectors being convened and learning about the pilot integrated work? Is the project being scheduled for maximum effectiveness pilots, influencing and teaching line ministries in this regard? How is this work being carried out?

 Is the project receiving UN-supported technical assistance on key areas, i.e., fire and restoration, tree planting, invasive species, PES, Ecosystem Resilience, IWRM approach? Why or why not?

 How are GEF/UNDP country and regional offices supporting implementation? Monitoring, procurement, implementation support to NGOs, convening, etc.? R2R regional Pacific support approach? Is the regional R2R KM helping implementation?

 What are the most significant "bottleneck" challenges at mid-point (to the implementation to results)? What can be done to address those challenges as told by the stakeholders?

 What is the project's replication approach? i.e., pilots that demonstrate successful systems for multi-stakeholder data and monitoring (scientific input from sectors, learning by doing, focus on national cross-sector policy goals, sustainability of a local cross-sector mechanism)?

 Is the project monitoring plan in place and working? Why or why not? Does the project have a strong monitoring and learning plan and officer responsible for reflecting on end targets and guiding project management and learning goals?

 How have knowledge management and strategic communications been featured for implementation, for results, and for sustainability? Does the project have a KM and communication officer?

 Do you think the results achieved and to be achieved are sustainable? Is there an exit strategy?

Efficiency

 Is the project cost-effective and demonstrating good practice in terms of value for money approaches, i.e. procurement, implementing through NGO partnerships , others?

 Is the project getting good results per delivery? What are the reasons for low delivery? Can this project be accelerated and have results in the remaining time?

Lesson learned at MTR

 What are the main lessons learned for design, implementation, and results at MTR?

Recommendation?
 What are the key recommendation for constructive changes at MTR to help this project meet it intended results?

NGO survey

What are your expected deliverables? What are the project-level results expected from your deliverables?
Has your contract been changed since the project inception? If so, why?
Please list all the activities you conducted and include dates.
Please provide the total amount of the contract your NGO has negotiated and you expect, including the funds spent and expected to be spent until end of project.
What is your role in coordination at catchment level for project level results? If not, should there be a role? What should it be?
Do you see any value in capturing the knowledge gained from your inputs? How should this be captured and fed into the overall project expected results including national policy level results?
What do you see as the main challenges to your NGO's contribution to the four expected output areas below?

Outputs	NGO contribution

Outcome 1.1 (Enabling- Policy) Improved management effectiveness of existing and new protected areas	
Outcome 1.2 (Enabling-Cross-sector Work) Improved financial sustainability for terrestrial and marine protected areas	
Outcome 2.1 (Science and Pilots) Carbon stocks restored and enhanced in priority catchments	
Outcome 2.2 (Science and Pilots) Sustainable forest management achieved through innovative market-based schemes	
Outcome 3.1. (Planning and Governance) Integrated catchment management plans integrating conservation of biodiversity, forests, land and water formulated and implemented in priority sites	
Outcome 3.2. Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management	
Outcome 4.1. (Knowledge Management) Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices	

RATINGS SCALES

Rating Scales: Progress towards results and project implementation and adaptive management were rated according to a 6-point scale, ranging from highly unsatisfactory to highly unsatisfactory. Sustainability is evaluated across four risk dimensions, including financial risks, socioeconomic risks, institutional framework and governance risks and environmental risks. Sustainability was rated according to a 4-point scale, including likely, moderately likely, moderately unlikely, and unlikely

MTR MISSION ITINERARY AND LIST OF PERSONS INTERVIEWED

Monday, November 11, 2019	
UNDP Orientation with Programme Analyst and Staff of UNDP Winifereti Nainoca <winifereti.nainoca@undp.org> Rusiate Ratuniata <rusiate.ratuniata@undp.org> Fane Cinavilakeba <fane.cinavilakeba@undp.org>	
Tuesday, November 12, 2019	
11.00AM	Beverly Sadole National Manager–R2R Project Dept. of Environment

	Email: beverly.sadole@govnet.gov.fj
12.00PM	Mr Noa Vakacegu R2R Project Coordinator–West Dept. of Environment Rogorogoivuda House Lautoka Email: noa.vakacegu@undp.org Mr Lote Rusaqoli R2R Project Coordinator–North Dept of Environment Labasa Email: lote.rusaqoli@undp.org
3.00PM	Mr Kevin Petrini Team Leader Resilience and Sustainable Development Team UNDP Pacific office Suva
Wednesday, November 13,2019	
10.30 AM	Ms Sanjana Lala Conservator Ministry of Forestry Takayawa Building Toorak Email: lal.sanjana@gmail.com Mr Manasa Luvunakoro Executive Director, Operations Takayawa Building Toorak Email: mluvunakoro@gmail.com
12.00PM	Tavenisa Luisa Fiji R2R International Waters Regional Project Dept. of Environment Suva Email: Tavenisa.luisa@environment.gov.fj
2.30PM	Dr Isoa Korovulavula Acting Director Institute of Applied Sciences University of the South Pacific Laucala Campus Suva Email: isoa.korovulavula@usp.ac.fj
4.00PM	Sophy Buinimasi Senior Research Officer Research and Development Unit Ministry of I-Taukei Affairs Government Buildings Suva Email: sophy.buinimasi@gmail.com / sbuinimasi@govnet.gov.fj Mr Saiasi Buluta Ministry of I-Taukei Affairs Board

	Government Buildings Suva Email: saiasi.buluta@govnet.gov.fj
Thursday, November 14, 2019	
9.00AM	Mr Shaleh Antonio Country Coordination, Monitoring and Evaluation Adviser GEF/UNDP-SPC Pacific Ridge to Reef Programme Geoscience, Energy and Maritime Division Pacific Community Private Mail Bag Suva Email: josea@spc.int
12.00PM	Mr Solomoni Nagaunavou Senior Research Officer Land-Use Division Ministry of Agriculture Raiwaqa Email: snagaunavou@govnet.gov.fj Conservation Officers- Focus Group
2.00PM **4.00PM**	Meeting with NGOs Great Council of Chiefs Building Government Buildings, Suva Ms Margaret Vakalalabure Fiji Locally Managed Marine Areas (FLMMA) Network Coordinator 19 Mukta Ben Street, Vatuwaqa Email: margievnt@gmail.com Dr Alifereti Tawake Technical Advisor Fiji Locally Managed Marine Areas Network Email: alifereti@livingwealthsolutions.com Mr Marika Tuiwawa Curator (NGO Rep- R2R Project steering Committee) Institute of Applied Sciences University of the South Pacific Laucala Campus Suva Email: marika.tuiwawa@usp.ac.fj Mr Isaac Rounds Conservation International 3 Maafu Street, Suva Email: irounds@conservation.org Director of Environment

Friday, November 15, 2019	
	Site Visit: 1. Nakalawaca Village, Tailevu; 2. Waidina River, Sovi Basin (Mangrove restoration) Contact: noa.vakacegu@undp.org Contact: Tomasi Tikoibua Researcher Institute of Applied Sciences University of the South Pacific Email: tomasi.tikoibua@usp.ac.fj
Monday, November 18, 2019	
9.30AM	Mr Joshua Wycliffe Permanent Secretary Ministry of Waterways and Environment Bali Towers Toorak Email: Joshua.wycliffe@govnet.gov.fj
11.00AM	Ms Saras Sharma Senior Research Officer Research Unit Ministry of Fisheries Amra Street, Walubay Suva Email: saras.sharma0205@gmail.com
1.00PM– 3.00PM	Debrief with UNDP Mr Floyd Robinson Programme Analyst Resilience and Sustainable Development Unit UNDP Pacific Office Suva, Fiji Email: floyd.robinson@undp.org

ANNEX: LIST OF DOCUMENTS REVIEWED

See TOR.

