



## TERMINAL EVALUATION REPORT

Project

*Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms  
(PIMS #: 4727)*

**Executing Partner:** Department of Environment (DoE) at the Ministry of Waterways and Environment (MoWE)

**GEF Agency:** UNDP

**GEF Focal area:** CD-2, CD-3

**Country:** Fiji

**Region:** Asia Pacific

**Evaluation Period:** Nov2020-Feb 2021

**Date of Evaluation Report:** 7 March2021

**Team Members:** International Consultant Leandro Fernandez

## **Acknowledgments:**

The evaluator would like to acknowledge the support of the UNDP during the remote conduction of this evaluation. The Evaluator would also like to extend special thanks to the personnel of the United Nations Development Programme and the Government of Fiji who supplied key information and support in setting up interviews.

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## **Acronyms and abbreviations**

APR	Annual Progress Report
AWP	Annual Work Plan
CB2	Capacity Building 2
CBO	Community Based Organization
CCCD	Cross-Cutting Capacity Development
CDM	Clean Development Mechanism
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species
CO	Country Office
COP	Conference Of Parties
CPEIR	Climate Public Expenditure and Institutional Review
CRISP	Coral Reefs Initiative for the Pacific
CSO	Civil Society Organization
CTI	Coral Triangle Initiative
DOE	Direction of the Environment
DSA	Daily Subsistence Allowance
EIA	Environmental Impact Assessment
EMA	Environmental Management Act
FIRCA	Fiji Islands Revenue and Customs Authority
FLMMA	Fiji Locally Managed Marine Protected Area (Network)
GEF	Global Environment Facility
HACT	Harmonized Approach to Cash Transfers
ITTA	International Tropical Timber Agreement
IUCN	International Union for Conservation of Nature
LMMA	Locally Managed Marine Area (Network)
MASLR	Ministry of Agriculture, Sugar and Land Resettlement
MCO	Multi-Country Office
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MEA	Multi-lateral Environmental Agreement
MFAIC	Ministry of Foreign Affairs and International Cooperation
MFSPNDS	Ministry of Finance, Strategic Planning, National Development and Statistics
MoWE	Ministry of Waterways and Environment
MOA	Ministry of Agriculture
MPI	Ministry of Primary Industries
NAP	National Action Plan

NBSAP	National Biodiversity Strategy and Action Plan
NCCCC	National Climate Change Coordination Committee
NCSA	National Capacity Self-Assessment
NEC	National Environment Council
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NIP	National Implementation Plan
NLCSC	National Land Care Steering Committee
NSAP	National Strategy and Action Plan
PB	Project Board
PBIF	Pacific Biodiversity Information Forum
PES	Payment of Ecosystem Services
PICCAP	Pacific Islands Climate Change Assistance Programme
PICT	Pacific Island Countries and Territories
PIF	Project Identification Form
PII	Pacific Invasive Initiative
PILN	Pacific Invasive Learning Network
PIR	Project Implementation Review
PMU	Project Management Unit
POP	Persistent Organic Pollutant
PPG	Project Preparation Grant
RCU	Regional Coordinating Unit
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee
SIDS	Small Islands Developing States
SNC	Second National Communication
SPREP	Secretariat of the Pacific Regional Environment Programme
TWG	Technical Working Group
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCLOS	United Nations Convention on the Law of the Sea
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change

## Executive Summary

### Project Summary Table

Project Details		Project Milestones	
Project Title	Capacity Building for Mainstreaming MEA Objectives Into the Inter-Ministerial Structures And Mechanisms of the Fiji Government – Fiji CCCD Project	PIF Approval Date:	10 Jun 2013
UNDP Project ID (PIMS #):	4727	CEO Endorsement Date (FSP) / Approval date (MSP):	11 Aug 2014
GEF Project ID:	5166	ProDoc Signature Date:	26 March 2015
UNDP Atlas Business Unit, Award ID, Project ID:	Atlas Award: 00083221 Atlas Output: 00091812	Date Project Manager hired:	17 October 2016
Country/Countries:	Republic of Fiji	Inception Workshop Date:	26 October 2016
Region:	Asia & Pacific	Mid-Term Review Completion Date:	N/A
Focal Area:	Multi-Focal Areas	Terminal Evaluation Completion date:	16 March 2021
GEF Operational Programme or Strategic Priorities/Objectives:	CD2 To generate, access and use information and knowledge CD3 To strengthen capacities to develop policy and legislative frameworks	Planned Operational Closure Date:	25 March 2018
Trust Fund:	GEF TF		
Implementing Partner (GEF Executing Entity):	Department of Environment (DoE) at the Ministry of Waterways and Environment (MoWE)		
NGOs/CBOs involvement:	National Environment Council (NEC)		
Private sector involvement:	N/A		

Financial Information		
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	0.25	0.25
Co-financing for project preparation	N/A	N/A
Project	at CEO Endorsement (US\$M)	at TE (US\$M)
[1] UNDP contribution:	0.11	0.11
[2] Government:	1.065	0.1
[3] Other multi-/bi-laterals:	0	0
[4] Private Sector:	0	0
[5] NGOs:	0	0
[6] Total co-financing	1.175	2.1
[7] Total GEF funding:	0.611	0.254
[8] Total Project Funding [6 + 7]	1.786	0.464



## **Project Description**

The project was designed with the objective of integrating and institutionalizing inter-ministerial decision-making to ensure MEA implementation. This objective was designed to be achieved through two components:

1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns: This first component will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Fiji that not only meets national priorities, but also global environmental obligations. This component will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, civil society, private sector and academia.
2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks: This component will focus on reconciling and strengthening the set of legislative instruments - inclusive of key national policies and programmes – that are used to govern environmental management and ensure that these instruments are aligned with Fiji's MEA obligations. This will help Fiji to improve its compliance with various related MEA, particularly the three Rio Conventions. This outcome will be achieved through a set of three outputs: the revision of the legislation instruments in place to manage the environment; the strengthening of the monitoring of the environment to be fully in line with Rio Convention reporting obligations; and, the identification of sustainable financing mechanisms for environmental protection and conservation. Activities supported by the project in this area will also build and collaborate with existing initiatives undertaken by the government, the non-government sector and also through the support of donors' activities.

### Evaluation Rating Table

The project got delay during its inception phase. The Project managed to deliver some of the outputs and has had several achievements.

The overall performance of the project is rated as “moderately satisfactory” taking into account the challenges and shortcomings in the achievement of its objectives. The table below shows the ratings against each criterion set for assessing project performance (in accordance with the UNDP/GEF Project Terminal Evaluation Guidance, 2020):

**Table 1: Rating Project Performance**

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	Moderately Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	Moderately Satisfactory
3. Assessment of Outcomes	Rating
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory
4. Sustainability	Rating
Financial sustainability	ML
Socio-political sustainability	ML
Institutional framework and governance sustainability	L
Environmental sustainability	ML
Overall Likelihood of Sustainability	ML

### Summary of Conclusions, Recommendations, and Lessons learned

The Project has had a remarkable and sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs in Fiji. The Project facilitated the implementation of a set of capacity development, public awareness, and measures aimed at targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Conventions provisions as they apply to their respective roles and responsibilities to implement associated development policies in Fiji.

The Project is very much recognized and respected by the Government of *Fiji*. It is considered very relevant to the national context and to the UNDP programmatic direction. Many positive results have been already achieved at the national and local levels. There are many strong and positive indications for potential sustainability, but more efforts are needed to mobilize the needed fund for follow-up activities. Based on the ongoing discussion between UNDP and the GoF, the project’s minutes of meetings, project’s review meetings, and government commitment prospects for sustainability are almost certain.

**Table 6. Recommendations Table**

Rec #	TE Recommendation	Entity Responsible	Time Frame
A	Category 1: Project achievements and challenges		
A.1	<i>Ensure legislation and policies are effectively revising addressing MEAs obligations.</i>	MoWE, Fiji Environment Law Association, Solicitor General's Office, MFSPNDS, MOA	End of 2022
A.2	<i>Finalize the guidelines for Sustainable financing mechanisms</i>	MoWE	End of 2022
A.3	<i>Conduct a meeting of MEA high level staff to discuss combined reporting, monitoring and how it can be managed in the future.</i>	MFAIC, MFSPNDS, MoWE, MOA	ASAP
B	Category 2: Gender equality and women's empowerment		
B.1	<i>The role of women in the management of natural resources in Fiji is critical. It is recommended to strength gender mainstreaming into all Rio Conventions and other MEAs related projects in Fiji.</i>	Fiji Government; UNDP	Without limit to time frame
C	Category 3: Actions to Follow Up or Reinforce Initial Benefits from the Project		
C.1	<i>Having successfully mainstreamed the Rio Conventions into the policy and planning frameworks, it is important to realise that these gains remain fragile and will need to be supported, expanded and adapted for some time to come. The work to enhancing the capacity of relevant policy and institutional stakeholders to enable environmental indicator monitor and compliance with the three Rio Conventions and other MEAs in Fiji has just begun through this Project. It still at the early stages hence other UNDP and Government of Fiji initiatives and projects should continue working on the upgrading of the national capacity, the infrastructure, and project's deliverables produced to ensure that the Country will build on the Project's Objective and results.</i>	MoWE, UNDP.	Without limit to time frame
C.2	<i>Mainstreaming Rio Convention in decision-making process capacity presently has limitations to meet the actual needs at the Country level. It is recommended to continue working on the upgrading of the national capacity in order not to meet the needed demand created under the project.</i>	Government of Fiji, UNDP, Other development partners	Without limit to time frame
C.3	<i>The project does not have an Exit Strategy. To enhance project sustainability an exit strategy needs be created to inform participating stakeholders and beneficiaries of project closure and develops a comprehensive strategy to achieve the long-term goal. It is recommended that the project identified a roadmap for the way forward focusing on the critical milestones to be met in the future. This roadmap should also include the key achievements supported by the project. It would also help MoWE to keep this priority on its agenda for the years to come.</i>	MoWE	ASAP

C.4	<i>It is recommended that the project should organize a Terminal Meeting/Workshop inviting all known stakeholders and others who may have an interest in the project's products, services and other benefits. At the Workshop, the DoE could outline the gains made by the project and seek an expression of interest from specific stakeholders for taking over and sustaining each gain.</i>	MoWE	ASAP
C.5	<i>It is recommended to develop a project concept to foster Rio Conventions synergies and resource mobilization in Fiji.</i>	MFSPNDS, MoWE, MOA,	2021
D	<b>Category 4: Mobilization of stakeholders and participation of the civil society.</b>		
D.1	<i>Continue engaging stakeholders and supporting enhanced inter-agency communication at the national level. One of the successful results of the project was the forging of relationships between Focal Points as well as stakeholders</i>	MFAIC, MFSPNDS, MoWE, MOA, UNDP, CSO	Without limit to time frame
D.2	<i>Promote a consistent approach from Rio Conventions (and MEAs generally) in their reporting and implementing process</i>	MoWE, MOA, UNDP, CSO	Without limit to time frame
D.3	<i>Continuously strengthen capacity building interventions, particularly with local stakeholders</i>	MoWE	End of 2021

### ***Lesson learned***

The absence of timely and well-developed adaptive management measures had not helped to avoid project delay and wasted some of the existing opportunities that would have helped to provide solutions to the different problems and challenges that the project has faced.

As a CCCD Project, that is a multi-focal and multi-sectoral, it needs special attention during the project design, implementation and monitoring, and evaluation. UNDP should provide a lot of support at the project development and inception phases to ensure the proper design of the project and then a proper launching during the inception phase

Implementation challenges and changes were faced by the project. A lesson to be learnt from these challenges is the importance of conducting comprehensive capacity assessments of the executing agency in terms of capacity to manage the project but also to implement certain activities in-house.

Improving coordination among the Focal Points, especially in countries where the Focal Points are housed in completely different Ministries became a key area for lesson learned.

## Introduction

Terminal Evaluations (TEs) are integral components of the UNDP-supported GEF- financed project cycle management. This report for the TE of the UNDP/GEF Project “**Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms**” (hereafter called “Project”) covers the main items that a TE report should include according to the UNDP/GEF terminal evaluation guide<sup>5</sup>. The TE was carried out in three phases: a desk review and preparation of evaluation inception report; 2) remote engagement with the implementing and executing agencies 3) draft and finalize the TE report and share with the concerned stakeholders for review and feedback.

### *Purpose of the Evaluation*

According to UNDP and GEF evaluation policies and procedures, this Project is required to undergo a terminal evaluation upon completion of implementation. The TE is envisioned to provide evidence-based credible, useful, and reliable information. The TE produces a set of recommendations and a list of lessons to help guide future design and implementation of GEF-funded UNDP activities and contributes to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

As required, this TE is based on a performance assessment approach guided by the principles of results-based management. The evaluation reviews the implementation experience and achievement of the project results against the Project Document endorsed by the GEF CEO, including any changes made during the inception phase, and tracks impact per the project’s outcome as listed in the Project’s Logical Framework. The contribution of this project is evaluated with reference to the achievement of the project outcomes and the overall objective.

### *Scope and Methodology*

The TE is founded on evidence-based information that is credible, reliable and useful as requested by the UNDP/GEF. It must follow a participatory and consultative approach and focused on ensuring close and continuous engagement with key government counterparts, UNDP Country Office and UNDP/GEF team, project team, and key project stakeholders. It was carried out in strict adherence to the Terms of Reference received (**Annex 1**). The TE considered:

- **Project Management** including project preparation and implementation,
- **Log-Frame (LF) and Project Strategy**: with special focus on the project’s log frame to examine the rationale behind the project’s design and consider how the strategy – the various outcomes – contributed to the project’s strategy for achieving the objective and overall GEF goal,
- **Adaptive Management Framework**: the TE examined the overall project strategy, objective, outcomes, outputs, and activities and consider whether and the original strategy represented the best scenario. The TE examined also the risks and assumptions that the project had based its strategy upon and assess their validity and the way in which the project, has responded and managed these risks, and
- **Project Performance**: the evaluation reviewed the project’s performance over its lifetime. The TE assessed the effectiveness of the individual activities; the effectiveness of the various activities in achieving the Outcome, and; the effectiveness of the various Outcomes on achieving the Objective.
  - i. assess the effectiveness of the project in developing the technical skills to collect

data and transform these information into knowledge at: the individual level and; the organizational level.

- ii. assess the project's contribution to developing a holistic framework of monitoring and evaluation systems that strengthens the institutionalisation of lessons learnt and best practices from interventions to decision-makers and policy makers;
- iii. assess the project's contribution to the collection, collation, analysis of environmental data and making these environment information available to local level stakeholders to understand complex dynamic nature of global environmental problems and to assist in developing local solutions and;
- iv. assess the project's contribution in building the Government of Fiji's capacity to monitor and evaluate environmental programs that assists in putting together comprehensive national reports to fulfill the government's obligation to the multi-lateral environmental agreement (MEA).

### ***Overall Approach to the Final Evaluation***

The TE needs to provide a basic evaluation service for project's audiences (DOE, UNDP, GoF, GEF, etc.). The TE worked alongside the project management team, DOE, UNDP CO and other partners to look critically at the projects progress against the stated objective, outputs, and indicators contained in the log- frame and identify the strengths and any weaknesses that may exist and map out any future interventions. Therefore, the evaluation provided feedback at all points of the evaluation; explained the findings of the evaluation of the project team prior to the presentation; provided a final feedback presentation and the final TE report. Hence, the TE includes:

***Inception Phase:*** it involved desk reviews of project-related documentation. The documents were mainly provided by the UNDP and Project team:

- Project document
- Annual progress reports
- Project financial reports: CDRs, AWP, quarterly request for NEX advances.
- Project technical deliverables,

List of documents reviewed is provided in Annex 2.

As part of this phase, a TE Inception Report (IR) was prepared and submitted to UNDP for approval on November 2020; it included:

- A preliminary itinerary for the remote engagement (Annex 3) with a tentative list of interviewees was included, based on the project document.
- An evaluation matrix was developed, was used during the remote engagement to guide the interviews with the project's stakeholders (Annex 5).

***Remote Engagement Phase:*** Considering the remote conduction of the TE due to pandemic COVID-19 travel restrictions, a remote engagement phase was held from December 2th to February 6 2021. This phase include remote engagement of available stakeholders, using "semi-structured" interviews and focus groups sessions, with a key preset of questions tailored to each interviewee in a conversational format. The questionnaire aims to provide answers to the evaluation matrix questions and indicators (Annex 2). Triangulation of results, i.e. comparing

information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders will be used to corroborate or check the reliability of evidence. This phase will follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries, academia and CSOs. Engagement of stakeholders is vital to a successful TE. Since it is not possible, in the limited time available for this Evaluation, to meet all of the stakeholders involved in the wide range of Project activities, some sampling of the total is required. A provisional itinerary of interviews is attached in annex 1.

***Terminal Evaluation Report Preparation Phase:*** following the remote engagement phase, all information/data collected were carefully reviewed and analyzed in accordance with the UNDP Project Evaluation Methodology. The information was compiled, summarized, and organized according to the evaluation criteria and ratings. Analysis will be provided in matrices and tables to be best present findings and key recommendations, using a result based management approach. Follow-up interviews were conducted as necessary. Accountable information and stakeholders' opinions with associated sources and assumptions given were used to draft the TE report that was submitted to UNDP for review and further processing. A draft report will be prepare and submitted to UNDP CO to check for inaccuracies, and subsequently circulated to all project partners and key project stakeholders to go through the review process. Questions and comments on the draft TE Report received from UNDP CO will be consolidated and incorporated into the final Report. According to the UNDP/GEF Evaluation guide, UNDP Country Office bears the responsibility to circulate the report to key project's partners for review. All comments, thoughts, corrections and observations on the TE report will be consolidated in one document called "audit trail- AT" which will be submitted along with the TE report. In addition to the comments, the AT will contain the TE opinion on the received comments, whether addressed or not and why. The final TE report will describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.



### Milestones and deliverables





## **Ethics**

The Consultant maintained clear impartiality and independence at all stages of the evaluation process and taken into account all the views received from stakeholders, applicable towards any activity related to planning, gathering, organization, processing and assessment of information; as well as facilitation of the evaluation results according to the TOR and rules agreed with UNDP. The Evaluator has respected the right of institutions and individuals to provide information in confidence and the sources of specific information and opinions in this report are not disclosed except where necessary. This evaluation report aims to provide transparent information on its sources, methodologies and approach. The evaluation was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the evaluator has signed the Evaluation Consultant Code of Conduct Agreement form (Annex 6).

