

Fiji Ridge-to-Reef Mid-term Evaluation Management Response

UNDP Management Response

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

Project PIMS: 5216

Mid-term Evaluation Completion Date: 21 April 2020.

Evaluation Recommendation 1: Request no-cost extension of the project until 4 October 2020.				
Management Response: Submit to the GEF Secretariat a valid no-cost extension request as per the new GEF requirements				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
Submit request for an extension of Project for 12 months: (a) the mid-term evaluation;	30 April 2020 24 April 2020	<ul style="list-style-type: none"> - UNDP Pacific Office (PaO) & Bangkok Regional Hub (BRH) [(a), (b), and (e)] - PMU [(c), (d)] 	<ul style="list-style-type: none"> - Mid-term evaluation report in final draft. And undergoing final UNDP step of verification. - IP letter of request is at hand. - Budget has been adjusted and undergoing review 	In progress
(b) management response;	22 April 2020			
(c) letter to request no-cost extension of the project from the IP (Permanent Secretary, Ministry of Waterways and Environment);	5 May 2020			
(d) adjusted budget; and	15 April 2020			
(e) acquire support letter from the Country Office	12 June 2020			
Evaluation Recommendation 2: Ensure all pending LOAs and MOAs with both government and non-government partners are negotiated for accelerated completion. Confirm the need for NGOs to implement the activities to be results-oriented at the catchment level. UNDP is to finalize the HACT (Harmonized Approach to Cash Transfers Assessment) for the relevant NGO IPs.				
Management Response: Ensure timely facilitation of the LoAs with WWF and CI. Confirm the MoAs between the Government stakeholders and the main IP, the Ministry of Waterways and Environment (MoWE). Ensure that the 2020 & 2021 AWP are catchment level results oriented.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
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LoAs with WWF and CI	30 June 2020	UNDP PaO, Suva	Awaiting the micro-HACT assessment reports on both, WWF and CI.	In progress
MoAs for all Governmental stakeholders with the main IP the MoWE	January 2020	MoWE and the PMU	Completed	Completed
Conduct micro-HACT assessment for WWF and CI	30 June 2020	UNDP PaO, Suva	Awaiting the micro-HACT assessment reports on both, WWF and CI.	In progress
Confirm the need for NGOs to implement the activities to be results-oriented at the catchment level.	February - March 2020	PMU and the co-implementers of the project	Before the 2020 AWP was approved at the March project steering committee meeting, all stakeholders got together by island, by catchment and individually with the PMU to consult and map the plan of action to ensure that activities are results oriented.	Completed
<p>Evaluation Recommendation 3: Hire a qualified technical and operational staff. (Please note this is the same criteria of function desired for recommendation 6 as well) Engage NGOs on bigger sub-contracts. Review the recent annual work plan with MoWE and involve technical and steering committees. PMU, with support from UNDP, is to develop a monitoring plan for the project including the expected results for each site and implement it.</p>				
<p>Management Response: Accelerate the hiring of the chief technical assistant (CTA) to fulfil the need of a qualified technical and operational staff. Engage NGOs on one-time LoAs to minimize time and efforts spent on repeatedly facilitating the financially restrictive contractual modality of Low Value Grants (LVGs). Set up a technical advisory working group (TAWG) to oversee the technical aspects of project implementation</p>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	