ANNEX: SIGNED UNEG CODE OF CONDUCT FORM

SIGNED UNEG CODE OF CONDUCT AGREEMENT FORM
Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/ or oral presentation of study limitations, findings and recommendations.
Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN System
Name of Consultant: Stephanie Hodge
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signature:

Signed on October 19, 2019

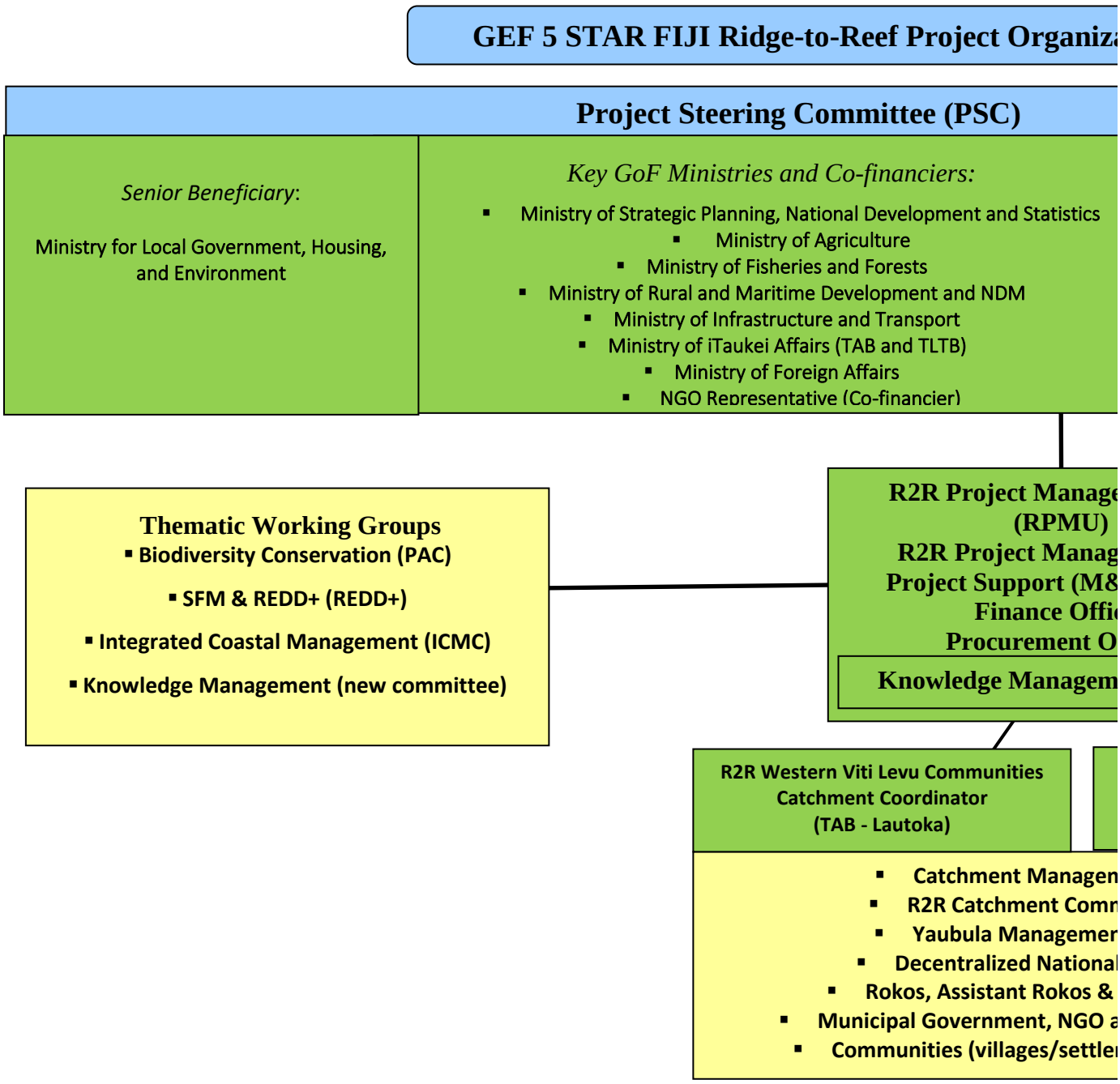
Stephanie Hodge
MTR Consultant

ANNEX: SIGNED MTR FINAL REPORT CLEARANCE FORM

MTR Evaluation Review Report Reviewed and Cleared By:	
Commissioning Unit	
Name: Kevin Petrini – DRR *a.i.* Fiji MCO and RSD Team Leader	
Signature:	Date:
UNDP GEF Regional Technical Advisor	
Name: Jose Padilla	
Signature:	Date:

ANNEX: ANNEXED IN A SEPARATE FILE: AUDIT TRAIL FROM RECEIVED COMMENTS ON DRAFT MTR REPORT

ANNEX: ANNEXED IN A SEPARATE FILE: RELEVANT MIDTERM CCA TRACKING TOOLS


GEF 5 STAR FIJI Ridge-to-Reef Project Organiz
Project Steering Committee (PSC)
Senior Beneficiary:
Ministry for Local Government, Housing, and Environment
Key GoF Ministries and Co-financiers:
Ministry of Strategic Planning, National Development and Statistics
Ministry of Agriculture
Ministry of Fisheries and Forests
Ministry of Rural and Maritime Development and NDM
Ministry of Infrastructure and Transport
Ministry of iTaukei Affairs (TAB and TLTB)
Ministry of Foreign Affairs
NGO Representative (Co-financier)
Thematic Working Groups
Biodiversity Conservation (PAC)
SFM & REDD+ (REDD+)
Integrated Coastal Management (ICMC)
Knowledge Management (new committee)
R2R Project Manage
(RPMU)
R2R Project Manag
Project Support (M&
Finance Offi
Procurement O
Knowledge Managem
R2R Western Viti Levu Communities
Catchment Coordinator
(TAB - Lautoka)
Catchment Managen
R2R Catchment Comm
Yaubula Managemer
Decentralized National
Rokos, Assistant Rokos &
Municipal Government, NGO a
Communities (villages/settle

Annex: Results framework

Goal: To maintain and enhance Pacific Island countries' (PICs) (i.e. Fiji's) ecosystem goods and services (provisioning, regulating, supporting and cultural) through integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to poverty reduction, sustainable livelihoods and climate resilience.

Project Activity	Objectively verifiable Indicators			Means of verification	Risks and Assumptions
	Indicator	Baseline	Target		
Objective: To preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority water catchments in the two main islands of Fiji	Fiji R2R Project Work plan being implemented on time and budget.	Increasing human pressures on natural resources (aggravated by climate change and environmentally invasive species), are resulting in ongoing forest and land degradation in many parts of Fiji, with associated increased soil erosion, flash flooding, chemical and nutrient runoff, water pollution and deterioration of associated riverine, estuarine and marine resources.	Identified key interventions, including improved land use planning and catchment management, new and better managed protected terrestrial and marine areas, reforestation, agroforestry, sustainable financing mechanisms for PAs including from donors and market-based sources, progressively implemented in the six priority, representative catchments as per the Fiji R2R Project work plan. **By End of Project:** All six catchments have sound catchment management plans which promote more integrated natural resources management and which are being implemented by Government agencies, private sector, NGOs and resource owners and users. Multi-stakeholder catchment management committees successfully operating in at least four catchments (Ba, Labasa, Tuva and Waidina).	Project Reports and publications (including annual reporting by PMU of DoE to UNDP). Government and NGO publications and communication materials and publicly accessible website (Comp 4). Mid- and end of project survey of activities and impacts to be conducted by DoE in partnership with Provincial Offices.	Pressures on natural resources and the environment will increase due to increases in population and/or increases in consumption. Implementation of field activities such as reforestation and coastal protection will be adversely impacted by extreme climatic events (severe cyclones, flash flooding, ENSO (droughts) and tsunami. Lack of capacity for legal enforcement of environmental and forestry legislation and policies and community-based environmental taboos. The Government of Fiji, UNDP and other NGO partners are able to provide the promised co-financing, or that alternative sources can be identified. Inadequate collaboration among concerned Government agencies and other stakeholders needed to create a national policy and legal environment conducive for REDD+, integrated sustainable natural resources management on *iTaukei* lands,

Project Activity	Objectively verifiable Indicators			Means of verification	Risks and Assumptions
	Indicator	Baseline	Target		
					including protected areas and FLMMAs.