## **Limitations**

The evaluation was carried out over a period of 25 consultant days; including preparatory activities, remote engagement, extended desk review, and completion of the evaluation report.

Due to COVID-19, this TE has been conducted remotely. The inability to travel to Fiji for the in-country mission due to international travel restrictions was a major constraint to the evaluation as such a mission is fundamentally critical to elicit first-hand information and insights on project activities and their performance on the ground, and provides opportunities for in-depth interactions with stakeholders and direct observation of project activities, which are crucial for triangulation and to stimulate thinking and analysis.

In lieu of the in-country mission, virtual consultations were conducted with a number of key informants. In general, remote consultations via internet platforms functioned satisfactorily but remain a proxy to actual face-to-face interactions with the stakeholders. Additionally, some of the remote consultations were affected by poor internet connectivity and technical glitches, and had to be rescheduled. Interviews were conducted online through videos when possible or audio when the internet bandwidth was limited. Despite that it is not as efficient as face-to-face interviews, the Evaluator was able to collect evaluative evidence and triangulate the collected information to ascertain how well the project has met its expected targets.

The second limitation relates to the fact that this evaluation was conducted almost a year after the project ended. In this time (and even during the project implementation), many of the key people had moved on and are no longer working in the same positions. This made it difficult to track some people down, as well as expect them to take time to review the project and take part in interviews. As a result, many of the project partners and implementers were no longer contactable. Similarly, meetings with all members of the project team could not be arranged. This had limiting factors on the evaluation. Conducting a Terminal Evaluation too long after a project has ended poses limitations on the quality of the evaluation.

Nevertheless, within the context of these resources, the evaluator assumes that the information obtained over the course of the evaluation time period is representative.

## Project Description and Development Context

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### *Project start and duration*

The Project was planned to start on **March 2015** for a period of 3 years with a planned closure date of **March 2018**. The Project Appraisal Committee (PAC) meeting took place on 12 September 2014. All parties signed the Project Document on **26<sup>th</sup> March 2015**. The recruitment of the project management team (PMU) took a few months, as the project manager was on board in **November 2016** while the Project finance and administrative assistant joined in November 2017.

The PMU organized the Project Inception Workshop (IW) on **26<sup>th</sup> October 2016**. The Project Inception Report (IR) was also prepared in **January 2017** and shared with all stakeholders who attended the IW. 34 participants attended the IW, represented different ministries, departments, government agencies, research institutions, universities, NGOs, civil society and international organizations. During the IW, the team managed to present and discussed the first project annual work plan and the associated budget revision.

Due to the delayed commencement, the project was officially extended and was approved by the UNDP GEF on 30 January 2018, with no cost, till **25 September 2019** to allow the completion of the remaining activities.

### *Development Context*

Fiji is fully committed to meet its obligations under the MEAs and the proposed project is intended to facilitate an important step towards developing the capacities for an effective national environmental management framework.

Fiji is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Fiji ratified both the Convention on Biological Diversity (CBD) and the Framework Convention on Climate Change (FCCC) on February 12th 1993 and then the Convention to Combat Desertification and Drought (CCD) was ratified on August 26th 1998. Fiji ratified important protocols under the Rio Conventions in later years, namely:

- a. The Cartagena Protocol on Biological Safety to protect biodiversity from the potential risks posed by genetically modified organisms (GMOs) resulting from modern biotechnology. Fiji ratified the Protocol on June 5th 2001 and entered into force on 11th September 2003.
- b. The Kyoto Protocol commits its Parties by setting internationally binding emission reduction targets. Recognizing that developed countries are principally responsible for the current high levels of GHG emissions, the Protocol places a heavier burden on developed nations under the principle of “common but differentiated responsibilities”. Fiji ratified the Protocol on September 17th 1998 and came into force on February 16th 2005.
- c. The Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region also known as the Waigani Convention (similar to Basel Convention but includes radioactive waste) to ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific

Region. SPREP functions as the Secretariat. Fiji ratified the Waigani Convention on April 18th 1996.

- d. Convention on the International Trade in Species of Wild Fauna and Flora (CITES) to protect endangered plants and animals and to ensure that international trade in specimens of wild animals and plants does not threaten the survival of the species in the wild. Fiji ratified CITES on September 30th 1997.
- e. The Stockholm Convention on Persistent Organic Pollutants to eliminate or restrict the production and use of persistent organic pollutants (POPs). Fiji signed the Convention on June 14th 2001 and ratified it on June 20th 2001.
- f. The Ramsar Convention (formally, the Convention on Wetlands of International Importance, especially as Waterfowl Habitat) to stem the progressive encroachment on and loss of wetlands, recognizing the fundamental ecological functions of wetlands and their economic, cultural, scientific, and recreational value. Fiji has one site with a surface area size of 615 hectares designated for the Ramsar list. Fiji ratified the Convention on August 11th 2006.
- g. The International Tropical Timber Agreement (ITTA, 2006) to "promote the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests and to promote the sustainable management of tropical timber producing forests". Fiji is a producer member of the International Tropical Timber Organization, which was established under the ITTA; it ratified the Agreement on April 23rd 2010.

Fiji has also demonstrated commitment to other global environmental priorities by ratifying the following International Conventions:

***Other global environmental agreements ratified by Fiji***

Name of the Convention	Ratification Date
Convention on Fishing and Conservation of Living Resources of the High Seas	March 25th 1971
United Nations Convention on the Law of the Sea (UNCLOS), also called the Law of the Sea Convention or the Law of the Sea treaty	December 10 <sup>th</sup> 1982.
Convention on Conservation of Nature in the South Pacific known as the Apia Convention	September 8 <sup>th</sup> 1989
The Convention for the Protection of the Natural Resources and Environment of the South Pacific Region (1986), known also as the Noumea Convention along with its 2 Protocols - the "Dumping" and the "Emergencies" Protocols	September 18 <sup>th</sup> , 1989.
The Vienna Convention for the Protection of the Ozone Layer	October 23 <sup>rd</sup> , 1989
The Montreal Protocol on Substances that Deplete the Ozone Layer	October 23 <sup>rd</sup> , 1989
The Convention Concerning the Protection of the World Cultural and Natural Heritage	November 21 <sup>st</sup> 1990

***Problems that the project sought to address***

The Government of Fiji completed its NCSA during the period 2006-2010. This project was developed in direct response to the most critical constraint affecting the implementation of

MEAs as identified in the NCSA, which, through its endorsement by the National Environment Council (NEC) in early 2010, prioritized cross-cutting capacity issues related to the implementation of the Rio Conventions. The Project was also designed to be complementary to other related projects under implementation in Fiji, including those supported by the GEF. Given these factors, careful attention was given to coordinating project activities in such a way that activities are mutually supportive, and opportunities capitalized to realize synergies and cost-effectiveness. Thus, the project was designed to strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions.

The Project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change, and land degradation, the achievement, and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). It is also aligned with the 2013-2017 United Nations Development Assistance Framework (UNDAF) for the Pacific Region. The complementary UNDAF Multi Country Action Plan, which was signed by Fiji on 26th March 2013, contains a shared approach by the fourteen Pacific Small Island States which allows UN Agencies to focus their program delivery and results at both sub-regional or country level, while generating synergy between both levels through the more effective platform of resource mobilization. The following UNDAF outcomes will be specifically met by this project:

- Environmental Management, Climate Change and Disaster Risk Management: Fiji has built up greater resilience and further enhanced its capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk reduction;
- Governance and Human Rights: Fiji has regional, national, local and traditional government systems that are strengthened to exercise the principles of good governance, including upholding of all human rights. The UNDAF Multi-Country Action Plan complements the above outcome-level UNDAF and represents the common operational plan for implementing fourteen individual UNDAF Country Results Matrices (including Fiji's matrix) that have been developed to address the specific priorities and fit the circumstances of each Pacific Island country which include their commitments around the Millennium Development Goals (MDGs) and other international obligations.

Through the successful implementation of this project, Fiji's institutional and human resources were supposed to be strengthened in order to help implement MEAs and national policy instruments in a manner that fully reflects Rio Conventions principles and obligations.

The Ministry of Waterways and Environment (MOWE) was proposed as the executing entity for this project, and the project was developed in accordance with agreed policies and procedures between the Government of Fiji and UNDP. The Project is implemented by the Department of Environment (DoE)/ Ministry of Waterways and Environment (MOWECC). With the support of UNDP, DoE was supposed to establish the necessary planning and management mechanisms and facilitate government decision-making to catalyze implementation of project activities and timely delivery of project outputs.

The Project was considered strategic in that the project responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the project was designed to facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.

The Project document identified the below-listed substantial barriers that impede Fiji for achieving its sustainable development goals at the institutional level (as stated in the Project

Document, page 24):

Fiji conducted a NCSA assessing capacity issues, capacity needs and finally capacity priorities in the environmental area particularly in areas related to the implementation of the Rio Conventions (UNFCCC, CBD and UNCCD). This extensive assessment identified thematic environmental issues. These thematic issues were then reviewed together across the three thematic areas and crosscutting capacity constraints were identified as well as ways to address these constraints and effectively promote linkages and synergies across the conventions and meet their respective requirements obligated by the Parties.

The following specific cross-cutting capacity-related issues were identified after a comparative analysis of the needs for fulfillment of each of the three conventions in Fiji was made:

1. Policy and Legislation
2. Institutional Networking
3. Performance and Reporting Requirements
4. Financial Mechanisms
5. Systematic Research and Monitoring
6. Training and Education
7. Raising Awareness
8. Capacity Building (Institutional Strengthening)
9. Cross-cutting (individual) Projects

Consultation workshops carried out in three of Fiji's four divisions assisted in identifying priorities using the selected cross-cutting related issues. Within those cross-cutting issues, the following key weaknesses were identified as challenges in meeting the Rio conventions obligations:

- Lack of comprehension and fulfillment of convention requirements
- Lack of appropriate mandates across government ministries
- Poor policy linkages
- Information collation and dissemination; information sharing
- Reporting mechanisms – to stakeholders and on the conventions
- Financial support
- Capacity enhancement
- Research strategy and project monitoring
- Levels of awareness and participation
- Education and training

The main output of the NCSA is the National Strategy and Action Plan (NSAP 2010) to meet prioritized needs and a mechanism for monitoring and evaluating progress made in meeting those needs. The NSAP provides a set of recommended strategies and programmes for capacity development in which support and assistance of both the Fiji Government and Donor Agencies is required for capacity development to better address the three thematic areas of the Rio Conventions. Out of the six programmes provided by the NSAP, the NEC chose to endorse the

second programme “Projects Addressing Cross-Cutting Issues” which consists of the following seven projects:

- Review and formulate relevant legislations and policies;
- Promote and establish cross-sector cooperation;
- Establish proper performance and reporting mechanisms;
- Establish sustainable financing mechanisms;
- Establish a systematic research and monitoring system;
- Develop and support relevant training and education;
- Strengthen communication and awareness raising.

### ***Immediate and development objectives of the project***

The Project Document lists the project goal as being “The goal of this project is to contribute to national development strategies by being an operational catalyst towards improving institutional and legislative frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to be more aligned with global environment commitments made by Fiji.”

The achievement of the goal and objective were organized around two linked components/outcomes:

- I. Integrate inter-ministerial decision-making process for the global environment
- II. Strengthen Fiji’s environmental legislative framework

### ***Reconstructed Theory of Change***

The project did not have a Theory of Change developed during its design phase and the project outcomes and outputs do not relate to an explicit Theory of Change. However, the inclusion of a Theory of Change in UNDP ProDocs was not a requirement during the development of the project. Nevertheless, the ProDoc does contain the main elements of a ToC, including a clear definition of the problem to be addressed and its root causes, desired outcomes, an analysis of barriers to and enablers for achieving outcomes and consideration of how to address barriers. The project was designed with the aim of contributing to the removal of these barriers, using longstanding foundational approaches to natural resource management.

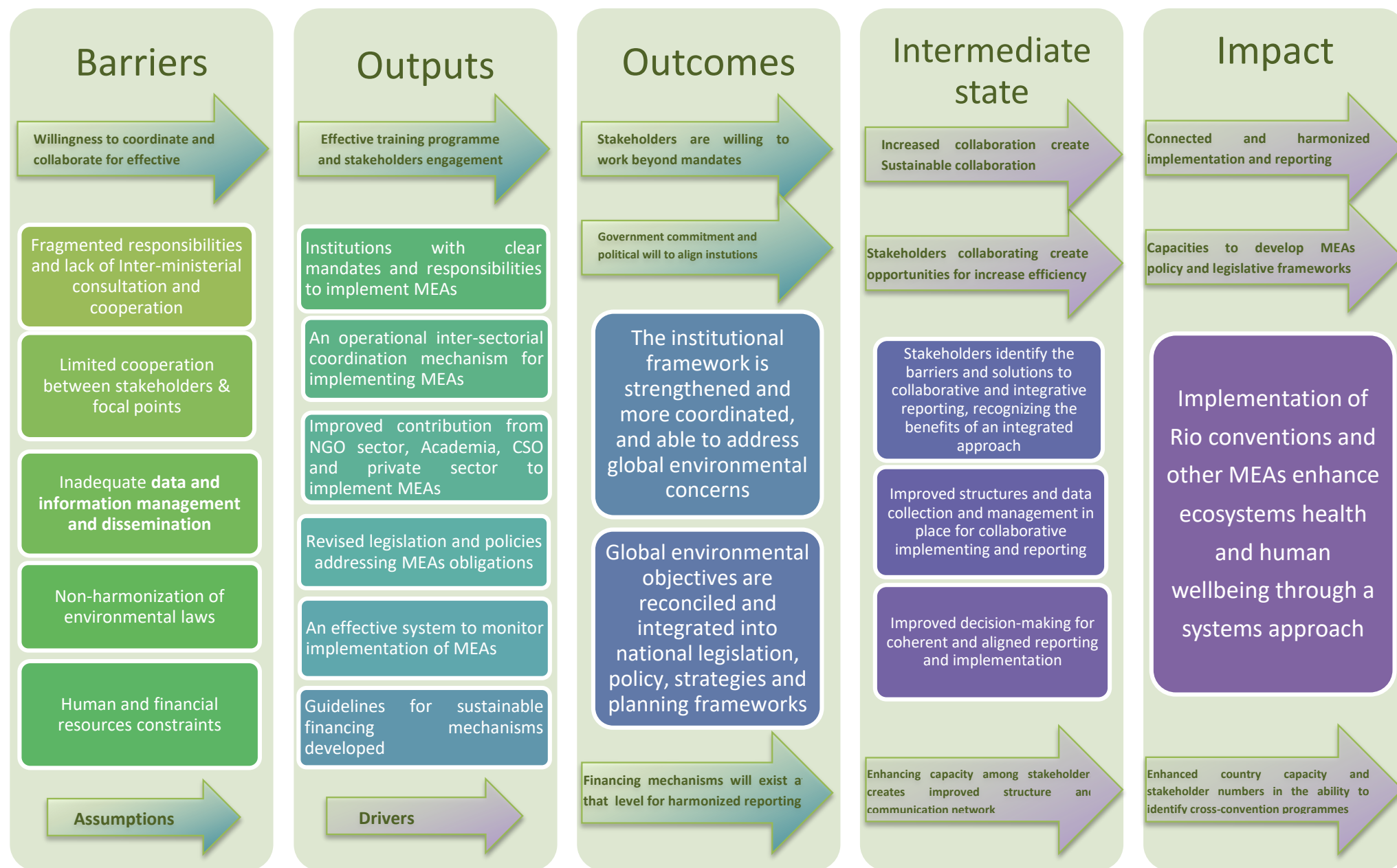
UNDP evaluations of projects that were designed when the Theory of Change (ToC) was not a prerequisite at design phase, have to reconstruct a TOC to identify and understand the conditions necessary for the outcomes to actually contribute to yielding the overall impact.

A ToC of the project intervention was reconstructed by during the TE. The ToC of the project described the processes of change by outlining the causal pathways from outputs through direct outcomes towards expected impact (environmental and social benefits target of the project). Changes are mapped as a set of interrelated pathways, showing a credible sequence of events that includes major barriers and enablers to transformation.

The overall strategy of the project was underpinned by three main theories-of-change (TOC).

Through the TOC, the Evaluator attempts to identify 'intermediate states/outcomes' that are necessary transition zones for the project's planned outcomes to reach the intended higher-level impact. For the CB2, the long-term, higher-level impact, is that the 'Implementation of Rio Conventions and other MEAs enhance ecosystem health and human wellbeing through a systems approach'. The analysis of the impact pathways was conducted in terms of the 'assumptions' and 'drivers' that underpin the processes involved in the transformation of outputs to outcomes to impacts via the intermediate states. The drivers are the significant external factors that are expected to contribute to the realisation of the intended impacts and can be influenced by the project. The assumptions are external factors that are expected to contribute to the realisation of the intended impacts but are generally beyond the control of the project. A theory of change for the CB2 project is presented in the next figure.







### ***Expected Results***

Overall, the expected results from this project will ensure that Fiji develops its capacity to meet its global environmental commitments. The Project intended to strengthen institutional and technical capacities to meet and sustain Rio Convention objectives in Fiji. It was also expected that the project will improve technical capacities for reporting on Rio Conventions implementation in Fiji. The expected achievements of this project are a set of improved capacities to meet and sustain Rio Convention objectives in Fiji through improving national coordination and the enabling environment.

The project was designed to help the Government on developing the capacity of key institutions involved in environmental management in Fiji and improving the coordination of all government and non-government actors involved, and create the enabling environment to strengthen the environmental governance framework.

The project was designed to complement other related projects under implementation in Fiji, including those supported by the Global Environment Facility (GEF) and to mutually support other activities to realize synergies and cost-effectiveness.

The design was based on a comprehensive analysis of a set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Hence, it was expected that the Project will “contribute to enhancing the institutional, individual and systematic capacities around key national institutions mandated to manage the rich Fijian natural resources. It will ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country in order to make informed decisions on the protection and conservation of the environment in Fiji; hence contributing to global environmental benefits.