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			Comments	Status
LoAs with WWF and CI	22 May 2020	UNDP PaO, Suva	Completed the micro-HACT assessment for both. Awaiting the micro-HACT assessment reports on both, WWF and CI.	In progress
PMU to set up the TAWG	January 2020	PMU and the co-stakeholders or co-implementers	A Technical Advisory Working Group (TAWG) has recently been approved by PSC. A Review subcommittee that is part of this TAWG has been formed and approved by the PSC to review project reports. This subcommittee will review all documents without sub-contracts.	Completed and ongoing
<p>Evaluation Recommendation 4: Accelerate the hiring of a communications officer to handle the knowledge management component of the project. The officer will assist in putting together a communication strategy and oversee the implementation of the same</p> <p>Accelerate the hiring of a monitoring and evaluation (M&E) officer, to oversee development of the following:</p> <ul style="list-style-type: none"> ✓ Cross cutting: training, education, and capacity building, communication strategy and results monitoring work plan for all sites, including work with traditional ecological knowledge (TEK), schools, and education; ✓ Develop TOR and plan for a monitoring and lesson learned reporting for each site; ✓ Complete and monitor the GEF project tracking tools 				
<p>Management Response: The UNDP PaO will kindly request the MoWE to accelerate the two PMU positions of the communications and the M&E officers. The UNDP PaO will assist to comment and finalize the respective ToRs ready for advertisement.</p>				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
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(a) Develop and finalise the two ToRs (b) Advertise positions (c) Successfully recruit the two qualified candidate for the respective positions	April 2020	PMU	The ToRs have been finalized. The positions have been advertised. The reminders have gone out to the IP and the PMU requiring an update on the Government's procurement process thus far.	In progress
Evaluation Recommendation: 5: Fast track the hiring of a livelihood consultant to work with the team through the end of the project to develop an implementation plan and provide technically sound, evidence-based work plan inputs for pilots in each site. Carry forth the livelihoods plan in the context of the catchment management committees and policy-level and planning exercises at local and national levels: TCC and PAC learning work.				
Management Response: The PMU is to hire a livelihood consultant to carry out the above stated responsibilities.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
PMU to put together a ToR for the consultancy	19 June 2020	PMU	We will request the PMU/IP to initiate putting together the ToR tailor made to what they think is necessary for this assignment and we can assist to refine	Not initiated
Evaluation Recommendation 6: Fast track the hiring of a GEF-competent CTA to complement the project management team based with project manager at MOE. Ensure that the CTA has a GEF project monitoring background to oversee the entire project's expected results plan. This CTA can report to MOE and UNDP.				
Management Response: Accelerate the hiring of the chief technical assistant (CTA) to fulfil the need of a qualified technical and operational staff.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Have the GEF competent CTA sign her/his contract	12 th of June 2020	UNDP PaO, Suva	Awaiting the CAP's decision on the successful	In progress

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			candidate. Upon receiving CAP's approval we will raise the e-requisition based on the finalized PAF and have the contract ready for signing.	
Evaluation Recommendation 7: Project team map out partner and government departments and ministries working on similar and linked projects/initiatives and implement a strategy of how to build leadership synergies with others operating in this field in Fiji: PAC, Ministry of Economy and R2R regional, bilateral, and other UN agencies and GEF projects (ABS, CD-FAO conservation agriculture/fisheries).				
Management Response: Plan out with the PMU/IP through a stakeholders' analysis exercise to identify key strategic partners. And then assist to map out the synergies by the project component. After the mapping, assist the PMU/IP on the initiating liaisons and even facilitating the meetings with each identified strategic partner.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Initiate the stakeholders' identification and mapping exercise.	May 2020	PMU/IP	Preliminary discussion with the PMU has begun.	In progress
Map out the synergies of identified strategic stakeholders by outcome and initiate liaisons with these.	May – June 2020	PMU/IP and the identified strategic stakeholders	We will conduct this once a planning meeting date is ascertained.	Not initiated
Evaluation Recommendation 8: PMU to work closely with UNDP to develop standard operating procedures SOPs for streamlined allocation, disbursements and reporting.				
Management Response: The SOP is to expand on the existing financial guidelines stipulated by the UNDP POPPs and that currently put together by the Resilience and Sustainable Development Team of the UNDP PaO, Suva. However, these SOPs should be tailored towards the needs to expedite allocation and disbursements.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Initiate a meeting with the UNDP PaO to examine the current disbursement and reporting trends, specifically the delays either way and strategize to trouble-shoot.	15 May 2020	PMU, co-IPs (especially the NGOs)	We will request the PMU as per this recommendation to have this meeting.	Not initiated

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Develop the SOPs from the troubleshooting strategy. This should closely follow the SOPs put up by the Resilience and Sustainable Development Team toward the same regard.	22 May, 2020	PMU	UNDP PaO, Suva will lead this development for that week to come up with the required SOPs	Not initiated
Evaluation Recommendation 9: Hold a team building and results monitoring retreat to build relations, trust, and consensus around end targets and expected results. Discuss expected results and assign roles and meeting protocol.				
Management Response: Encourage the PMU to initiate this. Once a date and venue are confirmed, the UNDP PaO, Suva will assist to facilitate relevant sessions. The UNDP PaO, Suva will also acquire the SPC specialist for the Regional R2R project to facilitate sessions pertinent to results monitoring.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Initiate planning around this team building and results monitoring retreat.	11 May 2020	PMU	PMU to initiate as per the recommendation	Not initiated
Facilitate and acquire the appropriate personnel for the retreat sessions.	June 2020	PMU	PMU will organize as per the need of this recommendation	Not initiated
Evaluation Recommendation 10: Assign a technical IP focal point, i.e. NGO per catchment, to coordinate the results monitoring work toward expected results.				
Management Response: Currently for the project, each catchment loosely has a lead NGO, this NGO lead should be work in close consultation with the project's M&E personnel.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Strengthen the NGO lead role for each catchment and designate a focal from each to facilitate this role of translating project results into catchment-based activities.	May 2020	PMU and NGOs	PMU will initiate as per the recommendation.	Not initiated
Evaluation Recommendation 11: PMU to advocate for creation and strategy for policy level and other results for the Technical Advisory (and Policy Monitoring) Committee. Exist strategy might suggest merging TOR with existing Protected Areas Committee. Further, expand PAC membership to include other project partners, key missing sectors, NGO implementing partners, and key stakeholders including economy, planning, education, and tourism. The following should be done:				
<ul style="list-style-type: none"> ✓ Establish a consultancy on economic valuation and cost benefit analysis based on each catchment management plan and a policy for each site. Deliver results to PSC, NEC, and PAC; and 				

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<ul style="list-style-type: none"> ✓ Undertake a scoping and gap/opportunities review of linked policies, i.e., a land use policy review for a landscape approach: Forestry, Agriculture, Fisheries. The Government needs economic returns, so the Land Conservation Act, among others, must provide a gaps and recommendations report and implementations plan. ✓ Address the urgent need for technical and learning support (strategic communication, policy, and implementation) in the following areas: invasive species eradication, globally protected areas and lease compensation schemes, PES, INRM, conservation education, including agriculture, fisheries and forestry; and education for sustainable development and TDK, etc. Hold project-wide learning seminars on above subjects in some format, i.e., TCC, R2R seminar, etc. ✓ This project heavily funds Component 2 as compared to the other components. Linkage with EIAs especially with logging should be considered. EIA guideline development. ✓ Develop technical guidance on leasing the land from the communities, a key result area expected for this project's work. The Forestry Department has limited knowledge of how to determine the compensation and urgently needs guidance on payment for ecosystem services to undertake and make decisions during project implementation and beyond. ✓ UNDP support PM and RPMU author cross cutting programme implementation strategies as soon as possible. Bring in consultancy support if needed. 				
Management Response: Encourage the PMU to pursue this recommendation of extending the Technical Advisory Working Group or the Protected Areas Committee to include policy level thinking focal points from the project stakeholders. And to provide support to the PMU as they endeavor to carry this out. Develop the ToR for the GEF-competent CTA to include the advisory to the list of things to do on this recommendation.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
Initiate the discussion on this recommendation with the PMU and when or if required follow this through with the pertinent stakeholders' focal points.	June 2020	PMU and NGOs	We will request the PMU first and then the NGOs as per this recommendation.	Not initiated
Tailor the GEF-competent consultant's ToR to reflect giving advisory and technical inputs to the list of things to do on this recommendation.	March – April 2020	PMU	CTA consultancy ToR has been finalized reflecting the recommendation needs. The consultancy has been advertised; selection done. Completion pends the PAF and e-requisition of the successful applicant/bidder.	In Progress