Project Activity	Objectively verifiable Indicators			Means of verification	Risks and Assumptions	MTR comments
	Indicator	Baseline	Target			
Outcome 1.1 ***Improved management effectiveness of existing and new protected areas***	Important biodiversity conserved in the six catchments, including terrestrial, riparian and marine ecosystems, endemic and rare species and genetic diversity (especially in keystone species, agrobiodiversity, forest genetic resources	One viable, formal existing terrestrial PA (Sovi Basin 16,344 ha) and five extensive 'quasi protected' mangrove stands (6,785 ha), as part of a vast coastal area of LMMA (387,200 ha). Limited local management and protection. Variable knowledge of status of biodiversity conserved in PAs.	Three new terrestrial protected areas (Tunuloa – 4,400 ha; Tuva - 1,300 ha and Vunivia – 3,500 ha) and six enhanced MPA/LMMAs (3,872 km^2 - IUCN Category VI) and one new LMMA of 9.7 km^2 (Tuva). Two additional comprehensive BIORAP assessments (new Tuva PA in Year 1 and Natewa/Tunuloa IBA in Year 2). Management plans developed based on existing community conservation action plans and implemented for each PA.	Reports of project activities (quarterly, annual, M&E) PA trust fund reports GEF BD Tracking Tool reports	*Mataqali* (*iTaukei* land-owning units) and *iqoliqoli* (fishing grounds) customary fishing rights owners will agree to review, reconfigurations and/or confirmation, and actively support new PAs and help monitor and prevent illegal activities Tuva PA can be protected from wildfire, including through green and agroforestry buffer zones Environmentally invasive species, especially African tulip can be prevented from entering and spreading in PAs	
Output 1.1.1: Expanded terrestrial and marine PA System	Status of protected areas (terrestrial and marine) in terms of biodiversity	Terrestrial: Sovi basin (16,344 ha); Natewa/ Tunuloa IBA (6,625 ha, with 4437 ha in Tunuloa	Three new terrestrial protected areas (Natewa Peninsula 4,400 ha, Tuva -	Reports of project activities (quarterly, annual, M&E)	*Mataqalis* and *qoliqoli* owners will actively support planned new PAs	

	conserved, size and number in the six catchments and their connected marine habitats	district) – insecure protection status; Vunivia Catchment: (34 ha). Coastal: Tuva mangroves (710 ha); Rewa delta mangroves (8,636 ha); Labasa mangroves (approx. 3,000 ha), Ba mangroves (4,594 ha); Vunivia mangroves (355 ha). Mangroves are mainly located on state land, inadequately valued and protected by Department of Lands. Note: Priority Protected Area Network identified by PAC – but yet to be formally adopted and implemented by Government	1,300 ha, and Vunivia –3,500 ha) delineated and formally established, and seven MPAs/LMMA with strengthened conservation status (IUCN VI) in Ba (Vanua o Votua *qoliqoli* - 1531.8 km^2), Labasa (Macuata Cokovata *qoliqoli* - 1344 km^2, Vanua Labasa *qoliqoli* -38 km^2 and Vanua Wailevu *qoliqoli* – 41 km^2), Rewa delta (comprising Vanua o Noco *qoliqoli* 43.4 km^2 & Vanua o Burebasaga *qoliqoli* 111.7 km^2), Tunuloa (Cakaudrove Tunuloa *qoliqoli* comprising Yaroi 678 km^2 & Somosomo 31.4 km^2),Tuva (Vanua o Cuvu and Tuva *qoliqoli* 9.7 km^2) and Vunivia (Vanua o Namuka and Dogotuki *qoliqoli* 132 km^2)	PA trust fund reports GEF BD Tracking Tool report Forestry reports/ inventory of mangroves and forest reserves in catchment	Financial returns to owners from PA lease will be equal to or greater than that which can be obtained through exploiting the natural resources present (especially timber and fisheries). Tuva PA can be protected from wildfire, including through education & awareness, green and agroforestry buffer zones	
Output 1.1.2: Improved Management of PA System	Management plans developed and implemented for the protected areas (terrestrial and marine) in the six catchments and their connected marine habitats	Current protected areas generally have no formal management plans and are subjected to minimal management interventions, other than restrictions on harvesting. Information on biodiversity assets being conserved ranges from very good (Sovi) to limited (Tunuloa)	Management plans developed for at least four terrestrial and four marine protected areas in the R2R catchments and implemented through collaborative partnerships under a community governance body.	PA management plans Reports on biodiversity surveys of each PA	Simplified PA management plans are able to be mainly implemented by local communities with minimal external resources (other than training, capacity building and some equipment/tools).	
Outcome 1.2: ***Improved financial sustainability for terrestrial and marine protected area systems***	Long term viability of PAs ensured through well-managed, viable/ adequate Trust funds financed from diverse sources including payments for ecosystem services (REDD+), user fees	Sovi Basin has an established Trust Fund which used as the legal financial instrument for other PAs in Fiji (including through R2R).	Valuation of biodiversity and ecosystem services undertaken for Sovi basin and one seascape PA. User fee system developed and pilot tested for one	Reports of project activities (quarterly, annual, M&E) PA/Sovi Basin trust fund reports GEF BD Tracking Tool reports	Performance of global financial systems/ developed economies is satisfactory and enables donors such as GEF and international conservation NGOs to provide funds for Fiji's PAs.	

	and philanthropic donations including from international conservation NGOs.	User fees systems for FLMMAs are being trialed in Fiji. Fiji is well advanced with REDD+ readiness with policy developed and being enacted, but further discussions and legislation is needed.	marine PA/LMMA (Tuva-Natadola).		Tourist visitor numbers are maintained or increased such that user fees, ecotourism and other tourist-related income can be generated for PA management. PES systems continue to advance internationally, and REDD+ financing can be generated in Fiji in support of forested PAs and blue carbon (including mangroves).	
Output 1.2.1: Valuation of biodiversity conservation and other ecosystem services completed in at least two sites as basis for sustainable conservation finance approaches	Ecosystem services of PAs, including for biodiversity conservation, water catchment, coastal protection and carbon sequestration, are properly valued and that the owners/managers of these PAs can use this information to generate funding for their ongoing protection and management	There have been very few thorough evaluations of ecosystem services in Fiji – Rao *et al.* (2013) found that the service functions of mangroves in Lami outweighed direct extractive functions by a factor of five. IUCN/MESCAL initiated a valuation of the Rewa Delta mangroves. Some analysis of ecosystem services will be undertaken in Fiji in 2014 through IUCN/MACBIO project. Considerable work has been undertaken on valuation of ecosystem services in other tropical, developing island countries which may be relevant to Fiji	Comprehensive valuation of biodiversity conservation and ecosystem services undertaken for Waidina (viz. Sovi basin PA, Wainavadu catchment) and Rewa Delta mangroves and seascape PAs. Assessment of carbon stocks in mangroves associated with R2R project catchments (which are yet to be assessed viz. Ba, Labasa, Tunuloa, Tuva and Vunivia) and comprehensive fisheries biodiversity /livelihoods values (gender disaggregated) in these areas. Rapid Assessment of Ecosystem Services for new/enhanced marine and terrestrial PAs in Ba, Labasa, Tunuloa, Tuva and Vunivia catchments.	Reports on the Value of Ecosystem Services, including sustainable livelihoods, in R2R priority catchments	Inadequate funding available from international community and other benefactors to pay for the ecosystem services provided by PAs Lack of appreciation/ undervaluing at international and national political levels of ecosystem services (even after economic studies undertaken)	

Output 1.2.2: Review of user fee system and options for LMMA in Fiji, including development and implementation of user fee system for Tuva/Natadola	User fee systems financing marine and mangrove protected areas developed and functioning as intended	At least two user fees systems for FLMMAs are in operation in other parts of Fiji which can be studied and developed as model.	User fee system developed and pilot tested for one marine PA/LMMA (Natadola).	Report of user fee system developed and piloted for Natadola marine PA/ LMMA	A national user fee system for LMMAs will be cumbersome and difficult to implement – viz. which users pay, how will funds are collected and then disbursed User fee systems for LMMAs are likely to be highly geographic/context specific and dependent on tourist activities such as dive operations	
Outcome 2.1: ***Carbon stocks restored and enhanced in priority catchments***	Carbon stocks increased in living biomass in trees in six priority catchments	The estimated living (above and below ground) biomass in trees (native forest including mangroves, and plantations) at the start of the project is 49.55 million tonnes CO_2 equivalents: Ba: 13.75 M tonnes Labasa: 5.56 M tonnes Rewa Delta 15.22 M tonnes Tunuloa: 1.77 M tonnes Tuva: 3.47 M tonnes Vunivia: 1.28 M tonnes Waidina: 8.49 M tonnes	The target for reforestation and forest rehabilitation established during and by the project is: New plantings: 1,305 ha and Forest rehabilitation: 600 ha. A substantial area (est. 20% of grasslands) totaling approx. 16,000 ha in fire-prone catchments (Ba, Labasa, Tuva) to spontaneously regenerate to scrub/ woodland/ forest following education and awareness campaigns to reduce burning and promotion of assisted natural regeneration. The long-term target for reforestation in the six R2R priority catchments is 20,000 ha.	Reports on assessments of carbon stocks in the six priority catchments, specifically on changes in carbon stocks in those areas where a project intervention has occurred – viz. reforestation, agroforestry and/or forest protection Reports of reforestation and enrichment plantings and protection activities	Forest carbon stocks will be incorrectly assessed due to insufficient sampling and/or inadequate stratification of vegetation into similar carbon stock classes Carbon stored in replanted and regenerated trees will be limited due to need to focus only on native species	
Output 2.1.1: Restoration and enhancement of carbon stocks in degraded forests in six priority water catchments using native	Increased area of healthy, growing multiple use and protection forests comprised of native tree species (and secured as	Map of each catchment showing different vegetation classes and areas	The target for reforestation and enrichment planting is 1,905 ha during the project period as follows (with long term target totaling 20,000	Assessments of satellite images of catchments, especially project intervention sites, and informed by ground	Resources are inadequate to undertake the planned forest restoration and reforestation activities	