### ***Total Resources***

The total approved resources in the project were estimated at USD 1,786,364 of which USD 611,364 constituted the grant funding from GEF and USD 1,175,000 to be co-financed.

### ***Main stakeholders***

The main stakeholders related with the project were the DoE staff, technical staff of partner ministers and organizations, legal officers, community leaders as well as a range of other stakeholders. Training and awareness rising provided strengthening of stakeholders and other social actors’ understanding and value of the Rio Conventions, the legal framework and other related issues under the project. The project implemented a learning-by-doing process to increase the ability of stakeholders to diagnose, understand and transform information and knowledge into local actions.

The Project, at its design stage, generated a good stakeholder analysis given the strong emphasis on participation placed during project preparation. As part of the stakeholder analysis and participatory approach embedded in the design period, group discussions and consultations were held with a series of diverse stakeholders. The CB2 intervention has been formed in a participatory manner involving extensive consultation with national counterparts, responding directly to national gaps and priorities identified within this process. Stakeholders include not only national and regional agencies but also donors, civil society organizations, non-governmental organizations as well as local relevant actors. The ministries and major departments, divisions and institutions that participate in the overall institutional environment (primary stakeholders) are presented in more detail below:

**Main Stakeholders**

Stakeholder	Role
The Ministry of Waterways and Environment (MOWE)	<ul style="list-style-type: none"> <li>• MOWE is the focal point of the GEF.</li> <li>• Provide the technical support required to implement the project at all levels of society in Fiji.</li> <li>• Ensure alignment of the project outcomes to all MEAs to which this project supports, at the MEA level, in accordance to national priority needs</li> </ul>
Ministry of Primary Industries (MPI) (including the Department for Agriculture, Fisheries & Forestry)	<ul style="list-style-type: none"> <li>• MPI is the lead institution of the agricultural sector. It will guide the integration of environmental priorities into the agro-industry productive sector, fisheries sector and forestry sector.</li> <li>• It is the national focal point for UNCCD.</li> </ul>
Ministry of Foreign Affairs and International Cooperation (MFAIC)	<ul style="list-style-type: none"> <li>• MFAIC is the agency for Fiji's relations with all foreign Governments and international organizations.</li> <li>• It is the national focal point for UNFCCC.</li> </ul>
Ministry of Finance, Strategic Planning, National Dev & Statistics (MFSPNDS)	<ul style="list-style-type: none"> <li>• MFSPNDS is in charge of national and regional development plans, improving governance in the short, medium and long terms, advising the executive power in decision-making strategies.</li> <li>• It plays a key role in the project promoting and coordinating the project objectives into the National Planning System.</li> </ul>
National Environment Council (NEC)	<ul style="list-style-type: none"> <li>• NEC to implement various environment programs throughout Fiji in collaboration with NGO sector, Academia, CBO/Faith based organizations and private sector.</li> </ul>
NGOs	<ul style="list-style-type: none"> <li>• Provide technical inputs and supports necessary and relevant from the relevant NGOs relevant portfolio and core functions/purposes.</li> <li>• Provide advice and guide linkages to any existing environmental resources database to the national focal points ministries.</li> </ul>
Academia (USP, FNU and other academic institutions)	<ul style="list-style-type: none"> <li>• Provide technical inputs and support in terms of academic research on relevant environmental issues.</li> <li>• Provides advice based on information and findings about Environmental research to NEC</li> </ul>

**Key partners involved in the project**

Key partners of the project were identified at project formulation stage and their respective roles in project implementation were adequately defined in the Management Arrangements section of the project document. The project was executed by Department of Environment (DoE) at the Ministry of Waterways and Environment, as executing agency, working with support from the UNDP as implementing agency. The project strategy identifies Government Ministries and their subsidiary agencies and departments that are authorized to oversee compliance with key environmental legislation as key project partners. A management structure was determined with key stakeholders; namely the Ministry of Environment (focal point for UNCBD); Ministry of Foreign Affairs and International Cooperation (focal point for UNFCCC since 17/03/2014) and the Department for Agriculture (focal point for UNCCCD).

## Assumptions and Risks

Ten assumptions and risks were set out in the ProDoc. They were classified as financial, operational, political, and regulatory risk. Managing risks should have been an integral part of the project design, instead the risk assessment was superficial and did not reflect the complex nature and interrelated mechanisms of this intervention. A proper risk assessment should have considered a risk matrix, including both the likelihood of the event and the potential impact on the project. It also should have included hazards identification, vulnerability and exposure assessment, and a solid mitigation plan integrated into the core of project design. External shocks, such as global economic crises, diseases outbreaks or climate disasters, were not identified at the ProDoc, consequently, there was no mitigation plan in the case of their occurrence. The ProDoc lacked to properly allocated resources to give a robust response to the most relevant risks.

## Findings

### Project Design/ Formulation

The project design is considered very relevant to the **Government's** global environmental obligations, national plans, and strategies. The Project is functioning in a policy framework that includes, among others: the *National Adaptation Programme of Action* (NAPA); The Fiji National Biodiversity Strategy and Action Plan 2017– 2024 (NBSAP) (Fiji NBSAP); Pacific Invasive Initiative (PII), Pacific Invasive Learning Network (PILN), Coral Reefs Initiative for the Pacific (CRISP); the *National Action Plan* (NAP) to address Land Degradation and; Fiji's National Climate Change Policy – 2012; The National Climate Change Adaptation Strategy (NCCAS); *The Joint National Action Plan (JNAP) for Climate Change Adaptation (CCA) and Disaster Risk Management (DRM)*; *The Fiji 20-year Vision 2016-2036 (KV20)*; Fiji's National Development Plan (NDP).

The Project was relevant to Sub-Regional UNDAF<sup>1</sup> Outcome 1.1: Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management (Strengthen knowledge and information management, risk assessment and reporting capacities in environmental, climate and disaster risk management for greater evidence base in decision-making), and to Fiji UNDAF Outcome 1.1: Resilience strengthened at national and community level through integrated sustainable environment management, climate change adaptation/ mitigation and disaster risk management.

The project was relevant to UNDP Regional programme. Under the area “environmental management, climate change and disaster risk management” UNDP support the resilience of communities in the region to cope with climate change, and will implement strategies that integrate environmental management, climate change adaptation and mitigation, and disaster risk reduction. Furthermore, the project also was very relevant to contribute to enhance environment data that would feed into the timely development of the State of the Fiji National Environment Report on an annual and four year basis.

It also conforms to Programme Framework 4 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for calls “*strengthening of capacities to implement the Rio Conventions*

<sup>1</sup> The United Nations Development Assistance Framework (UNDAF) for the Pacific Sub-Region is a five-year strategic programme framework that outlines the collective response of the UN system to development challenges and national priorities in the 14 Pacific Island Countries and Territories (PICTs).

*through improved national environmental management.”*

The Project Document followed the standard UNDP/GEF Project document structure. It included 2 components/outcomes, 16 outputs, activities per output and defined targets and indicators.

The Project Document was successful in addressing five main cross-cutting capacity issues and barriers and defining the way to deliver sustainable impact by addressing the critical need to *enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs* by developing institutional capacities for management of the global environmental conventions, developing human resources to mainstream Rio Conventions obligations, and raising awareness of the linkages between Rio Conventions and sustainable development.

The Project Document included the required level of details concerning the project log-frame (LF). The comprehensive public awareness programme made a proper link between the global environmental issues; climate change, biodiversity, and desertification and to the national socio-economic development priorities.

### ***Analysis of the LogFrame (LFA)/Results Framework (Project logic/ Strategy, Indicators)***

**LFA:** The Logframe was reviewed at the beginning of the project during the inception phase, but no changes were made. The PMU and UNDP CO used the original Logframe in their planning and reporting.

Essentially the LF followed the GEF format. It included targets at the outcome and output levels. The Project design was sensible, starting with capacity assessments and then assisting the government to enhance their environmental legal and institutional framework.

However, targets at the outcomes level are not smart enough to help the Project Team in the project’s monitoring and evaluation. This resulted in some weaknesses in the LF in defining targets and indicators at the outcomes level at the TE. Table 2 provides an overview of the TE assessment of the project’s LF and how “SMART” the achievements are compared to the defined end-of-project targets.

**Strategy:** The Project Document established a rational strategy to enhance institutional capacities to manage environmental issues and implement global conventions and help define and develop environmental management standards in Fiji. The Project strategy focused on strengthening institutional capacities for management of the environment, work towards standards for good environmental management, and enhancing management capacities for implementation of convention guidelines and reporting. The strategy was a well-rounded plan; it addressed the apparent barriers, challenges, and risks, and coherently identified the basis for a plan of action. The project, thus, has made considerable progress towards achieving the project’s Objective. Furthermore, the strategy survived through to the inception phase and effectively remains the strategy for the project, as there have been no revisions to the log-frame. The targets achievement per the end of the project as formulated during project development-are generally SMART, with some exceptions.

**Table 2: Overview of the Terminal Evaluation of the Project's Log-frame**

Criteria	TE comments
<b>Specific</b>	The LF relates to the project components and outputs and defines corresponding indicators per component/output. Most of the indicators are specific and target-oriented at the output level.
<b>Measurable</b>	Indicators at the output level are linked to measurable targets. However, no quantifiable targets are listed for outcomes.
<b>Achievable</b>	Indicators are achievable within the proposed timeframe.
<b>Relevant</b>	Indicators are relevant and correspond to the project's objectives and outputs.
<b>Time-bound</b>	Most of the indicators are linked to a specific timeframe at the outputs level.

### ***Assumptions and Risks***

The Project was designed to respond to the capacity constraints and barriers defined in the NCSA assessment. For each expected results at the objective, outcomes and outputs levels, ten risks and assumptions were identified during project formulation stage. The risks included political, technical, operational, and financial risks.

### ***Lessons from other relevant projects incorporated into the project design.***

The project will build upon existing strategies of the government. The need for better coordination and an enabling environment addressing fully MEA obligations was identified as national priorities during the NCSA process. This project is, therefore, a full response to these needs; it will address these identified capacity gaps. Lessons learned from other relevant projects were incorporated in the Project design. Additionally, the project conforms to several projects and programs implemented by the DoE, GEF, and UNDP. Government representatives and other stakeholders were involved in the collaborative analysis, planning, and implementation of management plans for the global environment. In the first instance, the project strengthened local and regional management capacities for improved global environmental management. These were supported by a holistic policy and cost-effective program framework. From a top-down perspective, the project strengthened the needed institutional capacities.

### ***Stakeholder participation***

Stakeholder involvement in this project began with the National Capacity Self-Assessment that took place between 2006 and 2010. The NCSA was implemented an extensive consultation process that involved government ministries and agencies, local government, research organizations, academia, NGOs, civil society, local communities, media, development partners, and other relevant stakeholders. Although the project comes several years after the NCSA, there is still institutional memory and commitment of stakeholders, many of whom were consulted in the development of the project during the project preparation phase. Through the NCSA, stakeholders were able to review environmental issues, take stock of progress in addressing these issues as guided by the Conventions, identify gaps in implementation and meeting of

obligations, identified causes of these gaps and determined actions to enhance capacity and address the gaps.

The project was developed based on intensive consultations with key stakeholders and has managed to develop some of the critical partnerships with stakeholders at the national mainly with the DoE and national entities responsible for capacity development at the national and regional level. Relationships with these key stakeholders appeared to be pleasant and there is considerable support. The TE would have expected to see more evidence of partnerships with organizations involved in different fields in relation to the Rio Conventions, such as the academic sectors, private sectors, and national and international non-governmental organizations and development partners. The involvement of the project's key stakeholders has been limited to attending various training workshops, meetings, and project's technical committee. *“Beneficiary feedback, which may be anotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making”.*

The general conclusion, project management has achieved respectable partnerships with relevant stakeholders. The project management has successfully managed to engage most of the key stakeholders and targeted groups listed in the project document.

### **Replication approach**

According to the Project document, the project's approach for replication includes:

- the institutional sustainability of best practices for mainstreaming and implementing the Rio Conventions with national sustainable development planning frameworks are ensured through learning lessons and replication;
- the institutionalization of the training and methodologies would have built a strong baseline of technical capacities;
- The goal of the program was to ensure all government staff is adequately sensitized to the role of natural resource management and national obligations under the Rio Conventions;
- The replication of project activities was strengthened by the project implementation arrangements
- The stakeholders' involvement learn-by-doing exercises should be replicated for other sectors so that over time the full breadth of sustainable development priorities have benefitted from Rio Convention mainstreaming.
- The project will provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national forums, etc. As a result, it should ensure its sustainability but also it's up-scaling to rural areas of Fiji, including other islands.

### **Gender responsiveness of project design**

The ProDoc indicated that “Every effort will be made to incorporate gender issues in the implementation of this project”. Nevertheless, a gender analysis and action plan was not prepared at the project preparation phase, and none of the performance indicators in the project results framework were disaggregated by gender. The project was not gender sensitive during most of its life cycle and activities.

### **Environmental and social safeguards**

The project document does not outline any risks related to social and environmental issues. Annex 6 of the ProDoc outlines the Environmental and Social Review Criteria, which basically



stated that no further environmental and social review was required.

### ***UNDP comparative advantage***

The Government of Fiji and UNDP CO have worked jointly on implementing the NCSA project and other key initiatives in relation to the environment, sustainable development, good governance, and disaster risk reduction. The UNDP, as the GEF Agency, was selected for this project based on its vast experience in supporting capacity development efforts in Fiji as well as its presence and experience at regional and global levels. UNDP's ability to provide the needed technical expertise in designing and implementing this kind of project, which is multi-sectoral, in addition to its in-country presence, its key role with regards to advocacy, all these comparative advantages helped UNDP to be in a prime position to provide Fiji with the needed support. Furthermore, the UNDP comparative advantage lies in its experience in integrating policy in national processes, policies, and frameworks, and in developing/designing and effectively implementing capacity development initiatives as well as sharing good practices and lessons learned from other countries in the region and around the globe.

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

The project was hosted at the DoE. The DoE is managing several projects, and this has facilitated the work of the Project by sharing lessons learned, sharing financial and technical resources, and providing the needed logistical and technical support. These projects include inter-alia: Safeguarding Marine and Terrestrial Biodiversity in Fiji (SAMBIO); Strengthen capacity to ensure transparency of action implemented and support received to implement Fiji's Nationally Determined Contributions (NDCs) and Low Emissions Development Strategy (LEDS); Strengthening Fiji's Network of Locally Managed Marine Areas (LMMAs) to Support Globally Significant Marine Biodiversity; Community-based Integrated Natural Resource Management Project; Building Capacities to Address Invasive Alien Species to Enhance the Chances of Long-term Survival of Terrestrial Endemic and Threatened Species on Taveuni Island and surrounding Islets; Implementing a "Ridge to Reef" Approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji (Fiji R2R); Discovering Nature-based Products and Build National Capacities for the Application of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing". Also, the project was implemented under the UNDP Environment Portfolio which is responsible for implementing several ongoing projects and programs. The Project's team members were collaborating with their colleagues from other projects.

This project will also make an important contribution to Fiji's pursuit of low-emission and climate resilient development (LECRD). Specifically, this project will support the implementation of the Environment Act 1999 (as amended 2007) and the relevant regulations including the Ozone Depletion Substances (ODS) and will add value to existing environment projects that Government of Fiji is implementing in Fiji through DoE, such as the Implementation of Montreal Protocol on ODS, the International Climate Change Adaptation Initiative (ICCAI), the Fiji National Biodiversity Strategies and Actions Plan, the Programme of Work on Protected Areas, the Phoenix Islands Protected Area (PIPA).

### **Management arrangement**

The Project is being implemented under a national implementation modality (NIM), following the NIM project management implementation guidelines agreed by UNDP and the Government of Fiji. The DoE is the designated Executing Agency (EA) and main beneficiary. UNDP is the Senior Supplier and the GEF Implementing Agency responsible for transparent practices and appropriate conduct. UNDP has the Project Assurance role, which supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. The Executive is represented by a senior official of DoE, as an individual representing the project ownership to chair the group. The Secretaries from other line ministries (as part of the Development Coordinating Committee (DCC) represents the Government of Fiji and act as the Senior Beneficiaries of the Project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans, and institutional mandates. The project management arrangements were developed in the Project Document, presented and agreed during the inception workshop. No changes were adopted during the inception phase, and hence, the Project has followed the proposed structure in the project implementation. The project management arrangement can be summarized as follows:

- The Project Implementation Agency is UNDP.
- The Project is following the NIM modality.
- The executing agency is DoE.
- The DoE appointed it Director as the National Project Director.
- A Project Manager (PM) is responsible for daily management and actual implementation and monitoring of the project and is accountable to the UNDP Specialist and the National Project Director.
- The project team has its project office in the premises of the DoE.

### **Project Implementation**

The TE consultant has reviewed and assessed the project implementation arrangement and its adaptive management. The following aspects of project implementation have been assessed: the changes to the project design and project outputs during implementation- adaptive management; Partnership arrangements (with relevant stakeholders involved in the country); Feedback from M&E activities used for adaptive management; Project finance; Monitoring and evaluation; design at entry and implementation, and UNDP and Implementation Partner Implementation/ execution coordination, and operational issues.

Achievements of project implementation and adaptive management have been rated in terms of the criteria above at a six-level scale. The following paragraphs provide a complete review and justifications for the rating of the results. The rating and a description of that rating are summarized in the TE Ratings & Achievements table 1.

**Inception Phase:** According to the UNDP/GEF project management guidelines, the inception phase is considered as an opportunity to unite the project management team, to define the current and near-future status of the project, to discuss and review the project strategy with stakeholders, to put in place the necessary logistics, to develop the first Annual Work Plan (AWP) and to review and refine the Project Logical Framework (LF). The major output of the inception phase should be the Inception Report (IR) and the first AWP, which, on an agreement with the Project Board, should form a necessary flexible basis for implementation. The IW discussed the project's log-frame, work-plan, and have proposed making the needed modifications to the LF,



however, no changes were reflected in the IR or the project document.

### ***Adaptive Management***

Since the project started a few months later than the planned date due to the difficulties in hiring the project team and the need to follow the Government procedures for new projects, the project team did introduce a few adaptive management measures to overcome the barriers and constraints facing the project's implementation.

The TE consultant observed management measures taken by the Project, these measures were discussed and agreed upon during different Project steering committee meetings.

### ***Partnership arrangements***

The Project has established several key partnerships with the main stakeholders, DoE, and other key partners like MPI, MFAIC. The project was hosted at the DoE, this has helped the project to be very close to other projects and initiatives led by the DoE. As a result, the Project was able to build up synergies with other initiatives developed supported by key international donors including other UNDP/GEF projects.

The Project Document made a clear reference to the role of key project stakeholders in project implementation and partnership, these "Taking an adaptive and collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities". Accordingly, the Project should cooperate with a wide range of stakeholders as listed in the project document. These include government agencies, non-governmental organizations, international development partners, donors, local and national non-governmental organizations, and academia. The project managed to include many stakeholders in the project's technical working groups and committees as well as in the comprehensive training program implemented. The overall conclusion is that project management has achieved an acceptable level of partnership with the relevant national stakeholders, but the established partnership could have been stronger.

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

The monitoring role of the UNDP was satisfactory as the Project Assurance has been active in assisting in the preparation of the project quarterly report and annual progress reports, monthly reports, as well as in preparing for the project review, development of the project AWP, budget reviewing and follow up on the international consultants' works and quality of the deliverables. However, it was observed that there have been several critical weaknesses in the monitoring of the project cycle. Risks and issues were updated on a regular basis/quarterly basis. UNDP CO and the UNDP/GEF Regional team were actively involved in reviewing project's reports; annual, quarterly, and monthly review reports. As a result, these reporting tools were discussed and acted upon at the project's review meetings.

### ***Project Finance and co-finance***

As indicated, the implementation modality of the project to allocate, administer and report on project resources is the UNDP support to NIM (National Implementation Modality) approach;

that is project activities are carried out by the project management team in partnership with the DoE/MoWE, the national executing agency for the project.

In line with the UNDP/GEF TE guide, the TE has assessed the differences between the actual expenditure and the leveraged financing and co-financing during the TE presented in Table 4, which provides an overview of the budgeted expenditures of the GEF Project of US\$611,364. As of June 2020, *US\$ 274,894.35 about (44.99%)* of the project total budget has been disbursed.

The project budget includes US\$ 1,065,000 from the Government of *Fiji* as an in-kind and in-cash contribution.

The co-financing commitments at the outset of the project totaled the amount of USD 1,175,000 with USD 1,065,000 from MoWE (9.4% in kind and 10.6% in cash) and the rest (USD 110,000) from UNDP in kind. The review noted that these two commitments were confirmed by official letters at the outset of this project. Complete co-financing expenditure information was not received for the evaluation and thus the evaluator can only assume that either reporting was weak or co-financing in the form that was committed was not realised.

The Government of Fiji had made a large in-cash co-financing commitment in project design of which the majority was not realised, at least in terms of expenditure reporting made available to the evaluator. As of the time of this terminal evaluation, no reported figures were found by the Evaluator. Despite no reporting was available on co-financing, the Evaluator confirmed that Government of Fiji has contributed some in-kind and parallel resources to the implementation of this project. Their involvement in project activities such as PB meetings, workshops, office overheads and utility costs of the PMU, government staff time dedicated to project activities, government staff field travels to monitor and backstop project activities, and logistics involved in organizing project-related meetings and other events are a clear evidence to their in-kind contribution. Nevertheless, the realization of in-kind contribution from MoWE is difficult to ascertain in monetary terms in the absence of any cost tabulation.

Similarly, expenditure reporting for the majority of the co-financing contribution from UNDP was also not available for the evaluators to assess where exactly the co-financing was used to achieve project results. The project was actively supported by the UNDP CO, by being involved in project activities such as PEB meetings, workshops, and conferences and also by overseeing the planning and implementation of the Project.

The GEF Co-financing Policy requires GEF Partner Agencies to report on materialized co-financing according to source and type during project implementation and at project closure. Information on co-financing contributions and financial audits was not collected in a systematic manner and was not available during the TE. The project did not receive disbursements totaling more than or equal to US\$300,000 in any of its implementation years. This meant that according to the UNDP's Programme and Operations Policies and Procedures (before the current revisions of early 2021), under the subject of Financial Management and Implementation Modalities Harmonized Approach to Cash Transfers, the US\$300,000 threshold on cumulative disbursements in a year was not surpassed at any time to trigger an audit for the project. In addition, the GEF grant was monitored through the UNDP's Atlas system.

**Table 3: Project Budget and Expenditures (US\$)**

Difference between planned and actual (US\$)									
Project Component	Budget Approved		Disbursed as of June 2020						
		2016	2017	2018	2019	2020	Total spent	% of budget	
TOTAL GEF	611, 364	32,595.49	93,084.78	76,504.64	70,813,80	989.99	274,894.35	44,99	336,105,65

**Table 4: Co-financing of Project Partner (US\$m)**

Co-financing(type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	N/A	N/A	1.065	0.1	N/A	N/A	N/A	0.1
Loans/Concessions	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
In-kind support	0.11	0.11	N/A	N/A	N/A	N/A	0.11	0.11
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Totals	0.11	0.11	1.065	0.1	N/A	N/A	1.175	0.21
Sources of Co-Financing	Name of Co-financier		Type of Co-financing			Investment Mobilized		Amount (US\$m)
Fiji Government	MoWE		In-Kind			Investment mobilized		0.1
Donor Agency	UNDP		In-Kind			Investment mobilized		0.11
Total Co-Financing								0.21

## ***Monitoring and evaluation: design at entry and implementation***

### ***M&E Design at Entry***

The project document included the standard UNDP/GEF budgeted monitoring and evaluation plan with a specific budget, timeframe, and responsible parties. UNDP holds the responsibility of following up on the M&E plan which is supposed to be conducted in accordance with the established UNDP and GEF procedures. A total of US\$ 47,500, about 7.8% of the total GEF grant was allocated for the M&E activities. Evidently, this amount is enough to conduct the proposed M&E plan. In addition to the standard M&E plan, all standard UNDP/GEF M&E tools were included in the project document, including the log-frame, indicators, targets, inception workshop, an inception report, terminal evaluation, learning and knowledge sharing, project's audit, the quarterly and annual progress reports and board meetings. The MTR is not required for this project. The project document identified key elements of the Project's M&E:

**A Project Inception Phase:** The Inception Phase is a key activity of any UNDP/GEF project. The project workshop (IW) is usually used to introduce an understanding and ownership of the project's goals and objectives among the project stakeholder groups. The Project's IW was organized months after the signing of the Project Document. The IW included fair discussion of the Project's log-frame, work-plan, and M&E.

**Annual Progress Reports (APRs) and Project Implementation Report (PIR).** The APRs/PIRs are GEF/UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. According to the project document, an APR is to be prepared on an annual basis by June but should be completed well before this deadline in order to be considered at the Project Board meeting. The APR are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a history of delivery and assessment. The Project prepared 4 APRs. Reviewing the APRs highlighted the project's progress per component, key successes, challenges, and lessons, as well as financial progress.

**Project Board (PB) meeting.** The project is subject to Project Board meetings at least two times per year as per the project document. However, the Project developed a project implementation follow up mechanisms including:

- The establishment of a PB which had 5 meetings over the project's lifetime.
- A project implementation committee which was organized one a yearly basis.
- Project Annual Work Plan review meeting

The TE observed the high-level commitment of the GoF, UNDP and the Project team in meeting on monthly, quarterly and annual bases to review the project progress and consider these mechanisms as effective and efficient adaptive management measures that helped the project to achieve all its outcomes despite the delays it encountered at the beginning of the project.

**Quarterly Progress Monitoring (QPRs):** are short reports outlining the main updates in project performance and are to be provided quarterly to the UNDP Country Office. UNDP/CO should provide guidelines for the preparation of these reports, which should be shared with the UNDP/GEF RCU.

**Day-to-day monitoring of implementation progress** is the responsibility of the PMU based on

the project's AWP and its indicators.

**Final Evaluation:** the TE was organized to take place during November 2020–February 2021.

**Project Terminal Report (PTR).** This comprehensive report summarizes all activities, achievements, and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs. The project terminal report will be prepared upon the completion of the independent final evaluation. The project team prepared a project closure report called: Project Closure Report which has to be used for the terminal review meeting.

**Terminal review meeting.** The terminal reviewing meeting has to be organized by the project, with the participation of the implementing and executing agencies.

Based on the above, the M&E design at project startup is rated as **Moderately Satisfactory**.

### ***Implementation of M&E***

The TE reviews the UNDP role as project assurance and considers that it has been correctly and effectively applied to this project, due to the following observations:

- The UNDP CO has been very active in (i) preparing project annual progress reports, (ii) preparing, discussing, and finalizing annual work plans in line with the UNDP/GEF guidelines, (iii) following up in financial payments and transactions, and (iv) providing crucial support to mobilize international consultants to support project implementation.
- The UNDP CO has helped the PMU in recruiting international consultants in line with the established Rules and Regulations of the United Nations.
- The project's M&E activities followed the UNDP/GEF established procedures as the UNDP CO team as well as the Project Team and the NPD have conducted several monitoring exercises including preparation and review of the project progress reports and participation in the project board meetings
- The UNDP Fiji's provisions of financial resources have also been in accordance with project norms and in the timeframe. The UNDP/GEF Regional Unit has also provided the needed review and support to prepare the project's annual work plan, issuing of the project authorized spending limits and following up on the project's annual reporting.

Based on the foregoing assessments, the implementation of the project M&E plan is rated as **Moderately Satisfactory**. The overall quality of the M&E is also rated **Moderately Satisfactory**.

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory

**UNDP and Implementing Partner implementation, coordination, and operational issues****UNDP implementation and oversight**

The Senior Supplier is UNDP as GEF Implementing Agency. UNDP has the Project Assurance role, which supports the Project by carrying out objective and independent project oversight and monitoring functions. The key aspects of the UNDP implementation are as follows:

- There have been a significant number of monitoring and review exercises conducted by the UNDP including preparation of the Annual Project Review, and production of the Combined Delivery Report.
- The UNDP has also been very active in reviewing and following up on the project's financial reports, and project AWPS.
- The UNDP *Fiji* provision of financial resources has also been in accordance with project norms and in a timeframe that is supportive of covering the costs of project activities
- The UNDP CO has facilitated the recruitment and engagement of several consultants (national and international) in the implementation.
- UNDP Country Office has offered full support to project implementation, including administrative support as well as high-level support by the participation of the UNDP senior management in project's meetings and activities.
- UNDP followed up on the Project and continuously examined if it is being implemented with a focus on project activities.
- The UNDP support to the PMU is regarded by the project team and the Government officials as highly satisfactory and timely.

UNDP is recognized as a very supportive partner and the Government of *Fiji* could see the UNDP comparative advantages mainly in mobilizing international consultants as well as providing the needed technical support and share best practices. From the different verification tools, it was evident that UNDP fulfilled its oversight and supervision responsibilities, with strong communication with the executing partners and the PMU. The Project is considered as well managed according to the UNDP and the GEF guidelines. Rating for UNDP implementation is **Satisfactory**

**DoE Execution**

The project followed the NIM modality; executed by the DoE/MoWE through a PMU with the support of a group of national and international consultants and the oversight of UNDP.

The MoWE was appointed to serve as Executing Agency. A National Project Director (NPD) was appointed and is actively responsible for financial management and disbursements with accountability to GoF and UNDP. According to the Project Document, the Executive is represented by a senior official of DoE, as an individual representing the project ownership to chair the group. The NPD is the Director General of the DoE.

The Project Management Unit (PMU) is located at DoE. It is administered by a full-time Project Manager (PM) and supported by a full-time Finance Officer. The PM oversees running the project on a day-to-day basis on behalf of the NPD, which is day-to-day management and decision-making for the project with approval from NPD. The Project Finance officer provides project administration, management, and technical support, and the JECE provides technical

support to the PM.

The DoE/MoWE has provided the project with the needed co-financing and has contributed significantly to support the project's activities. The Director General and top management of the DOE is very supportive to the Project and is following up contiguously on its work. Rating for execution by the DoE/MoWE is **Moderately Satisfactory**. Based on the above assessments, the ratings on project implementation and execution by IA and IP are provided in the following table:

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Moderately Satisfactory
Overall quality of Implementation/Oversight and Execution	Moderately Satisfactory

### *Risk management*

Potential risks were examined at the Project formulation stage and recorded in the Project Document, along with mitigation strategies. There was no evidence available to the TE team demonstrating a formal risk management process executed during Project implementation. The risks and mitigation measures and level of risk ratings identified in the ProDoc are assessed in Table below.

Risks	Rating
Changes in government management systems and priorities due to change in political status, and unavailability of focal points to make decisions ( <i>Political</i> ) Unavailability of dedicated project personnel to follow through with activities ( <i>Operational</i> )	Medium
Institutional reforms due to political change, change in priorities due to change in leadership ( <i>Political</i> )	Medium
Staff turnover, limited resources to commit to training ( <i>Operational</i> )	High
Unwillingness to participate due to lack of understanding	Low
Delays due to ministerial reforms ( <i>Political</i> ) Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body ( <i>Operational</i> )	Medium
Lack of participation from decision-makers, limited understanding of MEAs	Medium
Limited participation of ministries, unwillingness to declare all externally-funded activities	Low
Changes in the legal system, lack of support from legislators, lack of national capacity to review and draft legal framework/instructions	Medium
Lack of national capacity to support the process	Low
Unwillingness to participate, lack of capacity	Low
Lack of sustainability and ownership, and ineffective accountability and management systems.	Low

As outlined, some of the identified potential risks were indeed realized, and the Project team



had variable success at mitigating them. Risk identified by the ProDoc in regard to the participation and commitment turned out to be of lower risk than anticipated and they are now determined to be low by the TE. The risk associated with implementation of a strong multi-sectoral approach to MEA was valid and it continues to be a substantial operational, organizational and strategic risk until a formal institutional coordination mechanism for multi-sectoral is established. Other risks such as financial, regulatory, safety and security are negligible.

### ***Environmental and Social risks***

As mentioned in sub-section environmental and social safeguards, when assessed against the various parameters of social and environmental standards at the time of project design, the project was categorized as having “low risk”. When a project is categorized as Low Risk no further social and environmental assessment is required. However, the SES Programming Principles still apply and measures to strengthen human rights and gender quality should be incorporated. Nevertheless, stakeholders have not raised any concerns regarding the project’s social and environmental aspects and no new risks were identified during implementation.

### ***Project Results and Impacts***

The achievements of expected project results were evaluated in terms of attainment of the overall objective as well as identified project’s outcomes and outputs, according to the UNDP/GEF evaluation guidelines. For this the performance by outcome/component is analyzed by looking at (i) general progress towards the established baseline level of the indicators; (ii) actual values of indicators by the end of the Project vs. designed ones; (iii) evidences of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.

### ***Progress towards Objective and Expected Outcomes***

The summary of an evaluation of the attainment of objectives and outcomes of the Project are presented in Table 5. The assessment of progress is based on observations, findings, and data collected during the TE, interviews, data provided in the quarterly and annual reports, technical reports reviewed.

The Capacity Development Monitoring and Evaluation Scorecard were developed during the project’s formulation stage. The results of the assessment were considered as a baseline in the revised Log-Frame. The rating of the assessment of achievement of the capacity development program at the time of the TE is not available. Overall results of the Project are rated as Moderately Satisfactory.



**Table 5: Project Logical Framework**

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Ratings	Justifications of Ratings
Objective: To integrate and institutionalize Inter-ministerial decision-making for MEA implementation.	1. Alignment of institutional framework with the objectives and obligations of the Rio Conventions.	Fiji is committed to meet its MEAs obligations; some critical gaps in its institutional framework exist; including an uneven capacity within key ministries	Conventions obligations are well integrated into institutional framework	<ul style="list-style-type: none"> <li>NCSA reports for baseline information</li> <li>Project progress</li> <li>Evaluation reports</li> <li>National reports</li> </ul>	MU	At least 22 government institutions mandates have been reviewed and most institutional frameworks are aligned to the Rio Convention obligations Gaps and Overlap analysis indicated few issues that will be addressed by the project by developing a strategy to address these gaps and challenges. The strategy for integration Conventions into Institutional framework, addressing the gaps and challenges, has not been finalized.
	2. Alignment of legislative and policy frameworks with the objectives and obligations of the Rio Conventions.	Similar to its institutional framework, some critical gaps in its legal and policy frameworks exist	MEAs obligations are well integrated into legislative and policy frameworks	<ul style="list-style-type: none"> <li>NCSA reports for baseline information</li> <li>Evaluation reports</li> <li>National, regional and local plans and programs</li> </ul>	MU	The National Biodiversity Strategy Action Plan and its Implementation Framework (UNCBD), Nationally Determined Contribution (NDC) and its Roadmap, National Climate Change Policy (UNFCCC) and the National Action Plan (UNCCD) have been reviewed and most policy frameworks are aligned to the obligations of the Rio Conventions. The strategy for addressing the gaps and overlaps has not been conducted.
	3. Capacity development monitoring scorecard rating	Capacity for: <ul style="list-style-type: none"> <li>Engagement: 6 of 9</li> <li>Generate, access and use information and knowledge: 7 of 15</li> <li>Policy and legislation development: 6 of 9</li> <li>Management and implementation: 3 of 6</li> <li>Monitor and evaluate: 2 of 6</li> </ul>	Capacity for: <ul style="list-style-type: none"> <li>Engagement: 7 of 9</li> <li>Generate, access and use information and knowledge: 10 of 15</li> <li>Policy, legislation development: 8 of 9</li> <li>Management and implementation: 5 of 6</li> <li>Monitor and evaluate: 4 of 6</li> </ul> <p>(total targeted score: 34/45) (total score: 24/45)</p>	<ul style="list-style-type: none"> <li>Mid-term review and final evaluation reports</li> <li>Annual PIRs</li> <li>Capacity assessment reports</li> </ul>	U	The Capacity scorecard has not been completed. The target was not achieved.