tree species commencing with demonstration plots in each catchment	part of a permanent forest estate)		ha or approx. 25% of grasslands in brackets): Ba 300 ha (12,000 ha) Labasa 420 ha (2,000 ha) Waidina/Rewa 360 ha (1,000 ha) Tunuloa 240 ha (250 ha) Tuva 360 ha (4,500 ha) Vunivia 225 ha (250ha)	surveys of forest cover (in permanent sample plots)	The reforested areas will sooner or later regress to poorer carbon stocked and less vigorously growing forests due to lack of maintenance or fire.	
Outcome 2.2: ***Sustainable forest management achieved through innovative market-based schemes***	A substantial gazetted permanent forest estate, including production/ multiple use forests managed according to SFM principles and certified through an internationally recognized schemes (such as FSC) and protection forests (supported through PES such as REDD+)	Forest legal situation complicated by having relevant laws spread across multiple pieces of legislation. Legal situation with respect to REDD+ and carbon rights yet to be clarified. FSC certification has been under consideration for many years but has yet to be adopted.	Updated forestry legislation, with Fiji's key forest assets permanently protected and gazetted and providing an optimal range of services and products for resource owners, the general population, forest industry and Government.	DoF Annual Reports Forestry and allied legislation published in Government Gazette FSC website and reports	Forestry sector and matters, especially environmental dimensions, become politically marginalized Traditional landowners object to their lands being permanently gazette as forest estate Popularity or credibility of FSC wanes as the premier international market-based timber certification system	
Output 2.2.1: Completed forest certification and verification of timber supply chains for plantation forests (pine and potentially mahogany) covering 15,000 hectares to reduce pressure on forest resources, building on ongoing efforts	Fiji's forestry industries (notably pine and mahogany plantations and native forest logging operations) are FSC certified.	Fiji DoF has been actively working on forest certification schemes, but native forestry production operations have yet to be FSC certified. Fiji Pine Group is well advanced with its FSC Certification process and is currently involved in undertaking corrective actions including restoration of landslips and riparian zones. The Fiji Hardwood Corporation and Sustainable Forest Industries Ltd (the major mahogany	All forestry operations in the six target catchments are FSC certified, such that adverse environmental impacts of forest utilization are minimized. High conservation value forests are identified and protected and riparian buffer zones are maintained with native tree species in the R2R priority catchments.	FSC website and company documentation Chain of custody records for timber supply chains from native and plantation forests in the six catchments	FHL and mahogany sector pursues systems of forest certification which have poor international market recognition Fiji Pine Ltd. fails to meet required corrective actions due to lack of resources and skills to implement For small-scale native forest logging operations the costs of FSC certification outweigh the benefits unless a suitable Group Certification System can	

		processor) has been exploring alternative private forestry certification standards but these are costly and likely to have poor recognition in international markets.			be established such as for SLIMF (Small and Low Intensity Managed Forests) and an accepted Group Manager identified.	
Output 2.2.2: Forest policy and related legal and regulatory frameworks reviewed and appropriately reformulated with alignment to SFM/REDD+ methodologies	Fiji's forest policy, laws and regulations, & related legal and regulatory frameworks operate and function to support sustainable forest management and REDD+	Currently 26 different forestry-related legislations with an FAO-executed GEF 4 project developing overarching forestry legislation. Ongoing policy and legal work includes: • REDD+ Readiness and Policy with draft Strategic plan • Policy area on establishment of comprehensive system of reserves and conservation areas, determining sufficient area as Permanent Forest Estate for sustainable forest management • Revision and Enforcement of the Fiji Forest Harvesting Code of Practice to enhance SFM • Law on the conservation of mangrove ecosystems towards sustainable management	Review and reformulation of relevant policies under overarching forestry legislation. Regulations developed and enacted arising from new forest policies and legislation in relation to SFM, REDD+ and other payments for environmental services (PES). Forest fire policy and legislation developed and implemented.	Government Gazette giving details of relevant laws passed and regulations enacted	Unanticipated delays in public consultation processes, legislative drafting such that laws are not enacted after the project concludes. REDD+ processes and financing stall in international fora	
Output 2.2.3: Existing carbon monitoring, reporting and verification (MRV) systems reviewed and adapted to forests in Fiji	Levels of carbon stored, and its dynamics, in Fiji's forests is known and able to be ascribed geographically (by different Province and islands) and by forest types	The level of carbon presently stored in Fiji's forests has been estimated through a comprehensive national carbon stock assessment (above and below ground living biomass) by the DoF in 2010-11 which found a total carbon stock of 262 M tonnes of CO_2 equivalent (comprised of 221 M tonnes in	Continuously improved national MRV assessments as part of REDD+ program The DoF has identified measures to improve data quality of future assessments including measurement of dead wood.	DoF reports as part of FAO international coordinated MRV.	Permanent sample plots difficult to relocate due to cyclone or other major disturbance Assumptions used to make carbon store estimates may be inaccurate (such as the equation for estimating	

		native forests, 27 M tonnes in pine plantation and 14 M tonnes in mahogany plantations), and not including mangroves. Fiji's forest carbon stock will be re-assessed by DoF in 2014.			biomass in tropical forests and the proportion of living biomass below ground)	
Output 2.2.4: Capacity building for REDD+ for 50 staff in the DoE and DoF, and 60 community leaders in subject areas relevant for each group (e.g. carbon inventory, surveys, MRV, risk management/ mitigation)	Relevant Government staff have capacity to fully and effectively implement Fiji's national REDD+ strategy and policy	GIZ, SPC and FAO in collaboration with partners such as JICA and CIFOR have been running workshops, training programs, including field surveys and building capacity in DoF (including Senior staff, research and technical staff DoF staff well trained in REDD+ and MRV, including carbon inventory surveys Need for development and training in free, prior and informed consent (FPIC) processes for REDD+ for Government staff (including Forestry, Environment and TLTB)	National and local capacity built in REDD+ with training provided to an additional 110 people, in Government, communities and NGOs	Project Training and Project Progress Reports		
Outcome 3.1: ***Integrated catchment management plans integrating conservation of biodiversity, forests, land and water formulated and implemented in priority sites***	Integrated catchment management plans resulting in improved land use, natural resource management and conservation, better environmental and/or economic outcomes for people living in and dependent on the natural resources in the respective catchments. Strengthened coordination of sectoral planning with mainstreaming of land care, sustainable	The soils, vegetation and land use capability of most of Fiji, including Viti Levu and Vanua Levu, has been mapped and studied. However, only in a few cases has this information been used to inform rational land use planning and conservation actions, e.g. Tuva catchment (Land Use Planning) and Ra Province, Viti Levu (CRISP/ CORAL project). Available policy documents and implementation structure/process at national planning level.	Land use planning and related decisions are well-informed, technically and scientifically sound (including by Government, landowners, private sector). Approved developments increasingly based on land use capability assessments; taking into account interconnectivity of landscape elements and hydrological system, and downstream impacts. National development consultation forums e.g. NEDC convened on regular	Published land use capability maps and catchment management plans by Land Use Planning and Catchment management committees. Ministry of Strategic Planning policy publications and consultation process.	Land owners and developers will act in perceived best commercial interests and ignore technically sound advice from Government and NGOs concerning land use options, and/or fail to properly consider the impacts of their actions on those living downstream. EIA process for major new developments in catchments will promote environmentally appropriate outcomes – including assessment of alternatives, rejection of bad	