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Ratings	Justifications of Ratings
<p>Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns.</p> <p>Output 1.1 Institutions with clear mandates and responsibilities to implement MEAs</p> <p>Output 1.2 An operational inter-sectorial coordination mechanism for implementing MEAs.</p>	4.Strategies implemented that address prioritized institutional gaps and overlaps in respective government MEA convention focal points.	Relevant policies, national strategies, institutional set-ups, endorsed by Govt from 2008 to 2013	Re-structure of institutions to fully comply to obligations under MEAs	Reports from MoE, MoAFF, iTaukei Affairs, MoFAIC, MoPUWT	U	Strategies/results of the National Consultations Workshops were not communicated as planned. The target was not achieved

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Ratings	Justifications of Ratings
Output 1.3 Improved contribution from NGO sector, Academia, CBO/Faithbased organizations and private sector to implement MEAs.	5. Number of relevant government institutions represented in training that effectively execute these strategies	Insert number of relevant institutions trained in since 2010	All relevant institutions trained, improved quality of national reports produced (e.g. national communications, 5th National Report, etc.)	Training reports, National Reports submitted to all three conventions	S	At least 22 government institutions and agencies and 12 non-government organizations are represented in all training workshops. Fiji is working on its 3rd National Report to UNFCCC; the Climate Change Division of the Ministry of Economy is responsible for collating the report, 6th National Report to UNCBD; Department of Environment is responsible and 2nd National Report to UNCCD; Ministry of Agriculture is responsible. Reports undergoes rigorous national consultations and are then passed through the Fiji Cabinet before forwarding that to the various convention secretariats
	6. Percentage of Environmental Management Units and conservation officers supported in the reporting and monitoring of MEAs	Insert percentage of relevant EMUs and conservation officers trained in since 2010	100% of relevant EMUs and conservation officers trained	Training reports, EMU progress reports to Department of Environment, and DOE annual national reports to NEC	S	At least 17 Environment Management Unit (EMU) staffs and 14 conservation officers (one per province for the 14 provinces of the Fiji Islands) have been trained on the reporting and monitoring of MEAs.  This 17 EMU and 14 conservation officers represented the core of the support staff that will be tasked on the collection and collation of pertinent environmental data
	7. An operational inter-sectorial coordination mechanism) that build on existing instruments such as NEC, NBSAP committee, NCCCC, NLCSC,	Three existing mechanisms are operational, however there is very little inter-sectorial coordination.	Coordinating MEAs including a broader stakeholder involvement	Policy paper approved by NEC and Cabinet, regular updates to NEC and Cabinet	S	Existing instruments such as NEC, NBSAP, and NLCSC have been reviewed and an inter-sectorial coordination mechanism developed

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Ratings	Justifications of Ratings
	8. Policy decisions supported through improved MEA awareness.	Limited awareness of policy-makers	Adoption of policy-papers at various levels (ministries, Cabinet, NEC)	NEC policy and Cabinet papers	S	Project has supported the NBSAP (awaiting cabinet approval), supporting development of the NBSAP IF), supported the NDC (approved by cabinet) and supporting the development of the NAP and the ABS Implementation Framework
	9. Endorsed annual work plans for MEAs (from government, NGOs, and stakeholders) to support government's MEA obligations.	Validated MOUs/NBSAP/draft NAP/CC Policy	Renewed commitments under annual work plans with specific budgets	MOUs, annual work plans, minutes of inter-sectorial committee meetings	MS	Most AWP's for government and non-government organizations supports government MEAs obligations through their various policies and are also aligned to government 5 years and 20 years national development plans
OUTCOME 2: Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks.	10. An analytical legal framework for the three MEAs emerging issues	Currently, 56 legislations exist that need to be improved to incorporate MEAs and emerging issues	Legal framework / instructions developed for the three MEAs and emerging issues	National reports for the 3 conventions, policy priorities of the government under national strategic planning and each ministry annual corporate plans	U	Instructions for Legal framework were not prepared. The target was not achieved.
Output 2.1 Revised legislation and policies addressing MEAs obligations.	11. Number of institutions that are actively involved in the formulation of environmental legal framework.	3 (Department of Environment, the Fiji Environment Law Association, and the Solicitor-General's Office)	5 institutions (2 additional - Climate Change Division of the Ministry of Foreign Affairs; and the Land Use Division of the Ministry of Agriculture)	Legal documents from the Solicitor-General's Office, NEC discussion papers and decisions.	S	The following 5 institutions are actively involved in the formulation of environmental legal framework (Department of Environment, Ministry of Waterways and Environment), Fiji Environment Law Association, Solicitor General's Office, Climate Change Division (Ministry of Economy), Research Division (Ministry of Agriculture)
Output 2.2 An effective system to monitor implementation of MEAs.						

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Ratings	Justifications of Ratings
Output 2.3 Guidelines for Sustainable financing mechanisms developed	12. Number of individual MEA monitoring systems upgraded and operational (with strong guidelines, data collection methods, data norm and standards, database structures, and data sharing), a centralized data bank.	Each institution has its own database/data sets, which need to be upgraded and fed into a centralized data bank.	Indicator-based monitoring systems in all institutions, and a central data bank established.	Reports from MOWE/MPI/ MOFA/MoPU WT and relevant non-Govt actors	HU	Indicator-based monitoring systems in all institutions, and a central data bank has been not established
	13. Comparative analysis of research on Payment for Ecosystem Services (PES) based on national and international practices	Environmental Financing Mechanisms currently in place/ practice and other relevant research materials	Formalized MEAs sustainable financing mechanisms	Guideline for sustainable financing mechanism, Cabinet and NEC endorsements	HU	The target was not achieved

Note on ratings: HS – Highly Satisfactory; S – Satisfactory; MS – Moderately Satisfactory; MU – Moderately Unsatisfactory; U – Unsatisfactory; and HU – Highly Unsatisfactory.

## Relevance

All evidence showed that the project is very relevant to the GoF and addressed the highly regarded topic. The key stakeholders and beneficiaries interviewed during the mission expressed the added value of the project and emphasized that another phase to follow up on the project's main achievement and continue the work that has been started is very critical and needed. It is to the TE consultant opinion, the Project managed to improve national capacity and awareness pertaining to biodiversity, land degradation, and climate change and the relevant international conventions. It also managed to present an integrated example of how to implement the three conventions to make sure that Rio Conventions are correctly mainstreamed.

The project has been highly relevant to UNDP activities in Fiji. It contributes to the newly developed UNDP Strategic Plan which proposes a series of signature solutions that can be combined and configured to respond to the development settings outlined above. The Project has also helped Fiji in building national and local capacities and making crucial data available to achieve its Sustainable Development Goals (SDGs). The 17 SDGs and the 3 Rio Conventions are intrinsically linked to each other and provide multiple benefits at comparatively low cost and lead towards a sustainable future. In light of the aforesaid observations on relevance of project design including conformity and linkage to GEF strategic areas and SDGs choice of project interventions, and partnership arrangements, the project is rated as **Satisfactory**.

## Effectiveness

The Project has made tangible progress towards the achievements of its overall objective "To integrate and institutionalize inter-ministerial decision-making for MEA implementation". It specifically helped in "The goal of this project is to contribute to national development strategies by being an operational catalyst towards improving institutional and legislative frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to be more aligned with global environment commitments made by Fiji". A percentage of the Project objective has been achieved, but most of established targets have been met partially or not fully achieved. Considering the above-mentioned facts, effectiveness is rated **Moderately Satisfactory**.

## Efficiency

The rating for project Efficiency is Moderately Satisfactory for the following reasons:

- Major project results have been achieved in three years and a half. The quality of the results was good, and all project's results were vetted and endorsed by national and international experts.
- The Project was efficient as it was hosted within the DoE premises, close to other UNDP and other development partners' projects, and to the Government high-level officials. This has helped in facilitating project management and dealing quickly with the project's operational issues. The cost-effectiveness of the project is considered Satisfactory.
- The project's team and consultants were able to provide the needed technical backstopping and develop some of outputs during the project implementation. However, the timeline is not in line with the original plans and most of the end targets were partially achieved or not fully achieved.

- Considering the critical challenges, the project has faced, the compliance and flexibility of the project EA, UNDP, and project team have been enough to alter the project's status in order to achieve the project's objectives.
- The M&E of the project was undertaken according to UNDP and GEF procedures, yet, some aspects could have been enhanced. It was noticed that the some reports do not include the needed analysis, an update of the risks and issues, and hence M&E was deemed moderately satisfactory (MS).
- Project capacity to build needed partnerships during the project's implementation phase is rated as Highly Satisfactory (HS).
- Project capacity and efforts to mobilize the agreed-upon co-financing is rated as unsatisfactory (US).
- Annual work planning and budgeting were undertaken as required. However, recurrent deferment of planned activities, under-achievements of planned activities and under-spending reported in periodic reports and project implementation reviews suggest that the planning has not been good at anticipating realistic deliverables for much of the project period.

### ***Overall Project Outcome***

Based on the aforesaid assessments and on the ratings for relevance, effectiveness and efficiency the overall project outcome is rated in the table below.

Assessment of Outcomes	Rating
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory



## Sustainability

The Project's main approach to sustainability is the "The implementation strategy and the overall approach of the project to implement capacity development activities are such that sustainability of project achievements should be ensured over the long-term. It includes several features that are forming the sustainability strategy of the project: The project will build upon existing strategies of the government. The need for better coordination and an enabling environment addressing fully MEA obligations was identified as national priorities during the NCSA process. This project is, therefore, a full response to these needs; it will address these identified capacity gaps. As a result, the project is part of the government strategy to address these needs, providing excellent opportunities to institutionalize results along the implementation of the project; hence contributing to the long-term sustainability of project achievements".

The project's critical feature of sustainability is "The project will be implemented by the key Ministries involved in the implementation of the Rio Conventions; therefore, facilitating the institutionalization of project achievements. It will be overseen by the National Environmental Council (NEC) that is the national council that is mandated by the government to monitor and report on the state of the environment. The main focus of the project is to improve the coordination among key organizations and to improve the legislation and policy frameworks in place for environmental management, including addressing the Rio Convention obligations. Through the implementation process done within these key organizations, capacities will be developed and at the same time, results/achievements will be institutionalized almost automatically. This approach will contribute to the long-term sustainability of project's achievements."

The Project was designed to "sustain its achievements is the learn-by-doing approach. Each project activity will seek the active participation of key stakeholders that are involved in the process. This participation will contribute to the rapid uptake of project achievements in coordination of environmental activities in Fiji and also in decision-making and policy-making related to the environmental sector. The rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring and enforcement are the stakeholders that will benefit from this project".

The final feature of the project's strategy is through the "*the fact that the project will be implemented by a government agency facilitates the national ownership of project activities, will contribute to a better institutionalization of project achievements and reinforce the potential for the long-term sustainability of these achievements*". The main benefit of having the government executing this project directly is to build their capacities for the long-term implementation of appropriate project activities, and indeed that contributed to their institutionalization. Thus, the project's sustainability rests on the success and replicability of the activities and interventions.

Sustainability will also be strengthened by the project's attention to resource mobilization, including the output 2.3 that will search for new sustainable financing mechanisms. Notwithstanding a high level of commitment, championship, and strong baseline, the sustainability of project outcomes will require a certain amount of new and additional resources that is currently not available outside of the project's construct. The mobilization of project resources will explore the kind of resources needed to sustain project outcomes, and identify realistic sources from both the Fiji government, and through official development assistance as appropriate. Importantly, the resource mobilization strategy will seek an improvement of the government's allocation of resources directed to implementing the Rio Conventions through national environmental legislation.

However, an exit strategy was not prepared and was not discussed during project's terminal meeting. The exit strategy is needed to provide details concerning the project's closure, the follow-up actions, and the next steps. It provides a clear commitment from the GoF to continue the work to ensure long-term sustainability and the up scaling of project achievements to other parts of Fiji.

As stated in the UNDP-GEF guideline for TE, sustainability is generally considered to be the likelihood of continued benefits after the project ends. Consequently, the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes.

**Financial risks:** The GoF is very much interested to continue with the project's activities using its own financial resources. The financial risks are limited and no significant financial risks were identified.

**Socio-political risks:** No significant social or economic risks were identified by the project, or in the project document. However, the project's outcomes and outputs would not have any foreseen impact on the socio-economic context.

**Institutional framework and governance risks:** The DoE is interested to continue the work of the project and the Project's outcomes have already established the needed institutional capacities and infrastructure that would ensure the project's outcomes on sustainability, the need to link these outcomes/deliverables to the DOE work is initiated and will continue by the other projects.

**Environmental risks to sustainability:** There are no activities that may pose any environmental threats to the sustainability of the project's outcomes

Sustainability	Rating
Financial resources	Likely
Socio-political	Moderately Likely
Institutional framework and governance	Moderately Likely
Environmental	Likely
Overall Likelihood of Sustainability	Moderately Likely

## **Country Ownership**

As per the project document, “Fiji is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Fiji ratified both the Convention on Biological Diversity (CBD) and the Framework Convention on Climate Change (FCCC) on February 12th 1993 and then the Convention to Combat Desertification and Drought (CCD) was ratified on August 26th 1998. Fiji ratified important protocols under the Rio Conventions in later years, namely:

- h. The Cartagena Protocol on Biological Safety to protect biodiversity from the potential risks posed by genetically modified organisms (GMOs) resulting from modern biotechnology. Fiji ratified the Protocol on June 5th 2001 and entered into force on 11th September 2003.
- i. The Kyoto Protocol commits its Parties by setting internationally binding emission reduction targets. Recognizing that developed countries are principally responsible for the current high levels of GHG emissions, the Protocol places a heavier burden on developed nations under the principle of “common but differentiated responsibilities”. Fiji ratified the Protocol on September 17th 1998 and came into force on February 16th 2005.
- j. The Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region also known as the Waigani Convention (similar to Basel Convention but includes radioactive waste) to ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region. SPREP functions as the Secretariat. Fiji ratified the Waigani Convention on April 18th 1996.
- k. Convention on the International Trade in Species of Wild Fauna and Flora (CITES) to protect endangered plants and animals and to ensure that international trade in specimens of wild animals and plants does not threaten the survival of the species in the wild. Fiji ratified CITES on September 30th 1997.
- l. The Stockholm Convention on Persistent Organic Pollutants to eliminate or restrict the production and use of persistent organic pollutants (POPs). Fiji signed the Convention on June 14th 2001 and ratified it on June 20th 2001.
- m. The Ramsar Convention (formally, the Convention on Wetlands of International Importance, especially as Waterfowl Habitat) to stem the progressive encroachment on and loss of wetlands, recognizing the fundamental ecological functions of wetlands and their economic, cultural, scientific, and recreational value. Fiji has one site with a surface area size of 615 hectares designated for the Ramsar list. Fiji ratified the Convention on August 11th 2006.

The International Tropical Timber Agreement (ITTA, 2006) to "promote the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests and to promote the sustainable management of tropical timber producing forests". Fiji is a producer member of the International Tropical Timber Organization, which was established under the ITTA; it ratified the Agreement on April 23rd 2010. Fiji is eligible to receive technical assistance from UNDP and is thus eligible for support under the Global Environment Facility. It obtained a UNDP-GEF grant to conduct its National Capacity Self-Assessment (NCSA), which was concluded in 2010.

The country ownership is evident in the strong interest and participation of high-level government officials in the project's implementation meetings, project review meetings, and project steering committee meetings. As a result, all project's activities were approved by all authorized parties presented in the Project committees.

The project was considered strategic as it helped Fiji in responding to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Precisely, the project facilitated the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.

### ***Gender equality and women's empowerment***

There is not solid evidence to assure that project interventions were built with a suitable gender perspective, which would have ensured that proposed priority actions met the needs and expectations of both men and women. The project can be said to be gender-blind in that the project results had no attention to gender, failed to acknowledge the different needs of men and women beneficiaries, and planning and reporting of project activities do not take account of women.

### ***Cross-cutting Issues***

The project was able to mainstream sustainable development and environmental objectives and priorities in the context of Fiji as expressed in various national strategies and plans as well as in UN and UNDP's country strategies/ programs. It was evident that the Project addresses UNDP priorities of developing the Government's capacity to comply with the Rio Conventions implementation and obligations in national plans. The Project was able to mainstream several priorities, specifically:

- The Project managed to develop the needed capacity of Government officials in key departments, ministries, and agencies. This capacity development efforts will provide support to *Fiji* delegation by enhancing evidence-based data and future trends for negotiations in international meetings.
- The Project objectives conform to agreed priorities in the UNDAF and National Development Plans. It is also in-line with the UNDP Regional Strategic Plan 2018-2021.

### ***Catalytic/Replication Effect***

The project addressed a national priority that was identified through the NCSA process. The need for better coordination among key government and non-government organizations in implementing the Rio Conventions and the need for a more adequate enabling environment were identified as priority capacity needs. Therefore, the project supported the development

of a public good that will be used by the public and in particular by decision-makers/policy-makers in the years to come. Fiji is part of another UNEP-GEF funded project that will also look into “building the national and regional capacity to implement MEAs by strengthening planning, and state of environment assessment and reporting in the Pacific Islands”. The development of the capacity of Fiji to integrate and institutionalize inter-ministerial decision-making for MEA implementation provide the opportunity to up-scale the results through the dissemination of lessons learned to other countries in the region through this regional project but also through other regional mechanisms. Nevertheless, as a medium-size project, this intervention will have certain limitations such as the capacity of the project to develop skills and knowledge of all actors involved in environmental management nationally. This project serves as a catalyst of a longer-term approach to Rio Convention implementation by strengthening a coordination mechanism and upgrading the enabling environment (legislation and policies). One particular area where up-scaling is possible and needed is in the strengthening of environmental governance at the local level. Capacity development activities and future pilot projects to strength the capacity of local communities to protect and conserve their natural resources on the ground may be based on the project outputs, experience and tools. Part of the catalytic role of the project is demonstrated by the value of the achievements to replicate activities at local level and build regional approaches.

### ***Progress to Impact***

The project was presented to GEF for funding under the GEF-5 “Cross-Cutting Capacity Development” (CCCD) Strategy, Programme Framework C, which called for the strengthening of capacities to develop policy and legislative frameworks to meet the Rio Conventions’ objectives. The GEF CCCD strategy serves to provide resources for reducing the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. The project was in line with CCCD Programme Framework C - Objective 3, which calls for countries to strengthen capacities for developing policy and legislative frameworks to meet Rio Convention Objectives. Through a learning-by-doing process, the project improved DoE’s management, legislative system, institutional system and M&E system, and thereby it’s capacity to support national capacities and processes in compliance with the Rio Conventions.

Regarding the target groups of the project during implementation, the main group was the government management and staff, but other important stakeholder groups were national and local stakeholders like NGOs and CSOs.

The most important impact on national level has been the inter-sectoral coordination mechanisms developed. The impact was strengthened due to one strong executing agency and concentration on a few large activities, instead of many small. Most important results were achieved through the Institutional and Legal Component, which would give strong impact under the condition that the bills are being approved. The project has given the impact of better DoE’s decision-making based on improved access to information. Another impact is the improved work relations within government institutions and agencies, where the project has further strengthened the relationships and collaborative partnerships between the focal points. Continuous capacity building during implementation gave strong Impact and strengthened previously on-going processes.

Despite the project size, it demanded a lot of work from the Government and UNDP officials. Yet, its goal and objectives are very critical for the GoF and unique despite its small size. The project has provided a space for stakeholders to think about the challenges presently facing Fiji, and in the future, facilitated the restructuring of the institutional arrangements for the

main sectors involved in implementing the Rio Conventions and their working relationship with the DoE.

The successful impact of the project is evident specifically through:

- 22 government institutions mandates have been reviewed and most institutional frameworks are aligned to the Rio Convention obligations. Existing gaps and overlaps in relation to implementing the Rio Conventions have been identified for several government institutions. Institutional gaps & overlaps in respective conventional focal points had been identified and prioritized. Strategies that will address prioritized institutional gaps were developed.
- The project has analyzed existing coordination mechanisms (National Environment Council (NEC), National Biodiversity Strategy Action Plan (NBSAP) Committee, National Land Care Steering Committee (NLCSC), analysis based on the operation of the council as a coordination mechanism for every environmental related activities and issues. A proposed inter-sectoral coordination mechanism was developed during NCW II addressing changes on existing environmental reporting and coordination mechanism, which brings down the Department of Environment to take the coordination role and as a focal point for the international treaties. UNCCD Coordination mechanisms were also developed during NAP Consultation and EMU Training. NBSAP/NBSAP IF had been reviewed and has been finalized and is in place a successful coordination mechanism that allows thematic working groups to share information and collaborate effectively. The roles of the conservation officers have been identified and linkages have been developed on their work in relation to the Rio Convention, including coordination mechanism addressing intersectoral issues.
- The NBSAP & Implementation Framework has been finalized with cabinet paper being reviewed before final submission for endorsement. A standard inter-sectoral coordination mechanism developed after analyzing all the proposed mechanisms.
- The project financially and technically supported the development of the NBSAP & Implementation Framework (UNCBD) and the development of the NAP (UNCCD) and the Nationally Determined Contribution cabinet approval (UNFCCC).
- Raising awareness was continuously undertaken in workshops, meetings and consultation where CB2/CCCD Project was involved and decision makers were present. Public awareness is started initiated on the status of implementation and current issues of three Rio Conventions. A wide range of stakeholders had been involved in consultations and capacity building. More than 400 government officials and stakeholders representatives are sensitized and trained through the workshops and consultations.

Capacities of staff in relation to the Rio Conventions have been developed in relation to the understanding of the Rio Conventions. Capacity building was carried in events and training including inter-alia:

1. MTA/ITAB provincial office and conservation officers.
2. Line ministries/agencies strategies during workshops and visits.
3. Agriculture based workshop in Nadave.



4. Non-Government Organization workshop at “Devos on the Park”.
5. National Action Plan stakeholder that sits with Ministry of Agriculture.
6. The new representatives from line ministries, agencies and private sectors as majority of them are not aware about UNCBD and its requirements.
7. FIST, Wetlands Committee meeting where CB2 role in the implementation of NBSAP was outlined, towards the implementation of the NBSAP & IF.
8. Approving authorities with the Environment Impact assessment and Ozone Depleting Substance Unit- Training on EMA 2005.
9. Environment Management Units and Environment Committees from key government institutions, private sectors and a wide number of stakeholders in the Northern Division, Western Division and Central Division.

### ***Main Findings, Conclusions, Recommendations, Lessons Learned***

#### ***Main Findings***

**Project Design:** The project document and its results framework was country-driven and addressed key national priorities related to Rio Conventions implementation. The design did not include a Theory of Change and one had to be reconstructed for the purpose, which was used to guide the evaluation in terms of overall project impact. The overall objective, components and outcomes were generally feasible and practical in terms of the time frame of the project. Overall the results framework was clear with SMART indicators.

**Project Implementation and Execution:** Certain results were not achieved within the timeframe of the project, despite an 18-month extension having been granted. Reasons for this are attributed to prolonged uncertainty on who and how the output was to be achieved, delays in procuring consultants (including challenges in finding suitable candidates), forced the project further postpone resulting in the result not being achieved by project closure. Unnecessary delays contributed to the lack of results achievement discussed above. Project finance and expenditure was reported on annually. M&E plan included the basic requirements. Implementation of M&E was done through quarterly and annual reporting and the M&E framework. Risk management was generally well-managed with some exceptions that caused delays in some aspects of the project.

**Project results and impacts:** Outcome 1 has largely been successfully achieved. The institutional framework is strengthened and coordinated, and is more able to address global environmental concerns. An operational inter-sectorial coordination mechanism is in place. The strategy for integration Conventions into Institutional framework, addressing the gaps and challenges, has achieved more limited success, although evidence suggests that their adoption is ongoing beyond project closure. Outcome 2 has not been mostly achieved. Only some achievement had been made towards actively involved institutions in the formulation of an environmental legal framework, but the action plan to reconcile and integrate global environmental objectives into national legislation, policy, strategies and planning frameworks was not developed.

The project did not manage to fully achieve on all its outputs. Some activities that could have been realistically achieved within the project timeframe were not because of implementation-related, other activities were overly ambitious (such as the formalized MEAs sustainable financing mechanisms). Despite this, the project managed to make some impactful achievements in terms of the wider Theory of Change, particularly in relation to Rio Conventions Focal Point Coordination at different levels. Considering the above paragraphs,



overall achievement of outputs is moderately satisfactory.

**Relevance:** The project was well-aligned to country priorities at government level and within the UN country and regional framework. Stakeholder engagement during project implementation was strong (e.g. representation on the project board, representation at Inception Meeting).

**Efficiency:** The project faced several delays. There were some variances between years, but the project was generally cost-efficient in terms of its expenditure in relation to outcome.

**Sustainability:** Several examples of commitment suggest that project results will be sustained. However, an exit strategy was not prepared.

**Gender equality and women's empowerment:** The project can be said to be gender-blind in that the project results had no attention to gender.

**Cross-cutting Issues:** The project was able to mainstream sustainable development and environmental objectives and priorities in the context of Fiji as expressed in various national strategies and plans as well as in UN and UNDP's country strategies/programs.

## **Conclusions, Recommendations & Lessons**

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### **Conclusions**

The Project has had a remarkable and sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs in Fiji. The Project facilitated the implementation of a set of capacity development, public awareness, and measures aimed at targeting and training government staff at the local and national levels on the specific interpretation of Rio Conventions provisions as they apply to their respective roles and responsibilities to implement associated development policies in Fiji.

The Project has achieved key Project's results and most of the Project's targets. Overall, the Project was able to develop institutional capacities for management of the global environment, mainstreaming of global environmental conventions into human resources development and raising awareness of the linkages between the Rio Conventions and sustainable development in Fiji. The Project is considered successful in leveraging considerable co-financing from the government and UNDP.

The Project delivered all its planned results, however, with some delay from the originally planned timeframe due to delay in government approval of the project document. It took the Project five years and a half (one-year extension was granted with no cost) to achieve some of the intended results.

The project accounts in an acceptable manner for gender differences when developing and applying project activities; however, as the primary focus of the project is building capacities which are gender-neutral, it is acceptable to limit gender considerations to those project components which do have a gender impact.

Taking into consideration the complex design of the Project that covered different technical areas (biodiversity, climate change, and desertification), and required the involvement of many stakeholders, and the difficulties the project's team had faced during project launching phase mainly the delay in the project's commencement, the project overall rating is **Moderately Satisfactory**.

The Project is recognized and respected by the Government of *Fiji*. It is considered very

relevant to the national context and to the UNDP programmatic direction. Many positive results have been already achieved at the national levels. There are many strong and positive indications for potential sustainability, but more efforts are needed to mobilize the needed fund for follow-up activities.

### Recommendations

The Project managed to produce a set of valued data set, training programs and public awareness products. It is recommended to develop a dissemination plan for those public awareness and outreach tools as well as for the training manuals developed to ensure that future initiatives would build on the Project activities and results and will incorporate the project's products in its work.

The development of a follow up project is very crucial to ensure that *Fiji* has an enhanced capacity of relevant institutions and stakeholder to enable monitor and compliance with the Rio Conventions and other MEAs.

Many of the CCCD projects at the global and regional level have a similar focus and had developed sets of tools, frameworks, legislation, and training manuals and materials. Countries could benefit from these developed materials and hence knowledge sharing between countries and south-south cooperation are very much recommended.

**Table 6. Recommendations Table**

Rec #	TE Recommendation	Entity Responsible	Time Frame
<b>A</b>	<b>Category 1: Project achievements and challenges</b>		
A.1	<i>Ensure legislation and policies are effectively revising addressing MEAs obligations.</i>	MoWE, Fiji Environment Law Association, Solicitor General's Office, MFSPNDS, MOA	End of 2022
A.2	<i>Finalize the guidelines for Sustainable financing mechanisms</i>	MoWE	End of 2022
A.3	<i>Conduct a meeting of MEA high level staff to discuss combined reporting, monitoring and how it can be managed in the future.</i>	MFAIC, MFSPNDS, MoWE, MOA	ASAP
<b>B</b>	<b>Category 2: Gender equality and women's empowerment</b>		
B.1	<i>The role of women in the management of natural resources in Fiji is critical. It is recommended to strength gender mainstreaming into all Rio Conventions and other MEAs related projects in Fiji.</i>	Fiji Government; UNDP	Without limit to time frame
<b>C</b>	<b>Category 3: Actions to Follow Up or Reinforce Initial Benefits from the Project</b>		
C.1	<i>Having successfully mainstreamed the Rio Conventions into the policy and planning frameworks, it is important to realise that these gains remain fragile and will need to be supported, expanded and adapted for some time to come. The work to enhancing the capacity of relevant policy and institutional stakeholders to enable environmental indicator monitor and compliance with the three Rio Conventions and other MEAs in Fiji has just begun through this Project. It still at the early stages hence other UNDP and Government of Fiji initiatives and projects should continue working on the upgrading of the national capacity, the infrastructure, and project's deliverables produced to ensure that the Country will build on the Project's Objective and results.</i>	MoWE, UNDP.	Without limit to time frame
C.2	<i>Mainstreaming Rio Convention in decision-making process capacity</i>	Government of Fiji,	Without

	<i>presently has limitations to meet the actual needs at the Country level. It is recommended to continue working on the upgrading of the national capacity in order not to meet the needed demand created under the project.</i>	UNDP, development partners	Other limit to time frame
C.3	<i>The project does not have an Exit Strategy. To enhance project sustainability an exit strategy needs be created to inform participating stakeholders and beneficiaries of project closure and develops a comprehensive strategy to achieve the long-term goal. It is recommended that the project identified a roadmap for the way forward focusing on the critical milestones to be met in the future. This roadmap should also include the key achievements supported by the project. It would also help MoWE to keep this priority on its agenda for the years to come.</i>	MoWE	ASAP
C.4	<i>It is recommended that the project should organize a Terminal Meeting/Workshop inviting all known stakeholders and others who may have an interest in the project's products, services and other benefits. At the Workshop, the DoE could outline the gains made by the project and seek an expression of interest from specific stakeholders for taking over and sustaining each gain.</i>	MoWE	ASAP
C.5	<i>It is recommended to develop a project concept to foster Rio Conventions synergies and resource mobilization in Fiji.</i>	MFSPNDS, MoWE, MOA,	2021
D	<b>Category 4: Mobilization of stakeholders and participation of the civil society.</b>		
D.1	<i>Continue engaging stakeholders and supporting enhanced inter-agency communication at the national level. One of the successful results of the project was the forging of relationships between Focal Points as well as stakeholders</i>	MFAIC, MFSPNDS, MoWE, MOA, UNDP, CSO	Without limit to time frame
D.2	<i>Promote a consistent approach from Rio Conventions (and MEAs generally) in their reporting and implementing process</i>	MoWE, MOA, UNDP, CSO	Without limit to time frame
D.3	<i>Continuously strengthen capacity building interventions, particularly with local stakeholders</i>	MoWE	End of 2021

### Lesson learned

Several lessons learned are presented below. There are based on the review of project documents and analysis of the information collected for this evaluation:

- The absence of timely and well-developed adaptive management measures had not helped to avoid project delay and wasted some of the existing opportunities that would have helped to provide solutions to the different problems and challenges that the project has faced.
- As a CCCD Project, that is a multi-focal and multi-sectoral, it needs special attention during the project design, implementation and monitoring, and evaluation. UNDP should provide a lot of support at the project development and inception phases to ensure the proper design of the project and then a proper launching during the inception phase. The design did not take in to consideration the long time is needed to undertake some activities mainly the mobilization of international experts and the endorsement of any regulations or

guidelines by the Parliament/Government.

- When formulating this type of projects requiring highly skilled experts, it is critical to conduct an extensive assessment of existing capacities in order to design activities and identify expected results, which should be achievable during the lifetime of the project and within its allocated budget.
- Implementation challenges and changes were faced by the project. A lesson to be learnt from these challenges is the importance of conducting comprehensive capacity assessments of the executing agency in terms of capacity to manage the project but also to implement certain activities in-house. Mapping of capacity within the country in relation to specific outputs can enhance results.
- Improving coordination among the Focal Points, especially in countries where the Focal Points are housed in completely different Ministries became a key area for lesson learned. This project helped the Focal Points see the need and benefits of synergy and have even used the collaborations for the improve reporting. Regular meetings and intra and inter institutional communication also improves collaboration and decreases duplication of efforts.

## **Annexes**

Annex 1. TE Terms of Reference

Annex 2. List of documents reviewed

Annex 3: Remote Engagement Itinerary

Annex 4. Evaluative Question Matrix

Annex 5. The questionnaire used for the interviews

Annex 6: Evaluation Consultant Agreement Form

Annex 7: Evaluation Report Clearance Form

Annex 8: Summary of Rating Scales

## Terms of Reference

**Ref:**  
**PN/FJI/002/20**

**Consultancy Title:** Terminal Evaluation (TE) for the Capacity Building for Mainstreaming Multi-lateral Environmental Agreements Objectives into the Inter-Ministerial Structures and Mechanisms of the Fiji Government – Fiji Cross-Cutting Capacity Development Project (PIMS #: 4727)

**Project Name:** Capacity Building for Mainstreaming Multi-lateral Environmental Agreements (MEA) Objectives into the Inter-Ministerial Structures and Mechanisms of the Fiji Government – Fiji Cross-Cutting Capacity Development Project (PIMS #: 4727)

**Duty Station:** Home based with mission travel (pending on the current restrictions) to the Ministry of Waterways and Environment in Suva, Fiji

### **BACKGROUND**

#### **Introduction**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled Terminal Evaluation (TE) for the “**Capacity Building for Mainstreaming Multi-lateral Environmental Agreements Objectives into the Inter-Ministerial Structures and Mechanisms of the Fiji Government – Fiji Cross-Cutting Capacity Development Project**” (PIMS #: 4727) implemented through the UNDP/Department of Environment, Ministry of Waterways and Environment. The project started on the 26<sup>th</sup> of March 2015 and was in its 4<sup>th</sup> year of implementation when it reached its operational closure date on September 2019. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ([E-link](#)).

#### **Project Description**

The project was designed with the objective of integrating and institutionalizing inter-ministerial decision-making to ensure MEA implementation. This objective was designed to be achieved through two components:

1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns: This first component will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Fiji that not only meets national priorities, but also global environmental obligations. This component will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, civil society, private sector and academia.
2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks: This component will focus on reconciling and strengthening the set of legislative instruments - inclusive of key national policies and programmes – that are used to govern environmental management and ensure that these instruments are aligned with Fiji’s MEA obligations. This will help Fiji to improve its compliance with various related MEA, particularly the three Rio Conventions. This outcome will be achieved through a set of three outputs: the revision of the legislation instruments in place to manage the environment; the strengthening of the monitoring of the environment to be fully in line with Rio Convention reporting obligations; and, the identification of sustainable financing mechanisms for environmental protection and conservation. Activities supported by the project in this area will also build and collaborate with existing initiatives undertaken by the government, the non-government sector and also through the support of donors’ activities.

Concerning Fiji’s COVID-19 context, there were 18 cases initially of which the Fiji Government through its quarantine and travel restriction were able to reduce to a zero count. In the beginning of July 2020, there were 2 border quarantine cases, returnees from a medical trip to India. The number then increased to 8 cases. They are all well contained and isolated at the border quarantine facility. Despite the excellent control on the COVID-19 cases, Fiji’s economy has been critically impacted. Basic estimation has it that about 25,000 people have lost their jobs, with the tourism industry hit the hardest. Apart from the damaging blow to the tourism industry, global supply chains have been hampered and small enterprises have also lost significant business. Overall, Fiji’s COVID-19 induced economic picture is bleak with a 5 percent contraction for the 2020-2021 financial year.

**Project Summary Table**

Project Title:	Capacity Building for Mainstreaming MEA Objectives Into the Inter-Ministerial Structures And Mechanisms of the Fiji Government – Fiji CCCD Project			
GEF Project ID:	5166		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project IDs:	Atlas Award: 00083221 Atlas Output: 00091812 PIMS # 4727	GEF financing:	0.611	0.254
Country:	Republic of Fiji	IA/EA own:	0.11 cash	0.10
Region:	Asia & Pacific	Government:	0.965 cash 0.10 in kind	TBD @ TE
Focal Area:	Multi-Focal Areas	Other:	Not applicable	Not applicable
FA Objectives, (OP/SP):	CD2 To generate, access and use information and knowledge CD3 To strengthen capacities to develop policy and legislative frameworks	Total co-financing:	1.175	TBD @ TE
Executing Agency:	Department of Environment (DoE) at the Ministry of Waterways and Environment (MoWE)	Total Project Cost:	1.786	TBD @ TE
Other Partners involved:	1. Ministry of Economy; and 2. Ministry of Agriculture	ProDoc Signature (date project began):		26th March 2015
		(Operational) Closing Date:	Proposed: 25th March 2018 Actual: 25th September 2019	

Kindly note that TBD @ TE simply means 'To be determined during the terminal evaluation'

**Terminal Evaluation Purpose**

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. Specifically, the TE will need to:

- assess the effectiveness of the project in structuring consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation and;
- assess the project's contribution to reconciling and strengthening the set of legislative instruments that govern environmental management ensuring that the Government of Fiji is aligned to its multi-lateral environmental agreement (MEA) obligations.