	development, green growth etc.		basis for information and input of all stakeholders. Catchment management plans developed for Ba, Labasa, Tuva and Vunivia River catchments, and periodically revised and updated. *With additional resources secured and permitting then* - Catchment management plan developed for the Waidina River and progressively extended to entire Rewa River catchment during the second half of project		developments, monitoring of outcomes and enforcement of consent conditions Relevant Government authorities have capacity, resources and willpower to enforce regulations related to utilization of natural resources (e.g. mining and gravel extraction, forest harvesting, agriculture on steep slopes and near rivers etc).	
Output 3.1.1: Biophysical, demographic and socioeconomic assessments conducted in six priority water catchments to inform integrated natural resources management	Biophysical, demographic and socioeconomic data available and analyzed on catchment basis (as input into Government policy and decisions making processes)	Baseline data on biophysical, demographic and socio-economic data gathered for each catchment during the PPG. This includes soil, geology and vegetation maps; demographic data for villages and settlements and socio-economic data. The Ministry of Strategic Planning with socio economic data and Population and HIES data is available with the Fiji Bureau of Statistics (FBOS)	Biophysical, demographic and socio-economic data gathered during PPG analyzed, with analysis used as input to inform land use planning and project activities in the catchments	R2R Prodoc annexes Government published policy documents and Reports	That data obtained and provided is accurate That Land Planning Section will have human and other resources to properly conduct assessments within planned timeframe FBOS to breakdown national population figures by catchment, by village/community and provide updated figures.	
Output 3.1.2: Catchment-wide integrated management plans with emphasis on interconnectivities of land, water, coasts, forests, and biodiversity developed, refined or strengthened in	Integrated catchment management plans – technically, socio-economically and environmentally sound – developed and implemented for the priority catchments	Catchment management planning well developed for Tuva catchment and Sovi Basin (tributary of Waidina), but not for other catchments	Integrated catchment management plans developed for four priority catchments (Years 1 & 2).	Published catchment management plans by Land Use Planning and Catchment management committees.	That Land Planning Section will have human and other resources to develop catchment management plans within the planned timeframe	

at least five priority catchments						
Output 3.1.3: Multi-stakeholder Catchment Management Committees (CMCs), including community organizations, formed and strengthened to implement integrated catchment management plans in six priority catchments	Catchment management committees meeting on regular basis and functioning to manage, monitor ,report and promote improvement management and more rationale use natural resources within catchment	The six priority catchments currently do not have catchment management committees. There is a functioning Catchment Management Committee for the Nadi River TAB already have some structures and systems on the ground through their YMST.	Four of the priority catchments have functioning and effective multi-stakeholder Catchment Management Committees	Articles of association of Catchment Management Committees and minutes/reports of meetings	CMC process and recommendations will be taken into full account by Government Departs, Provincial Authorities, landowners, farmers, private sector, NGOs and others. That the CMCs will be sustained after project completion – this will depend on both perceived on-going need and resources.The Waidina CMC will eventually be expanded into a Rewa CMC	
Outcome 3.2: ***Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management***	Appropriate institutional and governance structures functioning at National, Provincial and Village levels (decision, policy and planning) to provide coherent management of natural resources. Appropriate law, policy and regulations developed and enacted for integrated natural resources management	The National Environment Council (NEC), established under the National Environment Act (NEA) is the appropriate functioning body with encompassing TOR and wide representation from all relevant Ministries/ Departments as members. Establish and assess situation with land, water and forest management.	Pending establishment of an integrated natural resources policy, as an interim measure strengthen DoE/NEC with new/ additional NBSAP type model to encapsulate land, water, forests and fisheries conservation under its structure. Empowerment to TAB with additional resources. It has mainstreamed environment into its provincial operation e.g. Provincial Conservation officers and YMST	DoE/NEC/NBSAP structure/operation. Land Use and Forestry Reports, organization structure, system and process. Other government Reports e.g. Ministry of Strategic Planning and National Development. TAB/*iTaukei* Reports on conservation at province, district and community levels. Review/analyze policy, laws and regulations	Government commitment and budgetary provision for implementation of MEAs it has ratified, in this case the CBD, UNFCCC, UNFCCD. Integration of universal values (governance) into the implementation structure of R2R	
Output 3.2.1: National sectoral policies strengthened with INRM (covering land, water, forests, biodiversity) in the following sectors: forestry, agriculture, lands, fisheries,	Regular and structured consultation between the concerned Government Departments and other stakeholders to consider natural resources policies	Except for NEC/BD/NBSAP/CC consultations among Government Departments occurring on ad-hoc basis. National Economic Development Council (NEDC) no longer	Strengthened role of National Planning Office in policy coordination and consultation process for integrated natural resources policy in place.	National Development Policy documents Status of implementation of Rio Agenda on Sustainable Development and Green Growth Framework	High level support for development of integrated natural resource development policy.	

iTaukei, tourism and education	Ecosystem services especially water catchment, carbon sequestration and biodiversity conservation values fully considered in new developments (infrastructure, mining, agriculture, forestry)	functioning. Some consultative forums discontinued. Weak linkages between Land Use Planning (Agriculture) and other Govt Departments. No clear implementation law, policy, regulation and structure in place in some areas.	Integrated Natural Resources and Catchment Management Policy approved by Cabinet			
Output 3.2.2: National and local government relevant agency staff trained in INRM through leadership and/or participation in project activities	Well informed and trained staff in Integrated Natural Resources Management in relevant Government Departments. Champions of INRM active at all governance levels.	DoE and TAB/*iTaukei* short term training programmes. Government and donors provide scholarship for formal qualification. Tertiary institutions /universities conduct training courses, both formal and informal training	Organize Appropriate Curriculum and training sessions for each level. DoE/TAB/*iTaukei* to conduct short term courses as a priority. Formal training as medium to long term plan, Engage consultants/tertiary institutions.	Status of current operation including local committees and sites. DoE Reports from NEC/NBSAP and PA etc. *iTaukei* Reports, Forestry Reports on conservation etc.	Coordination between government Ministries/ Departments for long term/ sustainability of training and awareness. Government to consider inclusion of environment studies/INRM in school curriculum	
Output 3.2.3: Empowered communities arising from participation in: a) formulation of management plans; b) alignment of community livelihoods with local priorities; c) development of market-based instruments by the project, including PES d) monitoring and reporting back on local project activities to CMC	Communities actively engaged in conservation and sustainable resource based economic activities.	Catchment plans in identified sites .Current structure of *iTaukei* village community plans DoE/NBSAP Reports. Agriculture and Forestry Reports. Biophysical and Livelihood information. Micro financing information-small and medium sized enterprises	Catchment Management Plans in all sites formed with the input of communities for ownership/ commitment, relevant to their needs, creating economic opportunities.	DoE/NBSAP, Provincial/ community reports/ Land Use and Forestry and Biophysical data	Some expertise required at community level for commercial, market and economic services and finance literacy.	
Outcome 4.1: ***Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices***	Information, knowledge and lessons learnt during the project is shared widely, in a timely manner, both within Fiji, in other Pacific Island countries undertaking R2R projects and globally	Information on R2R approaches, its technologies and benefits are little known and poorly understood in Government and by resource owners and user and the general populace. An exception would be the Land Use Planning Section, and recipients	Key decision makers in Fiji Government, relevant professionals in concerned Departments, NGOs and private sector are progressively better, and well informed by project end, on approaches, needs and	Written knowledge management protocol and communications strategy. DoE website (information portal) which is easily accessible and includes all relevant information on R2R project, lessons learnt and	That vital information generated through the project including both positive and negative experiences will be properly documented and provided to web site administrator.	

		of its training programs. The general importance of maintaining forest cover and biodiversity, soil conservation farming practices, protection of mangroves are understood at a general level.	benefits for integrated catchment management, biodiversity conservation and development of forest and blue carbon stocks through the R&D activities of the project, and through a well-formulated and implemented KM protocol and communications strategy	with links to other relevant websites (including other IW:LEARN, Government Departments, CROP agencies, Conservation NGOs) other R2R projects in the Pacific Islands and elsewhere – key documents downloadable in PDF format. Annual progress reports documenting all project media, communications and reports. Reports of exchange visits between communities to inspect project activities.	That sufficient resources are allocated for developing, maintaining, updating the information portal, including well beyond the life of the project. That the target audience will have inclination, time, fast and reliable internet access to make use of information portal	
Output 4.1.1: Information portal established for easily accessible data and information on biodiversity, forests, coasts, land and water management practices, including climate change	DoE website (information portal) well-designed with relevant information and links, functional, regularly updated and well-used by target audiences	R2R approaches, technologies and benefits are little known and poorly understood in Government, by resource owners and users, and the general population. An exception would be the Land Use Planning Section, and recipients of its training programs. The general importance of maintaining forest cover and biodiversity, soil conservation farming practices, protection of mangroves are understood at a general level. Information relevant to the R2R projects undertaken by partner organizations and other relevant government departments are not easily accessible and discoverable.	DoE website (information portal) which is easily accessible, well-maintained and includes relevant information on R2R project, lessons learnt and with functioning links to other relevant websites (including other Government Departments, CROP agencies, Conservation NGOs) other R2R projects in the Pacific Islands and elsewhere – key documents downloadable in PDF format.	A knowledge management protocol is developed and implemented Discoverability and accessibility of the portal by primary users is greatly improved Website hits will be monitored on a monthly basis using various online verification tools DoE website. Website statistics.	Sufficient resources are allocated for developing, maintaining, updating the information portal, including well beyond the life of the project. A suitable person is able to recruited to the position of knowledge management officer	
Output 4.1.2: Overarching communications strategy,	Easily accessible and discoverable information on	Access to technical information and best practices is limited	Key decision makers, relevant professionals, resources	R2R project public communications (listing and	That the best field practitioners will also either have or make	

including selection and creation of appropriate knowledge products (brochures, flyers, videos) on all thematic/focal areas and best practices developed and disseminated through appropriate channels, including community meetings, site exchanges, and local and international print and broadcast media outlets	sound natural resources management, use and conservation; including information on best agricultural, forestry, land, water and mining practices and on matters which damage catchments (logging not following code, agriculture which leads to soil erosion, poorly practiced and regulated gravel extraction, bad mining practices notably dumping spoils directly into waterways	communities. In addition, limited action-orientated information is published in newspapers and/or reported through other popular press (TV and radio). NB. Fiji popular press coverage on natural resources management and related conservation issues is noticeably better than many other developed and developing countries	owners and general public are provided with relevant information on (at least) monthly basis through popular media on relevant catchment and natural resources issues, with access to more detailed reports and information through DoE website	physical copies available for review	time to write up and communicate their lessons and findings; and that these will be in language that is readily comprehended	
Output 4.1.3: Community leaders, YMSTs, resource owners, associations (women, youth , faith-based), farmers, educators and students better informed of best R2R land-use practices through program of learning exchange visits within catchments and, to and from neighboring catchments	Best practice R2R sites being utilized for educational and awareness purposes. R2R lessons spread and adopted in other catchments	Few field visits undertaken, mainly by limited number of Government officials as part of international meetings and incidentally by villagers travelling for different purposes	Frequent visits being undertaken to best R2R practices field sites, especially from those in adjacent and nearby catchments to educate and raise awareness among community and association leaders, landowners, farmers, educators and students	Reports on visits undertaken, both progress reports and those of participants	Demonstrable improved and results of best practices will only start to become evident towards the end of the project, including for LMMA, forest plantings and conservation farming/agroforestry practices	

ANNEX –EVALUATION OF LOGFRAME

Project Strategy	Indicator[1]	Baseline Level[2]	Level in 1st PIR (self-reported)	Midterm Target[3]	End-of-project Target	Midterm Level & Assessment[4]	Achievement Rating[5]	Justification
Objective:	Tracking Tool BD 1: Improved management effectiveness of existing and new protected areas Tracking Tool BD 2: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation Tracking Tool LD 1: Sustained flow of services in agro-ecosystems Tracking Tool LD 3: Integrated landscape management practices adopted by local communities Tracking Tool SFM/REDD+. Sustainable Forest Management Objective 1: Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services Tracking Tool CC 5. Promote	Increasing human pressures on natural resources (aggravated by climate change and environmentally invasive species), are resulting in ongoing forest and land degradation in many parts of Fiji, with associated increased soil erosion, flash flooding, chemical and nutrient runoff, water pollution and deterioration of associated riverine, estuarine and marine resources.		N/A	At six catchments have sound catchment management plans which promote better integrated natural resources management and which have been adopted and being implemented by Government agencies, private sector, NGOs and resource owners and users. Multi-stakeholder catchment management committees successfully operating in at least four catchments (Ba, Labasa, Tuva and Waidina) Improved management of existing PAs and LMMAs. Expansion of PA system including in Tunuloa district (4,400 ha), Tuva catchment (1,300 ha) and Vunivia catchment (3,500 ha). Rationalization of existing FLMMA system including enhanced management and protection of LMMAs in in Ba (153,180 ha), Labasa (142,300 ha), Rewa (15,510 ha), Tunuloa (70,940 ha), Tuva (970 ha) and Vunivia (13,200 ha) and totaling 396,100 ha (covering mangroves, seagrass meadows and coral reefs) which directly and indirectly contribute to biodiversity conservation, fisheries enhancement and sustainable use of other mangrove ecosystem services Over the six R2R catchments: up to 20% of degraded grasslands (16,322 ha) recovering through reduction in fire; perennial vegetation		Marginally Satisfactory	Between October 2016 to June 2019 (more than halfway past the project duration), the cumulative progress is insignificant relative to the elapsed time and the expectations from a 4-year project.

[1] Populate with data from the LogframeLog frame and scorecards
[2] Populate with data from the Project Document

	conservation and enhancement of carbon stocks through sustainable management of land use, land-use change, and forestry Tracking Tool IW 3. Capacity Building: Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of trans-boundary water systems				established with no cultivation in riparian buffer zones - 15 m from major waterways and 5 m from streams. Agro–biodiversity documented and maintained in at least two priority catchments. Integrated landscape management practiced by local communities across the whole of the six R2R catchments (approx. 240,000 ha), including their participation and inputs into sound catchment management plans and multi-stakeholder catchment management committees. Key stress reduction measures are: 17,295 ha mangroves better managed, protected and restored; and 239,334 ha in six catchments under catchment management plans. The amount of CO_2 equivalents from emissions avoided and additional carbon sequestered (direct project lifetime) is 2,580,117 tonnes The number of hectares restored and enhanced is 18,527 ha and the amount of CO_2 equivalents avoided (direct project lifetime) is 1,739,980 tonnes Mangroves connected to R2R catchments better managed, protected and restored, with			

[3] If available
[4] Colour code this column only
[5] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

					a stable (17,295 ha) or increased area and in better condition.			
Outcome 1:	Indicator 1: Improved management effectiveness of existing and new protected areas	One viable, formal existing terrestrial PA (Sovi Basin 16,344 ha) and five extensive 'quasi protected' mangrove stands (6,785 ha), as part of a vast coastal area of LMMA (387,200 ha). Limited local management and protection. Variable knowledge of status of biodiversity conserved in PAs. Terrestrial: Sovi basin (16,344 ha); Natewa/ Tunuloa IBA (6,625 ha, with 4437 ha in Tunuloa district) – insecure protection status; Vunivia Catchment: (34 ha). Coastal: Tuva mangroves (710 ha); Rewa delta mangroves (8,636 ha); Labasa mangroves (approx. 3,000 ha), Ba mangroves (4,594 ha); Vunivia mangroves (355 ha). Mangroves are mainly located on state land, inadequately valued and protected by Department of Lands. Note: Priority Protected Area Network identified by PAC – but yet to be formally adopted and implemented by Government	On June 21, 2018 a special meeting was called by the Protected Areas Committee - Terrestrial working group to discuss the BIORAP assessments for Tuva and Tunuloa catchments. The areas for the BioRAPS for both catchments was discussed and approved by the committee with a detailed proposal to be submitted by the University of the South Pacific - Institute of Applied Sciences (please find attached as 'R2R Proposal to UNDP - Year 1). It was also noted that although the area for the BIORAPs covers an extended area to accommodate a whole of catchment approach, this will not affect the BIORAP budget as per the project document	NA	Three new terrestrial protected areas (9,200 ha) and six enhanced MPA/LMMAs (IUCN Category VI) (387,200 ha) and one new LMMA of 9,700 ha. Two additional comprehensive BIORAPS assessments Management plans developed and implemented for each PA.		Marginally Satisfactory	This component needs results monitoring and technical oversight as well as a policy forum for the work. It is being conducted as consultancies and is lacking a process and monitoring. 1 BioRap assessment completed for Tuva catchment Consultations completed with management plan for Tikina Noco (Rewa delta) drafted by Fiji Locally Managed Marine Areas (FLMMA) Areas in need of reforestation notably wastelands of African tulip and degraded open secondary forests in the Waidina subcatcment was identified with maps completed by the National Trust of Fiji, in collaboration with the University of the South Pacific's Institute of Applied Sciences (USP-IAS). Marine Resource Inventory Survey (MRIS) for Namuka/Dogotuki qoliqoli (Vunivia catchment) completed by Ministry of Fisheries with consultations and management plan. Marine biological surveys, taking into account catch per unit household, shark and sting ray surveys, completed by USP-IAS with data collected to contribute to identification and delineation of proposed community MMA's for Ba. To develop the Ba River (freshwater) qoliqoli management plan , the following data was collected by USP-IAS:

								a. Water quality and sedimentation b. Vertebrates and Invertebrates c. Mangrove nekton Mapping of potential mangrove replanting areas in Ba delta completed by USP-IAS. Vanua Votua qoliqoli committee established in coordination with World Wildlife Fund (WWF). Traditional Knowledge scoping and training for Votua qoliqoli also completed. A marine management planning workshop was completed by USP-IAS in collaboration with Ministry of Fisheries that would provide support to Macuata Cokovata qoliqoli committee and qoliqoli owners of Vanua Labasa and Wailevu to develop/review /confirm/ better plan location of MPA (LMMA & tabu areas) connected with Labasa River. A scoping exercise was completed to identify sites for river bank stabilization using vetiver grass within the Labasa catchment. This exercise was done in collaboration with Department of Waterways. A management planning exercise for 5 Tikinas/districts within Tuva catchment completed with management plans for the 5 tikinas/districts drafted by Conservation International (CI) Negotiations with eleven mataqali's to confirm interest to formalize existing terrestrial Protected Area in Tunuloa catchment completed in partnership with USP-IAS and NatureFiji-MareqetiViti (NF-MV) A draft report documenting the livelihood status and options for the project to consider for Fiji has been submitted by The Energy and Resources Institute (TERI)

	Indicator 2: Improved financial sustainability for terrestrial and marine protected area systems	Current protected areas generally have no formal management plans and are subjected to minimal management interventions, other than restrictions on harvesting. Information on biodiversity assets being conserved ranges from very good (Sovi) to limited (Tunuloa) Sovi Basin has an established Trust Fund which used as the legal financial instrument for other PAs in Fiji (including through R2R). User fees systems for FLMMAs are being trialed in Fiji. Fiji is well advanced with REDD+ readiness with policy developed and being enacted, but further discussions and legislation is needed. There have been very few thorough evaluations of ecosystem services in Fiji – Rao et al. (2013) found that the service functions of mangroves in Lami outweighed direct extractive functions by a factor of five. IUCN/MESCAL initiated a valuation of the Rewa Delta mangroves. Some analysis of ecosystem services will be undertaken in Fiji in 2014 through IUCN/MACBIO project. Considerable work has been undertaken on valuation of ecosystem services in other tropical, developing island countries which may be relevant to Fiji At least two user fees systems for FLMMAs are in operation in other parts of Fiji which can be studied and developed as model.	There has not been any progress in terms of a putting forward a draft 'User Fee System' document. However there are discussions on the subject derived from 'User Fee System' already in place in traditionally imposed marine managed areas.		Comprehensive valuation of biodiversity conservation and ecosystem services undertaken for Waidina (viz. Sovi basin PA, Wainavadu catchment) and Rewa Delta mangroves and seascape PAs. Rapid Assessment of Ecosystem Services for new/enhanced marine and terrestrial PAs in Ba, Labasa, Tunuloa, Tuva and Vunivia catchments.			The project is not communicating the payment for ecosystem approach. This work also need a focal point i.e. CI for inputs and results for all catchments. PIR, For Valuation of biodiversity, conservation, carbon sequestration, water catchments and ecosystem goods and services for Rewa delta mangroves and Waidina sub-catchment, consultations were completed in May, 2019 with a draft report submitted by The Energy and Resources Institute.

Outcome 2:	Indicator 3: Carbon stocks restored and enhanced in priority catchments	The estimated living (above and below ground) biomass in trees (native forest including mangroves, and plantations) at the start of the project is 49.55 million tonnes CO2 equivalents: Ba: 13.75 M tonnes Labasa: 5.56 M tonnes Rewa Delta 15.22 M tonnes Tunuloa: 1.77 M tonnes Tuva: 3.47 M tonnes Vunivia: 1.28 M tonnes Waidina: 8.49 M tonnes Map of each catchment showing different vegetation classes and areas	Besides the partners planning meeting held in March, 2018, two pocket meetings have been organised with the Ministry of Forests to discuss activities under component 2. Additionally, a meeting in Tuva was attended by the Coordinator - West, ELTECH Limited, a plant biomass company and Ministry of Forests personnel to discuss activities to be implemented in Tuva catchment. - Two nursery proposals have been submitted by the Ministry of Forests for the Rewa/Waidina catchments and the Labasa catchment. Processing of payment for the nursery materials is taking longer than envisaged since the project is required to liaise with the Ministry of Infrastructure and Transport to design and determine the correct materials to be procured. - The Project Manager is liaising with Ministry of Waterways on the incorporation of vetiver grass to prevent soil erosion in degraded areas of the upper catchments. - The Ministry of Agriculture is working with the Pacific Island Rainforest Foundation on the supply of indigenous tree and fruit tree species for food security purposes.		The target for reforestation and forest rehabilitation established during and by the project is: New plantings: 1,305 ha and Forest rehabilitation: 600 ha. A substantial area (up to 20% of grasslands) totaling approx. 16,322 ha in fire-prone catchments (Ba, Labasa, Tuva) to spontaneously regenerate to scrub/ woodland/ forest following education and awareness campaigns to reduce burning and promotion of assisted natural regeneration.		Marginally Satisfactory	This component needs results monitoring, coordination and technical oversight as well as a policy forum for the work. It is being conducted as consultancies and is lacking a process and monitoring. PIR, Work is starting -. SPC on board to set up. 2 mangrove nurseries were established in the Rewa delta /Waidina catchment (Nukui and Nakalawaca villages) with another 2 mangrove nurseries established in the Ba catchment (Natutu and Votua villages). In addition to mangrove planting, coconut seedlings have also been distributed for planting in Nakalawaca village. An initial draft of the reforestation plan for Ba highlands was completed by Pacific Island Rainforest Foundation (PIRF). A Land use capability mapping was partially completed by CI for Tuva catchment. As part of the 4 Million Trees In 4 Years Initiative, the Ministry of Forestry planted tree seedlings in the Tuva and Tunuloa catchments. The number of seedlings and status will be verified through a monitoring visit by the Project Team. Ministry of Forestry has engaged the Pacific Community (SPC) to assist with its reforestation programme in the six catchments. Negotiation on the contractual agreement between SPC and UNDP is currently ongoing.
	Indicator 4:	Forest legal situation complicated by having relevant	The FSC certification still pends and will be the first		Updated forestry legislation, with Fiji's key forest assets		Marginally Satisfactory	This component needs results monitoring, coordination and

	Sustainable forest management achieved through innovative market-based schemes	laws spread across multiple pieces of legislation. Legal situation with respect to REDD+ and carbon rights yet to be clarified. FSC certification has been under consideration for many years but has yet to be adopted. Fiji DoF has been actively working on forest certification schemes, but native forestry production operations have yet to be FSC certified. Fiji Pine Group is well advanced with its FSC Certification process and is currently involved in undertaking corrective actions including restoration of landslips and riparian zones. The Fiji Hardwood Corporation and Sustainable Forest Industries Ltd (the major mahogany processor) has been exploring alternative private forestry certification standards but these are costly and likely to have poor recognition in international markets. Currently 26 different forestry-related legislations with an FAO-executed GEF 4 project developing overarching forestry legislation. Ongoing policy and legal work includes: • REDD+ Readiness and Policy with draft Strategic plan • Policy area on establishment of comprehensive system of reserves and conservation areas, determining sufficient area as Permanent Forest Estate for sustainable forest management • Revision and Enforcement of the Fiji Forest	thing to be addressed (assisted by the project). Once the certification is attained, internationally recognized then the project will be able to follow through with Outcome 2.2. Please find attached a pdf'ed email concerning the priority of certifying the FSC (Email on FSC Yet to be Certified).		permanently protected and gazetted and providing an optimal range of services and products for resource owners, the general population, forest industry and Government.			technical oversight as well as a policy forum for the work. It is being conducted as consultancies and is lacking a process and monitoring. SPC - is involved in the activity to establish sample plots, annually measure and report on growth, survival and carbon sequestration in reforestation plantings of enrichment plantings, and impact of stand improvement activities, USP-IAS collected soil samples (as baseline) for analysis and has developed methodologies for verification with Ministry of Forestry. Consultation with Fiji Hardwood Limited and Fiji Pine Limited Completed on FSC completed with identification of an independent consultant to be engaged as a next step. The Pacific Office for WWF (World Wide Fund for Nature) will be seeing through this process of certification in quarter 4. A list of forestry policies and legislations that require updating was submitted by Ministry of Forestry. Pending the execution of the agreement between UNDP and Pacific Community (SPC), SPC will provide technical support to the Ministry of Forestry on these policies and legislations

		Harvesting Code of Practice to enhance SFM • Law on the conservation of mangrove ecosystems towards sustainable management The level of carbon presently stored in Fiji's forests has been estimated through a comprehensive national carbon stock assessment (above and below ground living biomass) by the DoF in 2010-11 which found a total carbon stock of 262 M tonnes of CO2 equivalent (comprised of 221 M tonnes in native forests, 27 M tonnes in pine plantation and 14 M tonnes in mahogany plantations), and not including mangroves. Fiji's forest carbon stock will be re-assessed by DoF in 2014. GIZ, SPC and FAO in collaboration with partners such as JICA and CIFOR have been running workshops, training programs, including field surveys and building capacity in DoF (including Senior staff, research and technical staff DoF staff well trained in REDD+ and MRV, including carbon inventory surveys Need for development and training in free, prior and informed consent (FPIC) processes for REDD+ for Government staff (including Forestry, Environment and TLTB)						

Outcome 3:.	Indicator 5 Integrated catchment management plans covering conservation of biodiversity, forests, land and water formulated and implemented in priority sites	The soils, vegetation and land use capability of most of Fiji, including Viti Levu and Vanua Levu, has been mapped and studied. However, only in a few cases has this information been used to inform rational land use planning and conservation actions, e.g. Tuva catchment (Land Use Planning) and Ra Province, Viti Levu (CRISP/ CORAL project). Available policy documents and implementation structure/process at national planning level. Baseline data on biophysical, demographic and socio-economic data gathered for each catchment during the PPG. This includes soil, geology and vegetation maps; demographic data for villages and settlements and socio-economic data. The Ministry of Strategic Planning with socio economic data and Population and HIES data is available with the Fiji Bureau of Statistics (FBOS) Catchment management planning well developed for Tuva catchment and Sovi Basin (tributary of Waidina), but not for other catchments The six priority catchments currently do not have catchment management committees. There is a functioning Catchment Management Committee for the Nadi River TAB already have some structures and systems on the ground through their YMST.	Divisional consultation meetings with R2R stakeholders in the Northern division were organised with the Commissioner - Northern Division taking the lead. Similar consultation meetings are planned for the Central division with the Commissioner - Central Division anticipated to take the lead.These consultation meetings will be important for making decisions and setting the direction on how catchment management planning could best proceed.		Land use planning and related decisions are well-informed, technically and scientifically sound (including by Government, landowners, private sector). Approved developments increasingly based on land use capability assessments; taking into account interconnectivity of landscape elements and hydrological system, and downstream impacts. National development consultation forums e.g. NEDC convened on regular basis for information and input of all stakeholders. Catchment management plans developed for Ba, Labasa and Tuva River catchments. Catchment management plan developed for the Waidina River and progressively extended to entire Rewa River catchment during the second half of project.			This component across all sites - needs results interpretation (demarcation of results per site) monitoring, strategic communications, coordination and technical oversight as well as a policy and learning forum for the work. It is being conducted as consultancies and is lacking a process and monitoring. Per PIR Socio-economic and demographic data collection for Waidina sub-catchment and Tuva catchment completed. Analysis is currently underway.

	Indicator 6: Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management	The National Environment Council (NEC), established under the National Environment Act (NEA) is the appropriate functioning body with encompassing TOR and wide representation from all relevant Ministries/ Departments as members. Establish and assess situation with land, water and forest management. Except for NEC/BD/NBSAP/CC consultations among Government Departments occurring on ad-hoc basis. National Economic Development Council (NEDC) no longer functioning. Some consultative forums discontinued. Weak linkages between Land Use Planning (Agriculture) and other Govt Departments. No clear implementation law, policy, regulation and structure in place in some areas. DoE and TAB/iTaukei short term training programmes. Government and donors provide scholarship for formal qualification. Tertiary institutions /universities conduct training courses, both formal and informal training. Catchment plans in identified sites .Current structure of iTaukei village community plans DoE/NBSAP Reports. Agriculture and Forestry Reports. Biophysical and Livelihood information. Micro financing information-small and medium sized enterprises	- Discussions between the Director of Policy development for Ministry of Waterways and the R2R Project Manager was initiated in May, 2018 where both parties have agreed on the need to work together on the development of a national policy on Integrated Natural Resources Management in collaboration with other keyline ministries.The next step is the development of a Terms of Reference for a consultant to develop the policy.		Pending establishment of an integrated natural resources policy, as an interim measure strengthen DoE/NEC with new/ additional NBSAP type model to encapsulate land, water, forest and fisheries conservation under its structure. Empowerment to TAB with additional resources. It has mainstreamed environment into its provincial operation e.g. Provincial Conservation officers and YMST		Marginally Satisfactory	Work just beginning. This component needs results monitoring, communications, coordination and technical oversight as well as a policy forum for the work. It is being conducted as consultancies and is lacking a process and monitoring. 1 Training of Roko Tuis and Assistant Rokos, on natural resources management completed in collaboration with Ministry of Itaukei Affairs and Itaukei Affairs Board. Report submitted. The Energy and Resources Institute (TERI) has been contracted with one of its deliverable being to develop an integrated natural resources and catchment management policy. A Tuva catchment committee, made comprised mainly of traditional landowners and leaders has been formed with its establishment and the identification of women representatives to be formalized. Through the Nadroga/Navosa Provincial Council. As part of the management planning exercise in the Tikina Noco, Rewa delta, representatives for each of the ten villages to the Yaubula Management Support Team (YMST) were identified.
Outcome 4	Indicator 5:	Information on R2R approaches, its technologies	- The recruitment of an Information Technology and		Key decision makers in Fiji Government, relevant		Unsatisfactory	

	Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices	and benefits are little known and poorly understood in Government and by resource owners and user and the general populace. An exception would be the Land Use Planning Section, and recipients of its training programs. The general importance of maintaining forest cover and biodiversity, soil conservation farming practices, protection of mangroves are understood at a general level. R2R approaches, technologies and benefits are little known and poorly understood in Government, by resource owners and users, and the general population. An exception would be the Land Use Planning Section, and recipients of its training programs. The general importance of maintaining forest cover and biodiversity, soil conservation farming practices, protection of mangroves are understood at a general level. Information relevant to the R2R projects undertaken by partner organizations and other relevant government departments are not easily accessible and discoverable. Access to technical information and best practices is limited communities. In addition, limited action-orientated information is published in newspapers and/or reported through other popular press (TV and radio). NB. Fiji popular press coverage on natural resources management and related conservation issues is noticeably better than many	Communications Officer is a vital step in the project's communication and advocacy effort. Whilst the first officer recruited for the position has resigned, another officer was recruited through UNDP on April 23rd, 2018. - The Terms of Reference for the KM committee was reviewed and approved by the Project Steering committee. - The Terms of Reference for the Communications and Visibility Strategy development Consultancy has been submitted for vetting to the Principal Accounts Officer of the Ministry of Local Government, Housing and Environment. - To raise public awareness, the project engaged the services of Ministry of Information to leverage support from the local media during the project's vehicle launch in January, 2018. The event was broadcasted through television, local newspapers and through social media. While the last public information of the project was published in 2017 after the R2R inception workshop, the publishing of new information on the vehicle launch was crucial in informing the public and R2R partners of efforts by the Ministry of Environment as the national executing agency to progress forward with implementation.		professionals in concerned Departments, NGOs and private sector are progressively better, and well informed by project end, on approaches, needs and benefits for integrated catchment management, biodiversity conservation and development of forest and blue carbon stocks through the R&D activities of the project, and through a well-formulated and implemented KM protocol and communications strategy			This component is very weak. It is holding expected results but also is hosting the cross cutting area for support to programmic implementation. This work needs strategies and resources for implementation- IT, KM, Capacity building. Monitoring and Education Learning. UNDP can support RPMU with strategies for each of these cross cutting areas by bringing in consultancy or dong it with team as part of its cofinancing. Terms of Reference for the knowledge management advisory committee completed and approved by the R2R Project Steering Committee. Meeting to convene once the Communications officer is recruited. Department of Environment/Ministry of Waterways and Environment website is currently under final stages of construction. Once completed, the project would be able to provide project updates through the website In collaboration with UNDP's Resilience and Sustainable Development Facebook page and twitter, the project has been able to provide field updates from the project team as well as implementing partners Pull up and hanging banners developed and procured highlighting the project outcomes and objectives. These have been displayed at National Environment Council, and at R2R divisional consultation events. The position of communications consultant to develop a communications and visibility

		other developed and developing countries Few field visits undertaken, mainly by limited number of Government officials as part of international meetings and incidentally by villagers travelling for different purposes	- The ridge to reef logo was launched during the National Environment Council meeting held on March 8th, 2018 in the presence of Senior Government leaders and where they had the opportunity to listen to what Fiji's R2R logo represented and promoted. This was an important highlight for the project as it provided an opportunity for important Government partners such as the Ministries of Forests, Fisheries, Agriculture and Lands and Mineral Resources to be made aware of Fiji's R2R brand					strategy for the project was advertised but with only 2 applications. The position will be re-advertised.

[i] Per Pro Doc-. However, hitherto none of these efforts, studies, and recommendations have crystallized into the adoption of a whole-of-Government/R2R approach for integrated catchment management of natural resources in Fiji. Accordingly, the GEF 5 STAR Fiji Ridge-to-Reef Project will be of a pioneering nature. Getting all departments working effectively together will be paramount.