The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

**Terminal Evaluation Objectives and Scope**

The objectives of the evaluation are to

- assess the achievement of project results supported by evidence (i.e. progress of project's outcome targets)
- assess the contribution and alignment of the project to relevant national development plan or environmental policies;
- assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) & United Nation Pacific Strategy (UNPS/UNDAF)
- assess any cross cutting and gender issues
- examination on the use of funds and value for money and;
- draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

**Terminal Evaluation Approach and Method**



The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to (list); executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to (locations), including the following project sites (list). (Adjust text if a mission will not take place. Describe the virtual tools that will be used. See additional text suggestions below.)

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects

#### 1. Interviews using standard questionnaire

A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report. In cases of remote engagement due to COVID-19, the questionnaire will be shared in advance with interviewees.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

#### 2 In country field missions or Remote engagement and validation

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel restrictions to Fiji has been since 20<sup>th</sup> of March. Therefore, the evaluator should develop a methodology that takes into account the remote conduction of the TE. This should include the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

The evaluator is expected to remotely engage with the implementing stakeholders within the Government of Fiji, these are:

- i) the Department of Environment, Ministry of Waterways and Environment (the main implementing partner), 19 McGregor Road, Suva;
- ii) Ministry of Economy, Ro Lalabalavu House, Victoria Parade, Suva; and
- iii) Ministry of Agriculture, Hugh Robinson Complex, Grantham Road, Suva

Interviews will be held with the following organizations listed above with their focal points/liaison individuals at a minimum.

Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

### 3. Remote engagement with stakeholders

The evaluator will consult with interviewee or key stakeholders on which virtual tool the interviewee is more comfortable with (zoom, skype, WhatsApp, telephone etc.). Interviews by telephone, rather than VOIP, may be more acceptable and reliable in some circumstances. Consider developing interviews with smaller groups, 1-2 people to ensure all voices are heard. Consider overcoming time differences and support in country interviews.

The above remote engagements and considerations should be agreed and clearly outlined in the terminal evaluation inception report.

### 4. Literature/Desktop review

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR, project budget revisions, quarterly progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference. Also, to explore a wider range of documentation for extended desk reviews including internal operational data (BTOR etc.), evaluations reports from UN agencies and donors, as well as information from non-traditional sources, as an example social media.

### 5. Analysis and reporting

Data collated will be analysed and presented based on the evaluation criteria and ratings. Analysis will be provided in matrices, tables to be best present findings and key recommendations. Reporting to be conducted in RBM (results-based management) approach.

### 6. Presentation of final draft to country office and stakeholders.

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

## Detailed Scope of the Terminal Evaluation

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum covering the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

<b>Evaluation Ratings:</b>
----------------------------

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

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(\*)" indicates criteria for which a rating is required.

#### Findings

##### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

##### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

##### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

##### iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

### Project finance / co-finance

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	NA	NA	NA	NA	NA	NA	NA	NA
Loans/ Concessions	NA	NA	NA	NA	NA	NA	NA	NA
• In-kind support	0.03	TBD @ TE	0.5	TBD @ TE	NA	NA	0.53	TBD @ TE
• Other	NA	NA	NA	NA	NA	NA	NA	NA
Kindly note that:	0.03	TBD @ TE	0.5	TBD @ TE	NA	NA	1.03	TBD @ TE

- NA simply means 'Not Applicable'
- TBD @ TE simply means 'To be determined during the terminal evaluation'

### Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

### Impact

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>1</sup>

<sup>1</sup> A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROI) method developed by the GEF Evaluation Office: [ROI Handbook 2009](#)

**Conclusions, recommendations & lessons**

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons**.

**Implementation arrangements**

The principal responsibility for managing this evaluation resides with the UNDP CO in Fiji. The UNDP Fiji CO will contract the evaluator and ensure the timely payments as per the satisfactory deliverables submitted by her/him. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

**Terminal Evaluation Timeframe**

The total duration of the evaluation will be 25 days according to the following plan:

TE Activity	Timing	Completion Date
<b>Preparation</b>	2 days	18 August 2020
<b>Inception Report</b>	3 days	21 August 2020
<b>Evaluation Mission (Remote Engagement)</b>	10 days	From 26 August to 8 September 2020
<b>Draft Evaluation Report</b>	5 days	15 September 2020
<b>Final Report</b>	5 days	30 September 2020

**Evaluation Output and Deliverables**

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission. Approximate due date: 21 August 2020	Evaluator submits to UNDP CO
<b>Presentation</b>	Initial Findings	End of evaluation mission. Approximate due date: 10 September 2020	To project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	One (1) week after the evaluation mission. Approximate due date: 15 September 2020	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft. Approximate due date: 30 September 2020	Sent to CO for uploading to UNDP ERC.

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

**Team Composition**

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

**Evaluator Ethics**

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

**Resources Provided**

- All costs associated with the delivery of this work based on work plans submitted detailing all activities to achieve delivery and timeline.
- Ground transportation to facilitate in-country meetings and consultation will be facilitated only if included in the financial proposal.

- Travel cost to the countries will be facilitated only if included in the financial proposal.
- Visit to stakeholders will be supported by the Project Management Unit (PMU).

**Supervision/Reporting**

The consultant will be under the direct supervision and will report to the UNDP Fiji Multi-Country Office (MCO).

**Duration of the Contract:** Up to 25 working days starting on Friday, 17<sup>th</sup> August and ending on 30<sup>th</sup> October 2020

**Consultancy Proposal (CV & Financial proposal Template) should be uploaded on UNDP Jobshop website ([https://jobs.undp.org/cj\\_view\\_jobs.cfm?cur\\_rgn\\_id\\_c=RAS](https://jobs.undp.org/cj_view_jobs.cfm?cur_rgn_id_c=RAS)) no later than, 31<sup>st</sup> July 2020 (Fiji Time) clearly stating the title of consultancy applied for. Any proposals received after this date/time will not be accepted. Any request for clarification must be sent in writing, or by standard electronic communication to [procurement.fj@undp.org](mailto:procurement.fj@undp.org). UNDP will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants. Incomplete, late and joint proposals will not be considered and only offers for which there is further interest will be contacted. Failure to submit your application as stated as per the application submission guide (Procurement Notice) on the above link will be considered incomplete and therefore application will not be considered.**

**NOTE:**

Proposals must be sent through UNDP job shop web page. Candidates need to upload their CV and financial proposal -using UNDP template-. This should be scanned as 1 document

*If the selected/successful Candidate is over 65 years of age and required to travel outside his home country; He/She will be required provide a full medical report at their expense prior to issuance to contract. Contract will only be issued when Proposed candidate is deemed medically fit to undertake the assignment.*

**Requirement for Qualifications & Experience****Education:**

- A Master's degree in M&E, environment, development studies, or other closely related field.

**Work Experiences:**

- Minimum 7 years of relevant professional experience in the area of Development, Environment and Sustainable Development with required technical knowledge in the targeted GEF focal areas: Multi-Focal Areas and Cross Cutting Capacity Development for MEAs
- Minimum of 5 years of project evaluation and/or implementation experience in the result-based management framework and adaptive management, with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP-GEF
- Knowledge of UNDP and GEF Monitoring and Evaluation Policies
- Excellent English Writing and reporting skills (present at least 3 references of documents prepared).
- Good communication skills and positive interrelation.

**Proposal Requirements****Technical Proposal**

- CV
- Statement of how applicant meets requirement
- Names/Contacts of 3 referees

**Financial Proposal**

- Applicants must send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee for 25 working days, travel costs, living allowance (if travel restrictions are eased then the days of mission to Fiji; the 26<sup>th</sup> August – 8<sup>th</sup> September, 2020 should be included) and any other applicable cost to be incurred by the Individual Consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs.
- In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources.

**Travel:**



- Mission travel pending on the easing of the current international travel restrictions, will be required, which is a maximum of 12 travel days (inclusive of travel). Ten (10) of these are working days spent with the Environment and Conservation Division.
- The Advanced and Basic Security in the Field II courses must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director;
- Consultants are responsible for obtaining any visas and security clearances needed in connection with travel with the necessary support from UNDP;
- The Consultant is required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;
- The consultant will be responsible for making his/her own mission travel arrangements in line with UNDP travel policies;
- All related travel expenses will be supported by UNDP funds and will be reimbursed as per UNDP rules and regulations for consultants. Costs for mission airfares, terminal expenses, insurance, and living allowances should not be included in financial proposal;
- Financial proposal to be submitted separate from Technical proposal.

**Payment Schedule (if required):**

Payments will be done upon completion of the deliverables in the table below:

%	Milestone
10%	At contract signing
40%	Following submission and approval of the 1 <sup>st</sup> draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

**Evaluation**

- Cumulative analysis
- The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:
- When using this weighted scoring method, the award of the contract may be made to the individual consultant whose offer has been evaluated and determined as:
  - a) responsive/compliant/acceptable, and
  - b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
- \* Technical Criteria weighting; 70%
- \* Financial Criteria weighting; 30%
- Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Criteria	Percentage
<b>Qualification</b>	
A Master's degree in M&E, environment, development studies, or other closely related field	15%
<b>Experience</b>	
Minimum 7 years of relevant professional experience in the area of Development, Environment and Sustainable Development with required technical knowledge in the targeted GEF focal areas: Multi-Focal Areas and Cross Cutting Capacity Development for MEAs	20%
Minimum of 5 years of project evaluation and/or implementation experience in the result-based management framework and adaptive management, with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP-GEF	15%
Knowledge of UNDP and GEF Monitoring and Evaluation Policies.	10%
Excellent English Writing and reporting skills (present at least 3 references of documents prepared).	5%



Good communication skills and positive interrelation.	5%
<b>Technical Criteria</b>	<b>70%</b>
**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.	
<b>Financial Criteria – Lowest Price</b>	<b>30%</b>
<b>Total</b>	<b>100%</b>

**Proposal Submission:** Offerors must send the following documents.  
Shortlisted candidates may be contacted for an interview.

Offerors must send the following documents.

- i) **CV including names/contacts of at least 3 referees.**
- ii) **A cover letter indicating why the candidate considers himself/herself suitable for the required consultancy**

**Completed template for confirmation of Interest and Submission of Financial Proposal.**

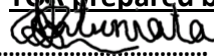
Individuals applying for this consultancy will be reviewed based on their own individual capacity. The successful individual may sign an Individual Contract with UNDP or request his/her employer to sign a Reimbursable Loan Agreement (RLA) on their behalf by indicating this in the Offerors letter to Confirming Interest and Availability

For any clarification regarding this assignment please write to [procurement.fj@undp.org](mailto:procurement.fj@undp.org)

Women candidates are encouraged to apply.

*\*The Fiji Office covers Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu*

**TOR prepared by:**



**Name:** Rusiate Ratuniata

**Designation:** RSD Analyst

**Approved by:**



**Name:** Kevin Petrini

**Designation:** DRR a.i. and RSD Team Leader, UNDP Pacific Office, Fiji.

**Cleared by:**



**Name:** Merewalesi Laveti

**Designation:** Monitoring and Evaluation Analyst, UNDP Pacific office, Fiji

**Annex 2: List of Documents reviewed****Checklist of Documents Required for the Terminal Evaluation of the Fiji CCCD Project**

Particulars	Year	Document	Source	Check
<b>Project Approval</b>	2015	Letter of Approval from the GEF CEO	UNDP	
		Signed Project Document	UNDP	
		Delegation of Authority	UNDP	
<b>Project Start-Up</b>	2015 - 2016	Staff contract for the Project Coordinator	ECD, MELAD	
		Staff contract for the Project Finance Personnel	ECD, MELAD	
<b>Project Planning and Implementation</b>	2015	Inception Workshop Report	Fiji CCCD PMU	
		Annual Workplan and Budget	Fiji CCCD PMU	
		1 <sup>st</sup> Quarter Workplan	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Workplan	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Workplan	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Workplan	Fiji CCCD PMU	
	2016	Annual Workplan and Budget	Fiji CCCD PMU	
		1 <sup>st</sup> Quarter Workplan	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Workplan	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Workplan	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Workplan	Fiji CCCD PMU	
		2015 – 2016 Annual Project Report	UNDP	
	2017	Annual Workplan and Budget	Fiji CCCD PMU	
		1 <sup>st</sup> Quarter Workplan	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Workplan	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Workplan	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Workplan	Fiji CCCD PMU	
		2016 – 2017 Annual Project Report	UNDP	
	2018	Annual Workplan and Budget	Fiji CCCD PMU	
		1 <sup>st</sup> Quarter Workplan	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Workplan	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Workplan	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Workplan	Fiji CCCD PMU	
		2017 – 2018 Annual Project Report	UNDP	
	2019	Annual Workplan and Budget	Fiji CCCD PMU	
		1 <sup>st</sup> Quarter Workplan	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Workplan	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Workplan	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Workplan	Fiji CCCD PMU	
		2018 – 2019 Annual Project Report	UNDP	
<b>Project Monitoring</b>	2015	2 <sup>nd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		<b>Signed 2015 CDR</b>	<b>UNDP</b>	

Particulars	Year	Document	Source	Check
	2016	1 <sup>st</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		Signed 2016 CDR	UNDP	
	2017	1 <sup>st</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		Signed 2017 CDR	UNDP	
	2018	1 <sup>st</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		Signed 2018 CDR	UNDP	
	2019	1 <sup>st</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		2 <sup>nd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		3 <sup>rd</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		4 <sup>th</sup> Quarter Progress Report/FACE form	Fiji CCCD PMU	
		Signed 2019 CDR	UNDP	
<b>Project Oversight</b>	2015	Project Board Meeting Agenda	Fiji CCCD PMU	
		Project Board Meeting Minutes	Fiji CCCD PMU	
	2016	Project Board Meeting Agenda	Fiji CCCD PMU	
		Project Board Meeting Minutes	Fiji CCCD PMU	
	2017	Project Board Meeting Agenda	Fiji CCCD PMU	
		Project Board Meeting Minutes	Fiji CCCD PMU	
		Request and Approval Documentations for No- Cost Project Extension	UNDP	
	2018	Project Board Meeting Agenda	Fiji CCCD PMU	
		Project Board Meeting Minutes	Fiji CCCD PMU	
	2019	Project Board Meeting Agenda	Fiji CCCD PMU	
		Project Board Meeting Minutes	Fiji CCCD PMU	
	2016-2019	Back to Office Reports	UNDP	
	2016-2019	Social Media	UNDP/Fiji CCCD PMU	
<b>Asset Management</b>	Y1 – Y4	Project Assets List/Register	Fiji CCCD PMU	

		Project's publication	UNDP/Fiji PMU	CCCD	
		Capacity Building Score Card	UNDP/Fiji PMU	CCCD	
		Snap shots of UNDP Risks and issues log	UNDP/Fiji PMU	CCCD	
		In-kind assistance table	UNDP/Fiji PMU	CCCD	
		Technical reports produced by the international and national consultants	UNDP/Fiji PMU	CCCD	
		Project's activities media coverage	UNDP/Fiji PMU	CCCD	
		Training sessions progress reports	UNDP/Fiji PMU	CCCD	

**Annex 3: Remote Engagement Itinerary**

Date and time	Meetings and participants
18 January 2020 Monday	
AM	Meeting with the UNDP Country Office
AM	<p>Meeting with the project team</p> <ul style="list-style-type: none"> <li>Review of the evaluation process</li> <li>Review of the project implementation results</li> </ul>
19 January 2020, Tuesday Meetings with Government partners	
PM	<ul style="list-style-type: none"> <li>Department of Environment (DoE) at the Ministry of Waterways and Environment (MoWE)</li> <li>Meeting with National Focal Points of GEF, UNFCCC, UNCDD, and UNCBD</li> </ul> <p>Members of the National Adaptation Steering Committee, National Biodiversity Planning Committee and others relevant committees</p>
20 January 2020 November 2020, Wednesday Meetings with Government partners	
PM	Meeting with focal point of the Ministry of Finance, Strategic Planning, National Dev & Statistics (MFSPNDS)
PM	<ul style="list-style-type: none"> <li>Ministry of Primary Industries (MPI) including the Department for Agriculture, Fisheries &amp; Forestry</li> </ul>
21 January 2020, Thursday Meetings with Government partners	
PM	<p>Meeting with focal point of the:</p> <ul style="list-style-type: none"> <li>The Ministry of Waterways and Environment (MOWE)</li> <li>Ministry of Foreign Affairs and International Cooperation (MFAIC)</li> <li>National Environment council (NEC)</li> </ul>
22 January 2020, Friday Focus groups meeting with stakeholders	
AM	Meeting with stakeholders CSOs , Academia, CBO/Faith based organizations and private sector.
PM	

**Annex 4. Evaluation Criteria Matrix**

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> <li>Is the project relevant to Fiji's environmental policies and Fiji National development plan?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which the project supports national environmental objectives</li> <li>Degree of coherence between the project and national priorities, policies and strategies</li> <li>Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities</li> <li>Level of involvement of government officials and other partners in the project design process</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>National policies and strategies</li> <li>Key project partners</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project partners</li> </ul>
<ul style="list-style-type: none"> <li>Is the project relevant to United Nation Pacific Strategy for the country?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a clear relationship between the project objectives and the United Nation Pacific Strategy for the country</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Regional Programme Document (SRPD) and UN Pacific Strategy (UNPS/UNDAF)</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses f</li> <li>UNDP website f</li> <li>Interviews with UNDP officer</li> </ul>
<ul style="list-style-type: none"> <li>Is the project relevant to UNDP Pacific's Sub Regional Programme Document?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a clear relationship between the project objectives and UNDP Pacific's Sub Regional Programme Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Regional Programme Document (SRPD) and UN Pacific Strategy (UNPS/UNDAF)</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses f</li> </ul>
<ul style="list-style-type: none"> <li>Is the project addressing the needs of the targeted beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li>Needs of target beneficiaries compared with project activities and results</li> <li>Strength of the link between expected results from the project and the needs of relevant stakeholders f</li> <li>Degree of involvement and inclusiveness of</li> </ul>	<ul style="list-style-type: none"> <li>Project partners and stakeholders</li> <li>Needs assessment studies f</li> <li>Project documents</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews with relevant stakeholders</li> </ul>

	stakeholders in project design and implementation		
<ul style="list-style-type: none"> <li>Is the project specifically addressing gender issues and contributes towards gender equality?</li> </ul>	<ul style="list-style-type: none"> <li>Degree gender issues are taken into account in project formulation and implementation</li> <li>Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of global environmental issues, stakeholder outreach to women's groups, etc).</li> <li>Gender segregation of data collection and monitoring</li> <li>Level of gender issues raised outlined in project documents</li> <li>Other example(s) of how the initiative contributes to gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project partners and relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>How is the project complementary to the actions of other stakeholders active in the country/region?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which project was coherent and complementary to the actions of stakeholders active in the country and region..</li> </ul>	<ul style="list-style-type: none"> <li>Documents from other stakeholders activities f</li> <li>Project document</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses f</li> <li>Interviews with project partners and relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>Is the project internally consistent in its design?</li> </ul>	<ul style="list-style-type: none"> <li>Level of coherence between project expected results and project design internal logic f</li> <li>Level of coherence between project design and project implementation approach</li> <li>Level of coherence between project duration and project outcomes</li> <li>Coherence of project design with GEF and national environmental priorities</li> </ul>	<ul style="list-style-type: none"> <li>Program and project documents f</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis f</li> <li>Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</li> </ul>			
<ul style="list-style-type: none"> <li>Are the activities and outputs of the project consistent with the project's goals and objectives?</li> </ul>	<ul style="list-style-type: none"> <li>project results framework and logframe</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>Interviews with project team f</li> <li>Interviews with relevant stakeholders</li> </ul>



<ul style="list-style-type: none"> <li>To what extent has the delivered project outputs contributed to the achievement of its expected outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Agreement between project outputs with expected outcomes</li> <li>Output level indicators of results framework</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress report</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> </ul>
<ul style="list-style-type: none"> <li>Were the project's expected targets against the outcomes achieved?</li> </ul>	<ul style="list-style-type: none"> <li>Results framework indicators</li> <li>Compliance with expected outcomes (%)</li> <li>Assessment by key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Policy documents</li> <li>Key stakeholders</li> <li>Tangible products</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>Interviews with project team f</li> <li>Interviews with relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>How was risk managed during the project?</li> </ul>	<ul style="list-style-type: none"> <li>Completeness of risk identification and assumptions during project planning and design f</li> <li>Quality of risk mitigations strategies developed and followed</li> </ul>	<ul style="list-style-type: none"> <li>Project documents f UNDP, project team, and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis f</li> </ul>
<ul style="list-style-type: none"> <li>What are the lessons learnt from the project in terms of effectiveness?</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness for each component and lessons learned of these for future projects</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project team and relevant stakeholders</li> <li>Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> <li>Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>Which changes could have been made in project's design to improve its effectiveness?</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness in achieving the expected outcomes and objectives (%)</li> <li>Effectiveness for each component and lessons learned of these for future projects</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project team and relevant stakeholders</li> <li>Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> <li>Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>How could the project have been more effective in achieving results?</li> </ul>	<ul style="list-style-type: none"> <li>Indicators in project document results framework and log frame</li> <li>Effectiveness in achieving the expected outcomes and objectives (%)</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project team and relevant stakeholders</li> <li>Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> <li>Interviews</li> </ul>
<ul style="list-style-type: none"> <li>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</li> </ul>			
<ul style="list-style-type: none"> <li>Was adaptive management needed and used to ensure efficient use of resources?</li> </ul>	<ul style="list-style-type: none"> <li>Reported adaptive management measures response to changes in context</li> </ul>	<ul style="list-style-type: none"> <li>Project progress reports.</li> </ul>	<ul style="list-style-type: none"> <li>Desk Review and</li> <li>Individual semi-</li> </ul>

		<ul style="list-style-type: none"> <li>• project staff</li> </ul>	structured interviews
<ul style="list-style-type: none"> <li>• Were the accounting and financial systems in place adequate?</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient financial delivery</li> <li>• Quality of standards for financial and operative management.</li> <li>• Perception of management efficiency by project partners and project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Financial expenditure reports</li> <li>• Combined Delivery Reports</li> <li>• PSC meeting minutes</li> <li>• PIRs</li> <li>• Final co-financing report</li> <li>• project partners and project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Individual semi-structured interviews</li> </ul>
<ul style="list-style-type: none"> <li>• Were progress reports produced in a timely manner and in compliance to project reporting requirements?</li> </ul>	<ul style="list-style-type: none"> <li>• Level of compliance with project reporting requirements in timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
<ul style="list-style-type: none"> <li>• Was project implementation as cost-effective as originally envisaged?</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of expenditures in proportion with the results</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports, PIRs</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
<ul style="list-style-type: none"> <li>• Was the expected co-finance leveraged as initially expected?</li> </ul>	<ul style="list-style-type: none"> <li>• Committed co-finance realized</li> <li>• Level of co-financing in relation to the original planning</li> </ul>	<ul style="list-style-type: none"> <li>• Projects accounting records and audit reports</li> <li>• Financial reports</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
<ul style="list-style-type: none"> <li>• Were the reported lessons learnt shared among project stakeholders for subsequent improvement of project implementation?</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc).</li> <li>• Number of dedicated follow-up activities to systematically document and disseminate project knowledge and lessons learned</li> <li>• Reported adaptive management measures</li> </ul>	<ul style="list-style-type: none"> <li>• PIRs</li> <li>• Knowledge transfer products</li> <li>• Key Stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>• Which partnerships and networking were facilitated among stakeholders? Be specific to mention any legal agreements or memorandum of understanding signed to ascertain partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Specific activities conducted to support the development of cooperative arrangements between partners</li> <li>• Examples of supported partnerships</li> <li>• Evidence that particular partnerships will be sustained</li> <li>• Types/quality of partnership cooperation methods</li> </ul>	<ul style="list-style-type: none"> <li>• legal agreements or memorandum of understanding documents</li> <li>• Project partners and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Individual semi-structured interviews and focus groups</li> </ul>

	utilize		
<ul style="list-style-type: none"> <li>Was local capacity and know-how adequately mobilized?</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of expertise utilized from international experts compared to national experts</li> <li>Number/quality of analyses done to assess local capacity potential and absorptive capacity</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Individual semi-structured interviews and focus groups</li> </ul>
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> <li>Were sustainability issues adequately addressed at project design?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent does the exit strategy take into account the following: i) Political factors (support from national authorities) ii) Financial factors (available budgets) iii) Technical factors (skills and expertise needed) iv) Environmental factors (environmental appraisal)</li> <li>Completeness of risk identification and assumptions during project planning and design</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>project team and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>Is there evidence that some partners and stakeholders will continue their activities beyond project termination? And if such partners/stakeholders were identified, which ones were they?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which project partners and stakeholders see that it is in their interest that project benefits continue to flow.</li> <li>Estimations of the future budget of key stakeholders.</li> <li>Partners/stakeholders committed to support project results after the project closed and sources of funding.</li> </ul>	<ul style="list-style-type: none"> <li>Policy documents produced by project partners/stakeholders</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>Which are the main risks to the continuation of policies and actions initiated by the projects? (financial, institutional, socioeconomic, environmental)</li> </ul>	<ul style="list-style-type: none"> <li>Risk mitigations strategies developed and followed</li> <li>Definition of on-going activities that pose threat to the sustainability of project results</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation reports</li> <li>Progress reports</li> <li>UNDP programme staff</li> </ul>	<ul style="list-style-type: none"> <li>Desk reviews of secondary data</li> <li>Interviews with UNDP programme staff</li> </ul>
<ul style="list-style-type: none"> <li>Are project actions and results being scaled up or replicated elsewhere in the region?</li> </ul>	<ul style="list-style-type: none"> <li>example(s) of actions taken to scale up or replicated the project</li> <li>Reference by other projects/programs</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>UNDP Pacific's Sub Regional Programme</li> </ul>	<ul style="list-style-type: none"> <li>Desk reviews of documents and secondary data</li> </ul>

	<ul style="list-style-type: none"> <li>Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions.</li> </ul>	Document <ul style="list-style-type: none"> <li>UNDP programme staff</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with UNDP programme staff</li> </ul>
<ul style="list-style-type: none"> <li>Did the project adequately address institutional and financial sustainability issues?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent does the exit strategy take into account the following: – Political factors (support from national authorities) – Financial factors (available budgets) –</li> <li>The current policy and regulatory framework sustain project-developed mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents f Annual Work Plans f Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> </ul>
<ul style="list-style-type: none"> <li>How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms?</li> </ul>	<ul style="list-style-type: none"> <li>Example(s) of the beneficiary plans to mainstream the lessons learned to ensure quality reporting to the global platforms</li> </ul>	<ul style="list-style-type: none"> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</li> </ul>			
<ul style="list-style-type: none"> <li>How likely is the project to achieve its long-term goal?</li> </ul>	<ul style="list-style-type: none"> <li>Changes in capacity: <ul style="list-style-type: none"> <li>To pool/mobilize resources</li> <li>To provide an enabling environment,</li> <li>For reporting of related strategies and programmes</li> <li>through adequate institutional frameworks and their maintenance</li> </ul> </li> <li>Changes to the quantity and strength of barriers such as change in: <ul style="list-style-type: none"> <li>Weaknesses in the institutional framework for reporting to the global platforms</li> <li>Inefficiencies in the administration, adequacy, allocation and effectiveness in reporting to the global platforms</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>Are stakeholders more aware about the project's contribution towards setting up an EMIS and ensuring that it is operational? Which ones?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment by key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Individual semi-structured interviews and focus groups</li> </ul>

<ul style="list-style-type: none"> <li>What is the impact of the project for the citizens of Fiji in terms of awareness about the government's commitment to reporting its updated environmental data to the global platforms of the Rio conventions?</li> </ul>	<ul style="list-style-type: none"> <li>Assessment by key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Individual semi-structured interviews and focus groups</li> </ul>
<ul style="list-style-type: none"> <li>What are the level of influence and visibility of the project in Fiji in promoting sustainable development?</li> </ul>	<ul style="list-style-type: none"> <li>Citations in newspapers</li> <li>Social media metrics</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>References in brochures, pamphlets, flyers, etc</li> <li>Project's activities media coverage</li> <li>Social Media</li> </ul>	<ul style="list-style-type: none"> <li>Desk reviews of documents and secondary data</li> <li>Individual semi-structured interviews and focus groups</li> </ul>

Cross-cutting issues: To what extent has the project promote the UN values from a human development perspective?			
<ul style="list-style-type: none"> <li>To what extent did the initiative support the government in monitoring achievement of MDGs?</li> </ul>	<ul style="list-style-type: none"> <li>What assistance has the initiative provided supported the government in promoting human development approach and monitoring MDGs?</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Evaluation reports</li> <li>HDR reports</li> <li>MDG reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews with Government partners</li> </ul>
<ul style="list-style-type: none"> <li>Is the project specifically addressing gender issues and contributes towards gender equality?</li> </ul>	<ul style="list-style-type: none"> <li>Degree gender issues are taken into account in project formulation and implementation</li> <li>Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of global environmental issues, stakeholder outreach to women's groups, etc).</li> <li>Gender segregation of data collection and monitoring</li> <li>Level of gender issues raised outlined in project documents</li> <li>Other example(s) of how the initiative contributes to gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project partners and relevant stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality?</li> </ul>	<ul style="list-style-type: none"> <li>example(s) of how the initiative contributes to gender equality.</li> <li>Can results of the programme be</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews with UNDP staff and</li> </ul>

<ul style="list-style-type: none"> <li>To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects?</li> </ul>	disaggregated by sex?	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Government partners</li> <li>Beneficiaries</li> </ul>	Government partners
<ul style="list-style-type: none"> <li>How did the UNDP initiative take into account the plight and needs of vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?</li> </ul>	<ul style="list-style-type: none"> <li>example(s) of how the initiative takes into account the needs of vulnerable and disadvantaged groups, for example, women, youth, disabled persons.</li> <li>How has UNDP programmed social inclusion into the initiative?</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Evaluation reports</li> <li>UNDP staff</li> <li>Government partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews with UNDP staff and Government partners</li> </ul>
<ul style="list-style-type: none"> <li>To what extent the programme successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters?</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder perceptions of Programme contributions to the work of UNDP</li> </ul>	<ul style="list-style-type: none"> <li>UNDP staff</li> <li>Government partners</li> <li>Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> </ul>

### ***Annex 5. Questionnaire used for the interviews***

Below listed questions will be used in the interviews. Not all questions will be asked to each interviewee. These questions were used as a reminder for the TE consultant about the type of information required to complete the review exercise and a guide to prepare the semi-structured interviews. The questionnaire will be shared in advance with interviewees.

### ***Government Partners***

#### **I. RELEVANCE - How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?**

1. Is the project relevant to Fiji's environmental policies and Fiji national development plan?
2. Is the project relevant to United Nations Pacific Strategy for the country?
3. Does the Project address the needs of target beneficiaries?
4. Is the Project internally coherent in its design?

#### **II. EFFECTIVENESS – To what extent have the expected outcomes and objectives of the project been achieved?**

1. Are the activities and outputs of the project consistent with the project's goals and objectives?
2. How is risk and risk mitigation being managed?
3. To what extent has the delivered project outputs contributed to the achievement of its expected outcomes?
4. Were the project's expected targets against the outcomes achieved?

#### **III. EFFICIENCY - Was the project implemented efficiently, in-line with international and national norms and standards?**

1. Was adaptive management used or needed to ensure efficient resource use?
2. Were progress reports produced in a timely manner and in compliance to project reporting requirements?
3. Was project implementation as cost-effective as originally envisaged?
4. Were the accounting and financial systems in place adequate?



## Stakeholders

### **I. RELEVANCE - How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?**

1. How is the project complementary to the actions of other stakeholders active in the country/region?
2. Is the project relevant to Fiji's environmental policies and Fiji national development plan?
3. Does the Project address the needs of target beneficiaries?

### **II. EFFECTIVENESS – To what extent have the expected outcomes and objectives of the project been achieved?**

5. What are the lessons learnt from the project in terms of effectiveness?

### **III. EFFICIENCY - Was the project implemented efficiently, in-line with international and national norms and standards?**

6. How could the project have been more effective in achieving results?
5. How is risk and risk mitigation being managed?
6. Were the reported lessons learnt shared among project stakeholders for subsequent improvement of project implementation?
7. Which partnerships and networking were facilitated among stakeholders? Be specific to mention any legal agreements or memorandum of understanding signed to ascertain partnership
8. Was local capacity and know-how adequately mobilized?

### **IV. IMPACTS - What are the potential and realized impacts of activities carried out in the context of the Project?**

1. What is the impact of the project for the citizens of Fiji in terms of awareness about the government's commitment to reporting its updated environmental data to the global platforms of the Rio conventions?
2. Are stakeholders more aware about the project's contribution towards setting up an EMIS and ensuring that it is operational? Which ones?
3. What are the level of influence and visibility of the project in Fiji in promoting sustainable development?

### **V. SUSTAINABILITY - Are the initiatives and results of the Project allowing for continued benefits?**

1. Were sustainability issues adequately addressed at project design?
2. Is there evidence that some partners and stakeholders will continue their activities beyond project termination? And if such partners/stakeholders were identified, which ones were they?
3. How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms?

## UNDP Country Office

### **I. RELEVANCE - How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?**

4. How is the project complementary to the actions of other stakeholders active in the country/region?
5. Is the project relevant to Fiji's environmental policies and Fiji national development plan?
6. Is the project relevant to United Nation Pacific Strategy for the country?
7. Is the project relevant to UNDP Pacific's Sub Regional Programme Document?

### **II. EFFECTIVENESS – To what extent have the expected outcomes and objectives of the project been achieved?**

1. What are the lessons learnt from the project in terms of effectiveness?
2. Which changes could have been made in project's design to improve its effectiveness?

### **III. EFFICIENCY - Was the project implemented efficiently, in-line with international and national norms and standards?**

9. Were progress reports produced in a timely manner and in compliance to project reporting requirements?
10. How is risk and risk mitigation being managed?

### **IV. IMPACTS - What are the potential and realized impacts of activities carried out in the context of the Project?**

4. What are the level of influence and visibility of the project in Fiji in promoting sustainable development?

### **V. SUSTAINABILITY - Are the initiatives and results of the Project allowing for continued benefits?**

4. Were sustainability issues adequately addressed at project design?
5. How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms?

### **VI CROSS-CUTTING ISSUES - Cross-cutting issues: To what extent has the project promote the UN values from a human development perspective?**

1. How did the UNDP initiative take into account the plight and needs of vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?
2. To what extent the programme successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters?
3. To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality?
4. To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects?

### **Annex 6: UNEG Code of Conduct for Evaluators**

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

#### **Evaluators/Consultants:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of 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.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid 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.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

#### **Evaluation Consultant Agreement Form**


Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: LEANDRO FERNANDEZ

Name of Consultancy Organization (where relevant): Not relevant

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Buenos Aires (Place) on 26 February (Date)

Signature: 

**Annex 7: TE Report Clearance Form**

**Terminal Evaluation Report for FIJI CCCD Project; PIMS ID: 4727 Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: Merewalesi Laveti

Signature: Merewalesi Laveti Date: 15 March 2021

**Regional Technical Advisor (Project Preparation Coordination Team Lead)**

Name: Mr. Adnan Kareem

Signature: Adnan Kareem Date: 15 March 2021

**Annex 8: Summary of Rating Scales****Monitoring & Evaluation Ratings Scale**

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

**Implementation/Oversight and Execution Ratings Scale**

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

***Outcome Ratings Scale - Relevance, Effectiveness, Efficiency***

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

***Sustainability Ratings Scale***

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability