

TERMINAL EVALUATION (TE) REPORT

November 2020

Implementing a “Ridge to Reef” approach to protect biodiversity & ecosystem functions in Nauru

(R2R Nauru Project)

GEF Project ID 5381 / UNDP PIMS 5218



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PROJECT DATA

Project Title:	Implementing a “Ridge to Reef” approach to protect biodiversity & ecosystem functions in Nauru (R2R Nauru Project)	
Parent Program:	Pacific Islands Ridge to Reef National Priorities - Integrated Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods (Pacific R2R Program).	
GEF Agency:	United Nations Development Programme (UNDP)	
GEF Project ID:	5381	
UNDP ID No.s:	Project ID: 00092583. Atlas Award ID: 00084678. PIMS No.: 5218	
Country:	Republic of Nauru	
Region:	Asia Pacific	
GEF Cycle & Trust Fund:	GEF 5 – GEF Trust Fund (GTF)	
GEF Focal Area:	Multi-Focal Area: Biodiversity (BD), Land Degradation (LD) and International Waters (IW).	
GEF Focal Area Objectives:	<ul style="list-style-type: none"> • BD-1: Improve Sustainability of Protected Area Systems. • BD-2 Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors. • LD-3: Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape). • IW-3: Support Foundational Capacity Building, Portfolio Learning and Targeted Research Needs for Ecosystem-Based, Joint Management of Transboundary Water Systems. 	
UNDAF Outcome: (UNDAF Pacific Sub-region 2013-17)	<ul style="list-style-type: none"> • Outcome Area 1: Environmental management, climate change and disaster risk management. 	
Executing Entity:	Government of Nauru (GoN) <ul style="list-style-type: none"> • Environment Division, Department of Commerce, Industry & Environment (DCIE). 	
Other Partners:	GoN <ul style="list-style-type: none"> • Nauru Fisheries & Marine Resources Authority (NFMRA). • Department of Agriculture. 	
Pilot Sites (N to S - see Figure 1):	5 Districts: Anabar, Ijuw, Anibare, Buada, Meneng.	
Financing:	<i>At endorsement (US\$)</i>	<i>At completion (US\$)</i>
GEF financing (BD):	1,789,829	TBA (to be assessed during the TE)
GEF financing (LD):	699,429	
GEF financing (IW):	155,100	
GEF financing (Total):	2,644,358	
UNDP:	40,000	TBA
GoN - DCIE:	6,253,000	TBA
GoN - NFMRA:	2,114,000	TBA
Total co-financing:	8,407,000	TBA
Total Project Cost:	11,051,358	TBA
Planned project duration:	48 months (4 years). Two extensions granted.	
Planned Start (ProDoc Signature):	March-April 2015.	
Actual Start (Inception Workshop):	February 2016.	
Mid Term Review (MTR) Date:	Jul-Oct 2018.	
Terminal Evaluation (TE) Date:	Sept-Nov 2020.	
Operational Closing Date:	Original planned: April 2019. First Extension: 30 June 2020. Second Extension: 28 February 2021.	

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The valuable inputs from the following key persons involved in the R2R Nauru project are highly appreciated:

- Mr Bryan Star, Director of Environment Division at the Nauru Department of Commerce, Industry & Environment (DCIE).
- Ms Marissa Cook, Director of Agriculture Division at DCIE.
- Mr Being Yeeting, Director of Nauru Fisheries & Marine Resources Authority (NFMRA).
- Ms Phaedora Harris, Project Coordinator of Nauru R2R.
- Mr Cenon Padolina, Chief Technical Adviser to Nauru R2R.
- Ms Merewalesi Laveti, UNDP Pacific Office in Suva.
- Ms Winifereti Nainoca, UNDP Pacific Office in Suva.
- Ms Loraini Sivo, UNDP Pacific Office in Suva.
- Ms Vasiti Navuku, UNDP Pacific Office in Suva.
- Mr Josua Turaganivalu, UNDP Pacific Office in Suva.
- All other stakeholders as listed in Annex 3, who took the time and effort to make inputs, either through questionnaire responses or direct interviews.

Evaluation Quotes

‘Honest and transparent evaluation is the Mother of good performance.’

“Forget the mistake – Remember the lesson.”

*‘The capacity to learn and improve is a **gift** . . .*

*‘The willingness to learn and improve is a **choice**.’*

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ACRONYMS & ABBREVIATIONS

APR	Annual Project Report
APRC	Asia-Pacific Regional Centre (INDP Bangkok)
CBO	Community Based Organization
C-CAP	Coastal Community Adaptation Project (USAid)
CT	Composting Toilet
CTA	Chief Technical Adviser
DCC	District Community Council
DCIE	Department of Commerce, Industry & Environment (of Nauru)
ESSPG	Environment & Social Safeguards Policy & Guidelines
EU	European Union
GAP	Gender Action Plan
GEF	Global Environment Facility
GoN	Government of Nauru
IWRM	Integrated Water Resources Management
KG	Kitchen Garden
LMMA	Locally Managed Marine Area
MCO	Multi-country Office (UNDP Suva)
MDG	Millennium Development Goal
M&E	Monitoring & Evaluation
MEL	Monitoring, Evaluation & Learning
MoA	Memorandum of Agreement
MTR	Mid Term Review
NBSAP	National Biodiversity Strategy & Action Plan
NEC	National Evaluation Consultant
NIM	National Implementation Modality
NFMRA	Nauru Fisheries & Marine Resources Authority
PAD	Planning & Aid Division
PB	Project Board
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
PRF	Project Results Framework
ProDoc	Project Document
QPR	Quarterly Progress Report
R2R	Ridge to Reef
SDG	Sustainable Development Goal
SLM	Sustainable Land Management
SPC	Secretariat of the Pacific Community
SLUP	Sustainable Landuse Plan
SPREP	Secretariat of the Pacific Regional Environment Programme
SRDP	Sub-regional Program Document for Pacific Island Countries (UNDP)
TE	Terminal Evaluation
TEC	Terminal Evaluation Consultant
ToR	Terms of Reference
TSO	Technical Support Officer
TWG	Technical Working Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNPS	United Nations Pacific Strategy
WS	Water System

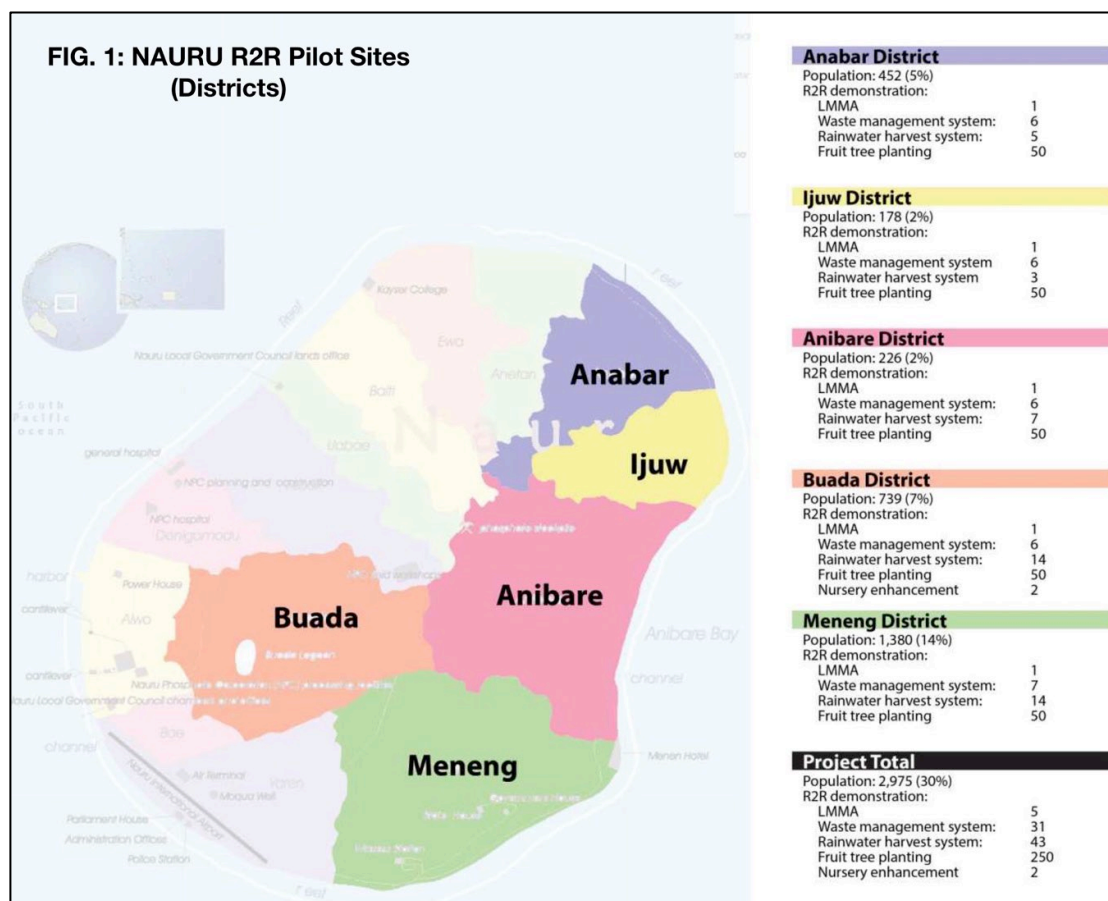
1. EXECUTIVE SUMMARY

1.1 Brief Project Description

1. The R2R Nauru Project (the Project) is part of the broader Pacific Regional Program on “Pacific Islands Ridge-to-Reef National Priorities – Integrated Water, Land, and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods (Pacific R2R Program)”. This program is designed to build stronger linkages between sustainable development and management of terrestrial and freshwater ecosystems (e.g. ground water systems for Nauru) and coastal/marine areas and promotes the implementation of holistic, integrated management of natural resources.
2. The Project is a GEF Full-Size four-year Project (original time-frame April 2015 to April 2019, extended twice to a total of 5.8 years) with a total budget of USD\$11,051,358.00 comprising a GEF grant of USD\$2,644,358, a UNDP grant of \$40,000, and in-kind support from the Government of Nauru (GoN) to a total commitment of USD\$8, 367, 000.00. The GEF funding component is derived from three focal areas as follows:
 - Biodiversity (BD -2): US\$ 1,789,829.
 - Land Degradation (LD-3): US\$ 699,429.
 - International Waters (IW-3): US\$ 155,100.
3. The Project is intended to improve the poor performance of Nauru in implementing the Millennium Development Goals (MDGs) 7a and 7b on environmental sustainability and is also linked to implementing Sustainable Development Goals (SDGs) 13 (Climate Action), 14 (Life Under Water) and 15 (Life on Land).
4. The Project was designed to develop, establish and implement a government and community partnership approach to increase knowledge for better management of natural resources and ecosystem services for the entire Island of Nauru, through demonstrating innovative integrated land, water, biodiversity, coastal and marine management approaches thereby protecting and increasing livelihoods opportunities, food security, and enhancing climate resilience, at five initial Pilot Sites (Districts) of Anabar, Ijuw, Anibare, Buada and Meneng (Figure 1).
5. These goals will be achieved by building Nauru’s capacity to implement a comprehensive cross sectorial regime for sustainable land, freshwater water, solid waste, coastal and marine area management and ensuring the initiatives are mainstreamed and established into all levels of decision making including government policy, laws and regulations and community plans.
6. The goals of the Project were to be achieved through four project components that are directly interconnected at national and site-based community (district) levels, as follows:
 - Component 1 - Conservation of marine biodiversity: Improved management effectiveness of new marine conservation areas.
 - Component 2 - Sustainable land and water management: Integrated landscape management practices adopted by local communities living within the ‘bottom-side’ and applicable ‘ridge’, and ‘topside’ areas not covered by ^{SEP}mining.
 - Component 3 - Governance and institutions: Biodiversity conservation and Sustainable Land Management (SLM) mainstreamed ^{SEP}in policy and regulatory frameworks.
 - Component 4 - Knowledge management: Improving data and information systems on biodiversity conservation and land, coastal and marine management best practices for relevant government agencies and communities.
7. The Project is being implemented by GoN through the UNDP National Implementation Modality (NIM), with a Project Management Unit (PMU) engaged by UNDP and based within the Environment Division of the Nauru

Department of Commerce, Industry & Environment (DCIE). For various reasons which are assessed in this Terminal Evaluation (TE) report, there have been significant delays in implementation of the Project with the initial target end date of April 2019 being first extended to June 2020 and now to end of December 2020 for operational closure and end of January 2021 for financial closure, with all activities to be completed by end of February.

8. In accordance with UNDP-GEF monitoring and evaluation requirements the Project was subject to a Mid-Term Review (MTR) during July-October 2018 and now as the Project draws to an end, a TE which is the subject of this report.



1.2 Evaluation Ratings

TABLE 1: Evaluation Ratings

Monitoring & Evaluation (M&E)	Rating	Reasons for Rating (summary points only – pls refer relevant sections of this report as indicated for details)
M&E design at entry:	5 (Satisfactory) (Refer section 4.2.5).	<ul style="list-style-type: none"> ProDoc contains a properly developed M&E plan in accordance with UNDP-GEF requirements.
M&E Plan Implementation:	1 (Unsatisfactory) (Refer section 4.2.5).	<ul style="list-style-type: none"> M&E was missing the ‘learning’ component, i.e. M&E should be Monitoring, Evaluation & Learning (MEL) – with feedback loops to ensure that corrective actions are taken. PMU did not properly address some M&E reporting requirements, including lessons learnt compilation and financial reporting such as co-financing. PIRs did not specifically and quantitatively report against targets and indicators from PRF – tendency towards activity-based rather than results-based reporting. Insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project). UNDP and GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions. MTR did not address some key issues including review of PRF and gender, & management responses to MTR not complete. Some aspects of TE arrangements did not comply with UNDP-GEF TE Guidelines and problems with provision of information to the evaluators. Only two annual external audits during a 5.8-year project (noting UNDP policy only requires audits when annual expenditure exceeds US\$450K).
Overall Quality of M&E	3 (Moderately Unsatisfactory)	

Implementation & Execution (IE):	Rating	Reasons for Rating (summary points only – pls refer relevant sections of this report below for details)
Quality of UNDP Implementation/Oversight:	3 (Moderately Unsatisfactory) (Refer section 4.2).	<ul style="list-style-type: none"> Delays to project inception and full PMU recruitment. Recruitment of PMU staff and consultants sometimes resulted in unsuitable candidates being recruited, reducing project effectiveness and quality of outputs. Sometimes crippling delays with funds disbursement – even resulting in PMU wages not being paid, which raises serious concerns as outlined in the report. Insufficient oversight by UNDP and UNDP did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions. Incomplete financial reporting to TE. Issues with the TE arrangements as identified above.
Quality of Implementing Partner Execution:	3 (Moderately Unsatisfactory) (Refer section 4.2).	<ul style="list-style-type: none"> Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project). GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions. Some issues with financial management and procurement processes that should be looked into in more detail through an external, forensic financial audit. Extremely high PMU staff turnover, which negatively affected implementation capacity. PMU did not properly use the PRF as a project tracking, management and reporting tool. PMU tendency to reactive management rather than proactive management. Sometimes non-compliance with UNDP reporting requirements, resulting in funds disbursement delays. Some tendency to duplicate rather than complement activities of other organizations and programs. A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs. Some cases of GoN using the project to support other priorities and activities that were not part of the original project design. Failure to track and report co-financing.

Overall quality of IE:	3 (Moderately Unsatisfactory)
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Assessment of Outcomes	Rating	Reasons for Rating (summary points only – pls refer relevant sections of this report below for details)
Relevance:	6 (Highly Satisfactory) (Refer section 4.3.2).	<ul style="list-style-type: none"> The design of the project is highly relevant at the SDGs, the GEF focal area objectives and regional, national and local community level needs and priorities. The design of the project, its components and activities, directly address some of the major environmental issues, needs and priorities of Nauru, taking an integrated, Ridge to Reef approach, and directly assisting communities The governance activities under Component 3 have directly helped to address long-standing environmental governance gaps in Nauru, including new legislation.
Effectiveness:	3 (Moderately Unsatisfactory) (Refer section 4.3.3).	<ul style="list-style-type: none"> Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted. Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021. Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented. Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the TE revealed that most have already died (Annex 7). However, the project has delivered a number of useful products and outputs, and provided a number of significant, positive benefits, as outlined in section 1.5 below. It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.
Efficiency:	2 (Unsatisfactory) (Refer section 4.3.4).	<ul style="list-style-type: none"> Extremely high PMU staff turnover, which significantly reduced efficiency. Duration of PMU staff contracts not logically aligned to project timelines, creating inefficiencies through gaps and troughs in staff capacity. Sometimes-severe delays in funds disbursement by UNDP, causing a 'stop-start' pattern of project implementation and thereby reducing efficiency. A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs. Some tendency to duplicate activities of other organizations and programs. Complimenting the activities of other organizations and programs would be more efficient.
Overall Project Outcome Rating:	3 (Moderately Unsatisfactory)	

Sustainability	Rating	Reasons for Rating (summary points only – pls refer relevant sections of this report below for details)
Financial resources:	1 (Unlikely) (Refer section 4.3.5).	<ul style="list-style-type: none"> DCIE has not developed a documented Sustainability Plan with explicit allocation of financial resources to ensure continuity, sustainability and replication of Project benefits. There is no documented Maintenance Plan and associated financial resources and designation of responsibilities for the ongoing, long-term maintenance of physical facilities that have been built by the Project such as FADs, canoes, water systems and composting toilets.
Socio-political/economic:	3 (Moderately Likely)	<ul style="list-style-type: none"> There appears to be a high level of social and political support for the Project outputs, outcomes and benefits.
Institutional framework and governance:	4 (Likely)	<ul style="list-style-type: none"> The Project has been successful in progressing institutional framework and governance arrangements under Component 3, including: <ul style="list-style-type: none"> Training government staff in national environmental policy planning and development, and in environmental and social safeguards. Developing sustainable land-use plans, E&S policy and guidelines and Gender Action Plan (although none have been implemented). Most importantly, developing and passing a new Fisheries Act and Nauru's first ever Environment Act (the latter with support from SPREP and others, and not strictly due to the Project) – which is a major step forward.

Environmental:	2 (Moderately Unlikely)	<ul style="list-style-type: none"> Despite some site-level environmental benefits of the Project, like other Pacific SIDS Nauru is subject to the overarching impacts of global climate change, and if these are not addressed by the global community, the small-scale benefits of such national-level projects may be overwhelmed by regional- and global-level environmental changes.
Overall Likelihood of Sustainability:	2 (Moderately Unlikely)	

Rating Scores: Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Rating Scores: Sustainability
<p>6 = Highly Satisfactory (HS): Exceeds expectations and/or no shortcomings.</p> <p>5 = Satisfactory (S): Meets expectations and/or no or minor shortcomings.</p> <p>4 = Moderately Satisfactory (MS): More or less meets expectations and/or some shortcomings.</p> <p>3 = Moderately Unsatisfactory (MU): Somewhat below expectations and/or significant shortcomings.</p> <p>2 = Unsatisfactory (U): Substantially below expectations and/or major shortcomings.</p> <p>1 = Highly Unsatisfactory (HU): Severe shortcomings</p> <p>UA = Unable to Assess: Available information does not allow an assessment.</p>	<p>4 = Likely (L): Negligible risks to sustainability.</p> <p>3 = Moderately Likely (ML): Moderate risks to sustainability.</p> <p>2 = Moderately Unlikely (MU): Significant risks to sustainability.</p> <p>1 = Unlikely (U): Severe risks to sustainability.</p> <p>UA = Unable to Assess: Unable to assess the expected incidence and magnitude of risks to sustainability.</p>

1.3 Terminal Evaluation Arrangements

[Refer sections 2.3, 2.4 and especially 2.5 for details].

1. While the TE team always sought to comply with the UNDP-GEF TE Guidelines 2020 and the relevant UNEG guidelines, unfortunately UNDP and the PMU did not always comply with these in the way that the TE was managed. This had the potential to compromise the independence and impartiality of the TE. The IEC raised concerns about this with UNDP and the PMU and they were largely but not completely addressed.
2. Overall there appears to be quite a low level of understanding of the requirements of the UNDP-GEF TE Guidelines, the relevant UNEG guidelines and the correct process for conducting and managing evaluations, amongst the UNDP Suva staff and the PMU. It is recommended that this be addressed through enhanced training before future evaluations are carried out.
3. There were some significant organizational deficiencies with the TE arrangements, including extremely slow provision of vital information and data, provision of incomplete or incorrect information and data and a need for the IEC to make repeated requests for essential information and data again and again. In several instances requests from the IEC to UNDP and the PMU were simply ignored outright.
4. Some significant discrepancies were identified in some of the information and data provided by UNDP, the PMU and GoN and what the TE itself collected. Such discrepancies call into question the veracity of all information and data provided by the project partners, and cast doubt over whether all information and data reported can be trusted. This is a significant concern when the TE has to rely very heavily on secondary data.
5. The findings in this TE report should be considered in light of the issues above, as detailed further in this report.

1.4 Summary Findings

Summary Findings - Project Design & Formulation:

- *Overall the project design and formulation is found to be sound, based on standard UNDP-GEF project design criteria applicable in 2014.*
- *The project appears to have been designed to directly address country and community needs and priorities.*
- *The project's objectives and components are found to be clear, logical and practicable and should have been achievable within the original four-year time frame had initial project management arrangements been implemented more efficiently and effectively.*
- *In a very small country like Nauru the project might have been more equitable if it had of taken a national approach rather than a Pilot District approach.*
- *There are some other aspects where project design might have been improved, as outlined in section 4.1, including building in a requirement to develop a sustainability plan before project-end.*

(refer section 4.1 for details)

Summary Findings - Adaptive Management:

- *While UNDP, GoM and the PMU exhibited some capacity for adaptive management, there were some significant deficiencies in adaptive management, including failure to rapidly investigate and identify the root causes of various serious problems and delays that arose during the project, and to implement corrective actions, and incomplete management responses to the MTR and external audits.*

(refer section 4.2.1 for details)

Summary Findings - Actual Stakeholder Participation:

- *While the project design included well developed arrangements for effective stakeholder participation, these were not properly implemented, especially in the first 2.5 years of the project up to the MTR. The MTR found lack of stakeholder engagement to be the most disconcerting part of the whole project. Stakeholder participation and partnerships improved significantly from January 2019 until the TE (Nov 2020).*

(refer section 4.2.2 for details)

Summary Findings - Project Finances & Financial Management:

- *The TE has not been able to undertake a proper assessment of project finances and financial management, including variances between planned and actual expenditures for each component and each year of the project, as per normal TE procedure. This is because UNDP has not provided the necessary, complete financial information from the ATLAS system in the required format / template as requested by the TE.*
- *Only two annual external audits were undertaken during a 5.8-year project (noting UNDP policy only requires audits when annual expenditure exceeds US\$450K). Issues identified in the first audit had still not been addressed two years later in the second audit, indicating lack of management response by UNDP, GoN and PMU. The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP, GoN and PMU.*
- *With regard to financial management processes, nearly all parties consulted during the TE reported that delays in the disbursement of funds from UNDP to the project in Nauru was the most significant cause of delays with project implementation, with some delays reportedly lasting months – preventing project activities from being implemented, and delaying the entire project. As outlined in section 4.2.1, in some cases payment of PMU staff wages was delayed for several months – which raises serious concerns, including potentially being in breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding (it is understood that eventually DCIE paid unpaid PMU wages and was later reimbursed by UNDP, however not until after several project staff and their families were negatively affected for extended periods).*
- *There are a number of other concerns relating to financial management and it is recommended that at the end of the project in February 2019, UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails.*

(refer section 4.2.3 for details)

Summary Findings - Project Co-financing:

- *All of the non-recurrent co-financing that was committed at ProDoc signing was from programs and projects that had already been undertaken before or up to 2015, before commencement of the R2R Nauru project. This raises the question of whether or not these actually meet the GEF definition of co-financing. Apart from the recurrent expenditure of GoN on the regular operational budgets of DCIE and NFMRA, the ProDoc did not identify any sources of co-financing post-2015, that would be represent additional investment mobilized during and in support of the objectives of the R2R Nauru project. This is a significant gap in the co-financing aspects of the project design.*
- *The MTR report raised concerns about the lack of tracking and reporting of co-financing by the PMU and GoN and this situation had not improved at the time of the TE. The TE has not been able to undertake a proper assessment of all project co-financing, including variances between co-financing commitments at ProDoc signing and actual levels achieved, as per normal TE procedure. This is because the PMU and DCIE have not tracked co-financing and have not provided the necessary data and supporting evidence in the required format / template as requested by the TE.*
- *The NFMRA provided adequate information which indicates that its co-financing element exceeded the ProDoc commitment by more than seven times.*

(refer section 4.2.4 for details)

Summary Findings - Monitoring & Evaluation:

- *ProDoc contains a properly developed M&E plan in accordance with UNDP-GEF requirements.*
- *M&E was missing the 'learning' component, i.e. M&E should be Monitoring, Evaluation & Learning (MEL) – with feedback loops to ensure that corrective actions are taken.*
- *PMU did not properly address some M&E reporting requirements, including lessons learnt compilation and financial reporting such as co-financing.*
- *PMU did not properly use the PRF as a project tracking, management and reporting tool.*
- *PIRs did not specifically and quantitatively report against targets and indicators from PRF – contain a lot of padding with narrative and tendency towards activity-based reporting rather than results-based reporting using the set targets and indicators.*
- *Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project).*
- *UNDP and GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.*
- *MTR did not address some key issues including review of PRF and gender.*
- *Management responses to MTR not complete.*
- *Some aspects of TE arrangements did not comply with UNDP-GEF TE Guidelines and problems with provision of information to the evaluators.*
- *The two annual external audits that were undertaken form an important part of the M&E system. Issues identified in the first audit had still not been addressed two years later in the second audit, indicating lack of management response by UNDP, GoN and PMU. The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP, GoN and PMU.*

(refer section 4.2.5 for details)

Summary Findings - UNDP Implementation & Oversight:

- *Delays to project inception and full PMU recruitment.*
- *Recruitment of PMU staff and consultants sometimes resulted in unsuitable candidates being recruited, reducing project effectiveness and quality of outputs.*
- *Sometimes crippling delays with funds disbursement – even resulting in PMU wages not being paid, – which raises serious concerns, including potentially being in breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding (it is understood that eventually DCIE paid unpaid PMU wages and was later reimbursed by UNDP, however not until after several project staff and their families were negatively affected for extended periods).*
- *Insufficient oversight by UNDP and UNDP did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.*
- *Issues with the TE arrangements as identified above.*
- *Incomplete financial reporting to TE.*

(refer section 4.2.6 for details)

Summary Findings - GoN Implementation & Oversight:

- *Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project).*
- *GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.*
- *Some issues with financial management and procurement processes that should be looked into in more detail through an external, forensic financial audit.*
- *Extremely high PMU staff turnover, which negatively affected implementation capacity.*
- *PMU did not properly use the PRF as a project tracking, management and reporting tool.*

- *PMU tendency to reactive management rather than proactive management.*
- *Sometimes non-compliance with UNDP reporting requirements, resulting in funds disbursement delays.*
- *Some tendency to duplicate rather than compliment activities of other organizations and programs.*
- *A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs.*
- *Some cases of GoN using the project to support other activities that were not part of the original project design.*
- *Failure to track and report co-financing.*

(refer section 4.2.7 for details)

Summary Findings - Progress Towards Objectives & Expected Outcomes:

- *The project has not made a tangible contribution to the relevant Outcomes, Outputs and Indicators of the UNDP-SRDP.*
- *Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted.*
- *Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021.*
- *Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented,*
- *Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the TE revealed that most have already died, and some canoes are missing.*
- *It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.*

(refer section 4.3.1 for details)

Summary Findings - Relevance:

- *The design of the project is highly relevant at the SDGs, the GEF focal area objectives and regional, national and local community level needs and priorities.*
- *The design of the project, its components and activities, directly address some of the major environmental issues, needs and priorities of Nauru, taking an integrated, Ridge to Reef approach, and directly assisting communities*
- *The governance activities under Component 3 have directly helped to address long-standing environmental governance gaps in Nauru, including new legislation.*

(refer section 4.3.2 for details)

Summary Findings - Effectiveness:

- *Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted.*
- *Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021.*
- *Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented.*
- *Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the TE revealed that most have already died, and some canoes are missing (see Annex 7).*
- *However, the project has delivered a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, as outlined in section 1.5 below.*
- *It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.*

(refer section 4.3.3 for details)

Summary Findings - Efficiency:

- *Extremely high PMU staff turnover, which significantly reduced efficiency.*
- *Duration of PMU staff contracts not logically aligned to project timelines, creating inefficiencies through gaps and troughs in staff capacity (a 'stop-start' work method is never efficient)..*
- *Sometimes-severe delays in funds disbursement by UNDP, causing a 'stop-start' pattern of project implementation and thereby reducing efficiency.*
- *A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs. Some tendency to duplicate activities of other organizations and programs. Complimenting the activities of other organizations and programs would be more efficient.*

(refer section 4.3.4 for details)

Summary Findings - Sustainability:

- *The TE rates the overall likelihood of sustainability for this project as "unlikely".*
- *The main reason is that GoN has not developed a documented Sustainability Plan with explicit allocation of financial resources to ensure continuity, sustainability and replication of project benefits. Reportedly, each relevant GoN agency (Environment Department, Agriculture Department and NFMRA) was supposed to include relevant activities in their respective future workplans, however no evidence of this has been made available to the TE, and the head of one Department reported that this is a big gap.*
- *There is also no documented Maintenance Plan and associated financial resources and designation of responsibilities for the ongoing, long-term maintenance of physical facilities that have been built by the project such as FADs, canoes, water systems, composting toilets and kitchen gardens, and already at the time of the TE most of the kitchen gardens assessed by the TE were dead or dying.*

(refer section 4.3.5 for details)

Summary Findings - Country Ownership:

- *The R2R Nauru project had a very high level of country ownership.*

(refer section 4.3.6 for details)

Summary Findings - Gender Equality & Empowerment of Women:

- *Overall, the project's performance in relation to addressing gender issues was very good, and exceeded what was required in the ProDoc. Unfortunately, the very late completion of the GAP limited its effectiveness in addressing gender issues in technical project activities.*

(refer section 4.3.7 for details)

Summary Findings - Other Crosscutting Issues:

- *Overall the TE finds that most of the crosscutting issues that are relevant have been well addressed by the project. Unfortunately there was one significant negative aspect to the project on the crosscutting issue of human rights, in that the sometimes-long delays caused by UNDP in paying the wages of project staff while they were expected to continue carrying out demanding workloads, was a breach of human rights, causing several project staff and their families to be negatively affected for extended periods.*

(refer section 4.3.8 for details)

Summary Findings - Catalytic & Replication Effects:

- *The catalytic and replication effects of the project are limited by the sustainability challenges outlined in section 4.3.5 above. However, if GoN proceeds with actual implementation of those project outputs that were not implemented during the project itself, it will bode well for catalytic and replication effects.*

(refer section 4.3.9 for details)

Summary Findings - Progress to Impact:

- *Overall the TE finds that it is too early to assess progress to impact and for most impact criteria there is insufficient data to allow quantitative assessment at this stage. For criteria 3 - Contributions to changes in governance architecture etc, the project has clearly already had a positive immediate impact through the development of new fisheries legislation and a variety of policies, guidelines and plans, however these need to be implemented in order to have long term positive impact.*

(refer section 4.3.10 for details)

Summary Findings - Overall Project Outcome Rating:

- *The Overall Outcome Rating for the R2R Nauru project is **Moderately Unsatisfactory**.*

(refer section 4.3.11 for details)

Assessment of Project Outcomes	Rating
Relevance (refer section 4.3.2 above):	Highly Satisfactory
Effectiveness (refer section 4.3.3 above):	Moderately Unsatisfactory
Efficiency (refer section 4.3.4 above):	Unsatisfactory
Overall Outcome:	Moderately Unsatisfactory

1.5 Project Positives & Benefits

1. Despite the limitations outlined above, the project has produced a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, including *inter alia*:
 - a) Generally raising awareness of environmental issues amongst government and the community, including on marine biodiversity, LMMAs and sustainable land use. The project's communication efforts in the last two years, including the R2R Roadshow, received universal acclaim during the TE consultations.
 - b) Theoretically reducing pressure on coastal reef resources by providing canoes for offshore fishing and installing FADs (although there is no scientific data to show if such pressure has actually been reduced).
 - c) Promoting food and water security and resilience at the community level through kitchen gardens and improved rainwater harvesting (although the TE found that most kitchen gardens supported by the project are no-longer alive – which raises concerns about sustainability – refer Annex 7).
 - d) Supporting the drafting of the *Nauru Coastal Fisheries & Aquaculture Act 2020*, which was passed by Parliament in April 2020. This was a major achievement and paves the way for more sustainable management of Nauru's coastal and marine resources, including the potential, eventual declaration of LMMAs (subject to the drafting and adoption of Regulations under the Act which is still to occur).

- e) Providing a range of training activities on various issues to both government and community representatives, which received acclaim from participants during the TE consultations.
- f) Producing a number of key policy documents and action plans including:
 - i) Signing of MoAs between each Pilot District and GoN for the in-principle development of LMMAs (although these were never progressed past the MoAs).
 - ii) A National Integrated Agricultural Land Use Management Plan and same for each Pilot District (although these have sat dormant and have not been implemented).
 - iii) A Revised National Biodiversity Strategy & Action Plan (NBSAP) and related policies on biodiversity conservation.
 - iv) An Environmental and Social Safeguards Policy and Guidelines (although developed quite late in the project - 2019 - and not implemented).
 - v) An R2R Gender Action Plan (although developed quite late in the project - 2019 - and not implemented).

1.6 Summary Conclusions

1. The R2R Nauru project has produced a number of significant and useful outputs and positive benefits, including *inter alia* raising awareness of environmental sustainability issues in Nauru through a highly acclaimed communication program in the latter years of the project (the Eben Omo 'Road Show' and related activities), theoretically reducing pressure on coastal reef resources by providing canoes for offshore fishing and installing FADs, promoting food and water security and resilience at the community level through kitchen gardens and improved rainwater harvesting, supporting the drafting of the *Nauru Coastal Fisheries & Aquaculture Act 2020*, and producing a number of key policy documents and action plans including MoAs between each Pilot District and GoN for the in-principle development of LMMAs, a National Integrated Agricultural Land Use Management Plan and same for each Pilot District, a revised NBSAP and related policies on biodiversity conservation, an Environmental and Social Safeguards Policy and Guidelines and an R2R Gender Action Plan.
2. However, the project has suffered some very significant problems that have limited the achievement of planned outcomes and impacts, and overall achievement of the targets set in the PRF is only 53% despite two time extensions to the project. All GEF projects are expected to substantially achieve all targets by project end, and a target achievement rate of at least 80% would be expected for the project to be rated as 'satisfactory'.
3. Under-achievement of targets included, apart from LMMA MoU signing and development of very brief, draft LMMA outlines, no progress at all on actually declaring and implementing the LMMAs (which was one of the project's most significant targets), lack of implementation of the various policy documents and action plans developed by the project (actual 'implementation' of these, not just drafting, was a target of the project), drafting some policies/action plans extremely late in the project (in the last year - when these should have been foundational outputs developed in the early stages), thus limiting their usefulness to the project, and some activities such as the kitchen gardens being poorly conceived and implemented, resulting in majority failure by the time of the TE, which is a wasted investment of valuable GEF funds.
4. Another major deficiency of the project is lack of documented ownership, management and maintenance arrangements for physical assets provided by the project such as canoes and composting toilets, and lack of an overall, documented and resourced sustainability and continuity plan. Such a plan is required to facilitate post-project implementation of the policies/action plans developed by the project, and ensure continuation of actions to achieve those targets that were not achieved, such as declaration and implementation of the LMMAs.
5. There were a number of factors that contributed to causing these problems, including *inter alia*; very slow start to the project, extremely high staff turnover (caused by poor screening of candidates during recruitment,

dictatorial/authoritarian management of staff and long delays – sometimes months – when staff were not paid), long delays (up to 6 months) in disbursement of funds from UNDP to the project (for various reasons) – resulting in an ineffective and inefficient “stop-start” mode of project implementation, a focus on technical actions and outputs at the expense of strategic outcomes and impacts, and lack of concerted actions by project partners to rapidly identify root causes of these problems and implement corrective, adaptive management actions to address these causes, amongst others.

6. The project partners failed to track and report co-financing, as required by GEF policy. Of major concern, as outlined in section 4.2.3 there are a number of issues and gaps relating to the financial management aspects of the project that raise potential concerns that should be looked into more closely. It is recommended that at the end of the project, UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails.
7. Finally, the TE process revealed that there appears to be a very low level of familiarity and understanding of proper TE policies and procedures, as provided by the UNDP-GEF TE Guidelines, amongst some UNDP program staff, the PMU and GoN. This resulted in certain non-compliances with the UNDP-GEF TE Guidelines in the way that the TE was organized and managed, which if not actively addressed by the TE consultant, could have negatively affected the objectivity, independence and impartiality of the TE. It is recommended that prior to all future evaluations relevant UNDP, project and national govt staff be provided with familiarization training in the UNDP-GEF TE or MTR Guidelines, as relevant.
8. *Considering all of the above, the overall TE rating for the R2R Nauru project is **Moderately Unsatisfactory**.*

1.7 Main Lessons Learned & Associated Recommendations

1. The main lessons learned from the R2R Nauru project as identified by this TE, and associated recommendations, are shown in Table 2.

TABLE 2: Main lessons learned and associated recommendations

Lesson	Recommendation	Responsibility	Timeline
<u>Lesson 1:</u> Following ProDoc signing, project commencement can be significantly delayed if UNDP and project partners do not move quickly to ensure that all inception activities, including the inception workshop, adoption of a refined project workplan and recruitment and establishment of the PMU, are implemented in a timely manner.	<u>Recommendation 1:</u> It is recommended that for future projects, following ProDoc signing, UNDP and project partners should move quickly to ensure that all inception activities, including the inception workshop, adoption of a refined project workplan and recruitment and establishment of the PMU, are implemented in a timely manner, so as to avoid delays in project commencement.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 2:</u> The implementation of project activities can be significantly delayed and diverge from the planned project direction if UNDP and project partners do not ensure regular meetings of the Project Board and relevant project working groups (a problem in the early phase of this project, addressed later), adherence by the PMU with approved workplans and proper compliance with project reporting requirements.	<u>Recommendation 2:</u> It is recommended that for future projects, UNDP and project partners should ensure regular meetings of the Project Board and relevant project working groups right from the beginning of the project, adherence by the PMU with approved workplans and proper compliance with project reporting requirements.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 3:</u> Poor screening of candidates for project positions and consultancies can result	<u>Recommendation 3:</u> It is recommended that for future projects proper screening of	UNDP and project partners.	Apply immediately for

Lesson	Recommendation	Responsibility	Timeline
in the recruitment of some staff and consultants who are not suited to their roles, resulting in poor performance or premature departure of staff, and the submission of consultancy outputs that are of low quality or poorly aligned to the context and needs of the project and country.	candidates for project positions and consultancies be undertaken, including thorough assessment of qualifications and experience against the position requirements, review of performance in previous employment, reference checks and checks for previous criminal or social issues.		all future projects.
<u>Lesson 4:</u> Treatment of project staff in a dictatorial, authoritarian and disrespectful manner that is not consistent with accepted standards and norms of good personnel management and can negatively affect staff morale, commitment and job satisfaction and contribute to high staff turnover.	<u>Recommendation 4:</u> Because good people management skills are one the most important requirements for effective project management, selection criteria for project managers should include a major focus on this skill. It is also recommended that for future projects, project managers be provided with training in people management skills and the accepted standards and norms of good personnel management, and that performance in relation to this issue be monitored and managed as required.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 5:</u> Delaying the payment of wages to project staff is raises serious concerns as it is inconsistent with UN conventions on labour rights and human rights. In the case of the R2R Nauru project, payment of wages was delayed for months at a time while staff were still expected to meet demanding workloads. This had direct negative impacts on people's livelihoods, lives and families, negatively affected staff morale, commitment and job satisfaction and contributed to high staff turnover.	<u>Recommendation 5:</u> It is recommended that for future projects, UNDP ensure that delaying the payment of wages to project staff never occurs under any circumstances what-so-ever. Wages are fixed, known costs that are set at regular time intervals and should not be linked to and potentially delayed by activity-related financial disbursements.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 6:</u> Lack of relevant technical expertise in the PMU can be a significant barrier to effective and timely implementation of project activities. In multi-focal area projects such as the R2R Nauru project, which covered a broad range of issues from marine to terrestrial to governance, more than one technical adviser may be required.	<u>Recommendation 6:</u> It is recommended that for future projects, UNDP ensure that the PMU includes sufficient and adequate technical expertise and support across the range of technical issues covered by the project, right from project inception.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 7:</u> Issuing of project staff contracts with durations that do not logically align with project timelines creates project implementation capacity gaps and negatively affects the project implementation rate. When project are granted extensions, staff contracts should also be extended so as to ensure that the project is adequately staffed for the full duration.	<u>Recommendation 7:</u> It is recommended that for future projects, UNDP and project partners should ensure that the duration of project staff contracts logically align with project timelines. It is also recommended when project are granted extensions, staff contracts should also be extended so as to ensure that the project is adequately staffed for the full	UNDP and project partners.	Apply immediately for all future projects.

Lesson	Recommendation	Responsibility	Timeline
	duration, to facilitate completion of technical activities that are still outstanding.		
<u>Lesson 8:</u> Extremely slow and bureaucratic UNDP recruitment, procurement and financial disbursement procedures can cause major delays to project implementation.	<p><u>Recommendation 8:</u> It is recommended that for future projects, UNDP and project partners should ensure that recruitment, procurement and financial disbursement procedures are as streamlined, efficient and timely as possible.</p> <p>It is also recommended that when delays occur and continue to occur, UNDP and project partners should investigate and identify the root causes and implement the necessary corrective actions.</p>	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 9:</u> Not having a documented and budgeted Sustainability Plan negatively affects the prospects for the ongoing replication and continuation of project benefits after the project. In projects such as R2R Nauru that include the construction and provision of physical assets (in this case FADs, canoes, composting toilets, rainwater harvesting systems and kitchen gardens) it is also necessary to have a documented and budgeted Maintenance Plan for these assets, which includes allocation of responsibilities and provision of resources for custodianship and maintenance.	<p><u>Recommendation 9:</u> It is recommended that between now and the end of the project in February 2021, DCIE and other project partners develop a documented and budgeted Sustainability Plan for the ongoing replication and continuation of project benefits after the project, across all project components.</p> <p>This should include implementation of the SLUPs, GAP and ESSPG developed by the project.</p> <p>It is also recommended that between now and the end of the project DCIE and other project partners develop a documented and budgeted Maintenance Plan for all physical assets provided by the project.</p>	DCIE (Environment & Agriculture Departments) and NFMRA.	URGENT – immediately and before end of project February 2021.
<u>Lesson 10:</u> As outlined in section 4.2.3 there are a number of issues and gaps relating to the financial management aspects of the project that raise potential concerns that should be looked into more closely.	<ul style="list-style-type: none"> <u>Recommendation 10:</u> It is recommended that at the end of the project UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails. 	UNDP	URGENT – immediately after end of project.
Lesson 11: the TE process revealed that there appears to be a very low level of familiarity and understanding of proper TE policies and procedures, as provided by the UNDP-GEF TE Guidelines, amongst some UNDP program staff, the PMU and GoN. This resulted in certain non-compliances with the UNDP-GEF TE Guidelines in the way that the TE was organized and managed, which if not actively addressed by the TE consultant, could have negatively affected the objectivity, independence and impartiality of the TE.	<ul style="list-style-type: none"> <u>Recommendation 11:</u> It is recommended that prior to all future evaluations relevant UNDP, project and national govt staff be provided with familiarization training in the UNDP-GEF TE or MTR Guidelines, as relevant. 	UNDP	Before all future evaluations (TEs and MTRs)

2. INTRODUCTION

2.1 Purpose & Objectives of the TE

1. The TE was undertaken by International Evaluation Consultant (IEC) Steve Raaymakers, with in-country support from National Evaluation Consultant (NEC) Miniva Harris. Due to travel restrictions relating to Covid-19 the IEC was not able to travel to Nauru and all stakeholder consultations were undertaken remotely by internet conferencing (Skype, Zoom etc). The NEC also undertook some direct meetings and interviews, and site verification of project outputs.
2. The TE followed Terms of Reference (ToR) as issued by UNDP (Annex 1). In accordance with the ToR and the “*Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects 2020*” (the UNDP-GEF TE Guidelines 2020) the overall objectives of the TE are to:
 - a) Assess the achievement of project results against what was expected to be achieved (i.e. progress against the project’s outcome targets).
 - b) Draw lessons that can:
 - i) improve the sustainability of benefits from this project; and
 - ii) aid in the overall enhancement of UNDP programming.
 - c) Assess the contribution and alignment of the project to relevant national development plan or environmental policies.
 - d) 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).
 - e) Examine the use of funds and value for money.
 - f) Assess how cross cutting issues (including gender equality, right based approach, capacity development, poverty-environment nexus, crisis prevention and recovery, disaster risk reduction, climate change mitigation and adaptation as relevant) have been addressed by the project.

2.2 Scope of the TE

1. The TE assessed the project against the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the *UNDP-GEF TE Guidelines 2020*, and using evidence-based information that is **credible, reliable** and **useful**.
2. The TE assessed the entire project period from nominal commencement in April 2015 (actual start February 2016) through to October 2020, noting that with a second no-cost extension project activities will continue until the end of February 2021 (three months past drafting of this TE report).
3. The geographic scope of the TE focused in the project’s five Pilot Districts of Anabar, Ijuw, Anibare, Buada and Meneng (Figure 1), but also considered the national context in relation to future replication and sustainability and linkages to relevant national policies, strategies and plans. The technical scope of the TE focused on the four components of the project (1. Conservation of marine biodiversity, 2. Sustainable land and water management, 3. Governance and institutions and 3. Knowledge management), and the technical activities carried out under each component.
4. The stakeholder engagement scope included remote interviews and written Evaluation Questionnaires with a representative range of project stakeholders, as outlined in section 2.3.6 below and listed in Annex 2.

5. In accordance with the guidelines, the TE evaluated implementation of the project, and NOT the personal performance of individuals. However, where human factors contributed to TE findings, which is very often the case, these are identified in a generic way, with recommendations to address in future projects.
6. The scope included detailed review of a very wide range of documents and data relating to the project, under an enhanced desktop review phase, as outlined in section 2.3.4 below and listed in Annex 3.
7. In accordance with requirements the TE attempted to assess the key financial aspects of the project, including variances between planned and actual expenditures. However, this has not been able to be completed due to data constraints as outlined under section 2.3.9 below.
8. The TE was carried out over the period of 14 September through December 2020, and shall be completed by 30 January 2021; including preparatory activities, desk review, consultation with stakeholders and completion of the TE report.
9. The IEC was dependent on and assumed that all essential documents, data and information would be provided by the relevant parties in a timely manner. Unfortunately there were significant delays in the provision of key items of data and information, the IEC had to make repeated follow-up requests for information, and some key data and information had still not been provided at the time of drafting this TE report.

2.3 TE Methodology

1. The various methods used to undertake this TE are described in turn in sections 2.3.1 to 2.3.10 below.

2.3.1 Application of relevant guidelines & ethics

1. As outlined above the overall approach and methodology of the TE followed the *UNDP-GEF TE Guidelines, 2020*.
2. The TE also followed:
 - a) The United Nations Evaluation Group (UNEG) *Ethical Guidelines for Evaluation, 2008*.
 - b) The UNEG *Code of Conduct for Evaluation in the UN System, 2008*.
 - c) The United Nations *Universal Declaration of Human Rights*, in particular being sensitive to and addressing issues of discrimination and gender equality.
3. Signed Code of Conduct Forms for both the IEC and the NEC are contained in Annex 7.

2.3.2 Remote methods & support from NEC

1. As outlined above, due to travel restrictions relating to Covid-19 the IEC was not able to visit Nauru and remote evaluation methods had to be used, including:
 - a) enhanced desk-top review of project-related documents and data (see section 2.3.4 below),
 - b) greater emphasis on the analysis of written responses from stakeholders using a questionnaire (see section 2.3.5 below),
 - c) interviewing stakeholders remotely by Skype, Zoom etc (see section 2.3.6 below); and
 - d) providing the PMU with standard data templates to complete and send back to the IEC (see section 2.3.7 below).
2. The IEC was supported by the NEC however the NEC was not contracted by UNDP until 21 October 2020, over five weeks after the IEC had commenced the TE on 14 September. This means that the NEC was only able to support the IEC for

just over four weeks from starting work until the drafting of this TE report, which limited the range of supporting tasks that the NEC could undertake. Additionally, initially the NEC's work was directed by UNDP in Suva, without any coordination with the IEC – which is not compliant with relevant guidelines and compromised independence, impartiality and efficiency. This was addressed when raised by the IEC and once the NEC linked with the IEC, a more coordinated approach could be taken. The NEC was able to undertake some direct meetings and interviews, especially with community members, secure several additional questionnaire responses, follow-up on outstanding information requests in Nauru, and undertake site verification of project outputs in all five Pilot Districts, which was extremely useful (see section Annex 7).

3. Overall, the combination of remote methods and in-country support from the NEC proved reasonably effective, and provides a potential model for future evaluations that are subject to travel constraints. It also has much a lower carbon footprint, and is less expensive, than when international travel is undertaken. The main lesson is that the NEC should commence duties at the same time as the IEC, and work in coordination with and under the direction of the IEC, not UNDP.

2.3.3 Inception Report & Inception Meeting

1. In accordance with normal procedures the TE commenced with the IEC drafting and submitting a Draft Inception Report to UNDP on 21 September 2020, which proposed refined methods, an updated workplan and schedule, an initial stakeholders list and more detailed data and information requirements.
2. An Inception Meeting was then held on 24 September 2020, between the IEC in Cairns, Australia, the PMU Project Manager (PM) in Nauru, the PMU CTA in the Philippines and relevant staff from the UNDP office in Suva, Fiji, using Zoom. Even with participants being spread across four countries with three different time zones, the meeting ran smoothly, proving the effectiveness of remote meeting methods. The Inception Meeting was used to:
 - a) introduce all personnel and confirm roles, responsibilities and expectations,
 - b) allow the PMU to provide an overview of project status and progress,
 - c) jointly review the Draft Inception Report,
 - d) confirm data, information and support required by the IEC; and
 - e) map out next steps for the TE.
3. The IEC produced and distributed minutes of the Inception Meeting and these are contained in Annex X.
4. The Draft Inception Report was slightly amended by the IEC based on comments resulting from the Inception Meeting, and the Final Inception Report was submitted to UNDP on the same day – 24 September.

2.3.4 Enhanced desktop review

1. While it is normal procedure for TE methods to include desktop review of all relevant documents and data, because it was not possible for the IEC to undertake a country-mission during this TE, the desktop review phase was enhanced through more intense and more detailed assessment of documents and data. More time was allowed for this than is usual for standard TEs, with all key documents being reviewed at least twice.
2. The IEC reviewed all relevant sources of information, including the Project Document, project reports – including Annual Project Reviews (APRs) and Project Implementation Reviews (PIRs), project budget revisions, Mid Term Review (MTR) Report, the GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the IEC considered useful for this evidence-based assessment. A list of documents reviewed is contained in Annex 2.

2.3.5 Evaluation Questionnaire

1. As outlined above, due to the need to rely on remote evaluation methods, the stakeholder engagement included sending a written Evaluation Questionnaire (EQ) (Annex 4) out to a broad, representative range of project stakeholders. This was emailed out to all stakeholders with an invitation to complete and send back to the IEC by set dates, with several follow-ups and extensions. The NEC also physically met with a number of additional stakeholders to obtain EQ responses.
2. In order to encourage frank and free feedback, questionnaire respondents were NOT required to identify themselves in the EQ, and all responses were treated as anonymous and fully confidential.
3. The EQ was much more effective than expected, with a total of 22 completed EQs being received. The EQ responses are analysed and reported in Annex 5. In order to protect the anonymity and confidentiality of respondents, the completed EQs are not presented in an Annex to this report, but are kept on file by the IEC.

2.3.6 Stakeholder consultations

1. In addition to EQ responses, the stakeholder engagement included remote interviews with a broad, representative range of project stakeholders, including program staff from the UNDP implementing office (the UNDP Pacific Office in Suva in Fiji), staff from the PMU in Nauru, including the Philippines-based Chief Technical Adviser (CTA), senior staff from relevant GoN agencies, consultants who had worked on the project, community leaders and representatives from the Pilot Districts, and program staff from the Pacific Regional R2R Program at the Secretariat of the Pacific Community (SPC).
2. All remote interviews were undertaken by the IEC, and generally ran smoothly using either Skype or Zoom, while the NEC physically visited a number of additional stakeholders, especially community leaders and representatives, to secure EQ responses. A list of stakeholders consulted is included in Annex 2.

2.3.7 Specific inputs from PMU against templates provided

1. Again due to the need to rely on remote evaluation methods, the IEC also relied on the PMU to complete and provide some standard data templates, which the IEC then analysed to inform the TE findings, including:
 - a) The Project Progress Matrix based on the Project Results Framework (PRF) in the ProDoc, to show status and progress against each project Target (see Table 14 in section 4.3.1).
 - b) Updated GEF Tracking Tools for Biodiversity, Land Degradation and International Waters (Annex 6).
 - c) PMU Staff Continuity Table (refer section 4.3.4).
 - d) Co-financing Table (refer section 4.2.4).

2.3.8 Site verification of physical project outputs

1. Because the project included constructing / delivering a number of physical outputs in the five Pilot Districts, including canoes, kitchen gardens, rainwater harvesting systems and composting toilets, involving significant expenditure of project funds, it was important for the TE methods to include site verification of these. This was undertaken by the NEC using an 'Assets Register' template provided by the IEC, and included mapping each physical output using GIS and marking its location on a map, and taking a photographic record of each. Some barriers to completing the Assets Register were encountered, including some residents where facilities such as kitchen gardens or rainwater harvesting systems had been installed not wanting their premises to be photographed, for privacy reasons, which was fully respected.
2. The site verifications were a significant and very useful task undertaken by the NEC. The findings are reported in Annex 7.

2.3.9 Assessment of financial data

1. The TE attempted to assess the key financial aspects of the project, including variances between planned and actual expenditures. However, unfortunately, despite repeated requests from the IEC to UNDP, up to the production of this TE Report the financial data required, as per the template shown in Table 5 in section 4.2.3, to allow this assessment to be carried out, has not been fully provided by UNDP. A partially completed budget table was eventually provided towards the very end of the TE, after multiple requests. However, it contained many more gaps than data. In many cases there is actual expenditure data but no budget data entered. The table provided does not allow a complete assessment of variances between planned and actual expenditures, and thus implementation rates, for all project activities and years.

This is a major gap in the TE. A full assessment of project finances and financial management could therefore not be undertaken (refer section 4.2.3).

2. The extent of co-financing planned and realized was assessed based on data provided by both UNDP and the Government of Nauru (GoN), however this was incomplete, not provided in the format requested by the TE (Table 8 in section 4.2.4) and not fully supported by documentary evidence, despite repeated requests by the IEC. A full assessment of project co-financing could therefore not be undertaken (refer section 4.2.4).

2.4 Data Collection, Analysis & Triangulation

1. Data to support the TE was collected across a diverse range of indicators, as far as is available from the project, with three main types of information and data being collected and analysed, as follows:
 - a) Primary information and data was collected directly by the TE team, including the Assets Register developed from the NEC's site verification inspections, as described in section 2.3.9 above.
 - b) Secondary information and data was obtained from the full range of project-related documents and progress reports, including the APRs, PIRs, Project Progress Matrix (Table 14 in section 4.3.1), GEF Tracking Tools, financial reports etc. This is labeled 'secondary' data because it is provided to the TE team by UNDP, the PMU and GoN, and was not collected directly by the TE team. The TE team has limited means by which to verify the veracity of secondary data, and it is generally accepted at 'face value'. However, some significant discrepancies were identified in some of the data provided by the UNDP, the PMU and GoN and what the TE itself collected, including in the numbers of physical outputs such as improved rainwater harvesting systems and kitchen gardens actually implemented, and the start and end dates for project staff. Such discrepancies call into question the veracity of all data provided by the project partners, and cast doubt over whether all data reported can be trusted. This is a significant concern when the TE has to rely very heavily on secondary data.
 - c) Subjective information about the project was collected through the EQ responses and direct stakeholder interviews. This is labeled 'subjective' as it represents the views, perspective and opinions of people rather than hard, quantitative data, however it still contributes a strong basis for the TE, including helping to verify any trends that are analysed from the quantitative data.
2. Wherever possible, data triangulation (use of multiple, cross-checked sources of information) was applied to verify and substantiate information reported and to help overcome bias that may arise from single sources of information. For example, if a stakeholder reported a certain view on an issue, the TE team would actively seek views on the same issue from other stakeholders during separate interviews, and the view was reported as an evaluation finding if three or more stakeholders share that view.
3. When stakeholders reported views on matters that can be checked in documents – the relevant documents were checked. Conversely, when a document reported certain findings, these were verified by discussing with stakeholders involved with production and/or review of the document.

4. When it was not possible to apply triangulation for some project parameters, due to lack of alternative data sources, for example finance and co-financing data, the reports provided by UNDP, the PMU or GoN on such data, are accepted at face value.
5. Wherever possible the analysis as presented in section 4 below integrates crosscutting issues and gender considerations, including assessing whether data provided by the project is disaggregated by gender and other relevant categories.

2.5 Adequacy & Limitations of the TE Arrangements

1. As outlined above the TE team always sought to comply with the UNDP-GEF TE Guidelines 2020 and the relevant UNEG guidelines. Unfortunately, UNDP and the PMU did not always comply with these in the way that the TE was managed. This had the potential to compromise the independence and impartiality of the TE. The IEC raised concerns with UNDP and the PMU and they were largely but not completely addressed. Four main issues were:
 - a) The UNDP program staff responsible for implementing the project also directly managed the TE, which is not consistent with the guidelines. According to the guidelines the TE should be managed by the UNDP Monitoring, Evaluation and Learning (MEL) Focal Point, at arms length from the project. The UNDP program staff members who are part of the project that is being evaluated should remain at arms length from the TE. Their role should only be to provide all necessary information and data requested, and provide logistical and administrative support – not to direct the TE team or process.
 - b) The UNDP Suva office tried to prevent the IEC from interviewing individual UNDP staff on a one-to-one basis, and tried to insist on a single, consolidated, written response from all relevant UNDP staff, channeled through and vetted by the responsible programme analyst. This goes completely against the guidelines, which requires that the TE be able to interview a representative sample of relevant staff in a way that retains independence and impartiality and respects the anonymity and confidentiality of individuals.
 - c) The PM would not act on repeated requests from the IEC from an early stage in the evaluation, to set up one-on-one interviews with other PMU staff, including ex-staff. There appeared to be an attempt to control access to obtaining the views and inputs of other PMU staff. This was a concern as the PMU has suffered from an unusually very high level of staff turnover throughout the project duration, which is an important issue to be assessed by the TE.
 - d) The NEC was subject to significant conflict of interest constraints, being the sister of the PM and an actively employed project manager within DCIE, the implementing agency for the project, and reporting directly to the Director of the Environment Division, who ultimately oversees in-country implementation of the project. These constraints created potential impediments to independence, impartiality and objectivity, and are not consistent with the requirements of the UNDP-GEF TE Guidelines.
 - e) The NEC was not recruited until six weeks after the TE had commenced, and once they commenced work, UNDP attempted to directly control their in-country evaluation activities without reference to and coordination with the IEC (this was rectified after concerns were raised by the IEC).
2. Overall there appears to be quite a low level of understanding of the requirements of the UNDP-GEF TE Guidelines, and of due process for conducting and managing evaluations, amongst the UNDP Suva staff and PMU.
3. There were also some significant organizational deficiencies with the TE arrangements, including extremely slow provision of vital information and data, provision of incomplete or incorrect information and data and a need for the IEC to make repeated requests for essential information and data again and again. In some instances requests from the IEC to UNDP and the PMU were simply ignored outright.
4. As outlined above some significant discrepancies were identified in some of the data provided by the UNDP, the PMU and GoN and what the TE itself collected. Such discrepancies call into question the veracity of all data provided by the

project partners, and cast doubt over whether all data reported can be trusted. This is a significant concern when the TE has to rely very heavily on secondary data.

5. There were also three separate occasions when UNDP staff set times for Zoom meetings with the IEC, and then did not attend the meeting at all, without informing the IEC, seeking to reschedule or offering an apology. This is a highly disrespectful, contemptuous and unprofessional way to treat anyone in a professional setting, especially in an evaluation.
6. It is recommended that for future evaluations the UNDP Suva office and the PMU make much greater effort to support the evaluation with all requested information and data in a timely manner, be more professional and respectful in adhering to meeting schedules and advising and rescheduling when set meetings cannot be attended, and comply properly with relevant UNDP and UNEG evaluation guidelines and ethics. It is also recommended that prior to future evaluations, all relevant staff should be provided with enhanced training in these issues.

3. PROJECT DESCRIPTION

3.1 Overview

1. For a general overview of the project please refer the Project Data Table on page 2 above and also section 1.1 of the Executive Summary, which is not repeated here.

3.2 Project Start, Duration & Milestones

1. The key dates relating to the project are as follows:
 - a) Planned project duration: 48 months (4 years).
 - b) Two extensions granted taking project duration out to 70 months (5.8 years)
 - c) Planned Start (ProDoc Signature): March-April 2015.
 - d) Actual Start (Inception Workshop): February 2016.
 - e) Mid Term Review (MTR): Jul-Oct 2018.
 - f) Terminal Evaluation (TE): Sept-Nov 2020
 - g) Operational Closing - Original planned: April 2019.
 - h) Operational Closing - First Extension: 30 June 2020.
 - i) Operational Closing - Second Extension: 28 February 2021.
2. Overall, because the start date was delayed and the implementation was also delayed, resulting in two no-cost extensions, the final closing date of 28 February 2021 is 22 months later than the original planned closing date of April 2019.

3.3 Development Context

[From ProDoc written in 2014]

1. The Micronesian small island state of Nauru is located in the dry belt of the equatorial oceanic zone and is bounded by the Republic of Kiribati in the east, the Republic of the Marshall Islands in the northeast (700km), the Federated States of Micronesia in the northwest (700km), Papua New Guinea in the west (1600 km), the Solomon Island in the southwest (1200 km), Vanuatu in the south (1300 km) and Fiji (2600 km) to the southeast.
2. Nauru is a raised coral limestone island and is one of the smallest independent nations in the world. It is composed of only one island which is 21 km in area, roughly 6 km by 4 km in length and width respectively, has a coastline of 30 km, possesses an Exclusive Economic Zone of 309,888 km² and is located 41 km south of the equator and is divided up into 14 districts of varying sizes and number of inhabitants.
3. Nauru is surrounded by a fringing coral reef ranging from 120m to 300m wide, which drops away sharply on the seaward edge to a depth of approximately 4,000 m. The coastal plain is a zone of sandy or rocky beach on the seaward edge, and a beach ridge or fore-dune, behind which is either relatively flat ground or, in some places, low-lying depressions or small lagoons filled by brackish water (e.g. Buada lagoon) where the surface level is below the water table (freshwater lens). The raised central plateau (Topside) generally lies between 20-45 m above sea level with occasional elevations of up to 50-70 m. The central plateau comprises a matrix of coral-limestone pinnacles and limestone outcrops, between

which lie extensive deposits of soil and high-grade phosphate rock covering approximately 1600 ha (over 70% of the island). This area has been extensively mined with the ecosystem drastically altered (SPC, 2005 and Fenner, 2013).

4. Due to the long history of phosphate mining the “Top side” of the island, at least 70 percent of the island is deemed uninhabitable and unsuitable for any kind of livelihood. The majority of Nauru’s population is concentrated along the coast with many settlements along the coastline resulting in a population density of over 1,500 persons per km² (Nauru Bureau of Statistics, 2013). This has considerable implications and consequences for sustainable land and water management, in terms of the availability and suitability of land and water for future settlement, health and safety, biodiversity conservation (including marine ecosystem) and the possible effects of climate change. The long term management of the islands remaining terrestrial resources, the rehabilitation of previous degraded land scapes especially those associated with mining and sustainable use of coastal resources are paramount to improvements in quality of life of Nauruan's.
5. Nauruans had lived a sustainable lifestyle and in tune with the island environment for some three thousand years until the nineteenth century when European contact was made and subsequently, the island and distinct culture became seriously exploited and degraded. Coconut monoculture of the island during the colonial period, followed by widespread destruction and displacement of people during World War II, and almost a century of open-cast phosphate mining has now made Nauru one of the most environmentally degraded areas on earth. There is now serious breakdown of the Nauru physical environment as well as the socio-economic wellbeing of its people (Viviani, 1970 and Thaman et. al., 2008).
6. In 2011 the population of Nauru was 10,084 (5,105 males and 4,979 females) (Bureau of Statistics, 2013), with an average annual growth rate of 1.8. It is however noted in the census summary, that the current population growth rate is higher than reflected as the Nauru fertility rate is increasing and should therefore result in the nation’s growth rate of around 2.8 percent a year translating to an increase of 300 individuals a year. Between the years of 2007 - 2010 350 births were recorded each year. This was a considerable increase on the rate recorded for the years 2002-2004 when the island was in an economic crisis.
7. Life expectancies for Nauruan males and females are 57.5 and 63.2 years respectively – this is roughly twenty year less than New Zealand and Australia. Life style diseases resulting in poor health are significant factors dictating these figures. Literacy levels for both genders are high with just under 92 percent of all Nauruan older than 15 years old possessing a secondary education. However, roughly 23 percent of the adult population were categorised as unemployed with 21% and 26% respectively for males and females and a high youth unemployment rate of 70% for 15-19 year old and 36% for 20-24 year olds (Bureau of Statistics, 2013).
8. Economic data for Nauru is not current however it is estimated that in 2011 the Gross Domestic product (GPD) was US\$72 million with a GDP per capita of US\$6,954 and GDP growth for 2010-2011 was 14 percent. The GDP for the main sectors of the economy in 2009 includes 33% Industry (mining), 6.1 % for Agriculture and 60.8% for services with combined exports earning in 2012 55.7 million and imports of 29 million.
9. Nauru has had mixed results in achieving the Millennium Development Goal (MDG’s) targets, with poor performance indicators recorded for environmental sustainability and management (MDG 7) (Pacific Island Forum Secretariat, 2013). The government sectors need to do more to integrate environmental concerns into their planning including realistic monitoring and awareness to ensure objectives can be met.

3.4 Problems that the Project Sought to Address

[From ProDoc written in 2014]

1. The primary threats to the long-term sustainability of Nauru’s ecosystems are a direct result of human interventions that will be compounded by climate change impacts. The continued terrestrial habitat alteration, degradation and loss, principally from mining activities, coastal degradation from development and poor waste and pollution management measures, contamination of the freshwater lens through poor sanitation practices and the exploitation of inshore marine and coastal resources are significant threats that need to be addressed.
2. The terrestrial, coastal, and marine ecosystems of Nauru are central to the daily lives of all citizens and for the long term

development and sustainability of the nation's food security, freshwater resources, livelihoods, and economy. Significant (70%) terrestrial habitat and ecosystem function has been lost due to mining activities resulting in greatly reduced land for cultivation and human habitation, the degradation of the islands biodiversity and equally important freshwater lens. Continued expansion and development along the coast has reduced land available to ensure ecosystem integrity, function and food security, whilst the reliance on imported food and goods has resulted in the general lack of land management and use with invasive species dominating the landscape at the expense of traditional food crops and trees. The only access to freshwater is through the underground lens, which has been greatly altered and is continually negatively impacted through the removal of the top side forests (mining and development), poor human and small scale livestock (e.g. piggeries, chickens) sanitation and waste management systems that discharge directly into the freshwater lens. High levels of marine resource exploitation, including fishing pressure and unsustainable methods (e.g. small size gill nets, spearing on SCUBA and dynamite fishing) have directly decreased resource stocks and the nation's inshore fisheries food security.

3. These threats are compounded by rapid population growth and the resulting increase in demand for natural resources, especially protein sources from the marine ecosystem. Further adding to these threats is the current weak and ineffective governance systems that are unable to effectively assist communities in managing their resources in a sustainable manner. Climate change projections and their expected impacts will continue to interact with the underlying causes of existing terrestrial, coastal, and marine issues facing Nauru resulting in a significant development challenge. Climate change awareness and adaptation measures need to be included in all development initiatives (Pacific Island Forum Secretariat, 2013b).
4. Nauru's loss of biodiversity is evident in all fauna and flora groups studied recently. The start of such declines would have come from the early European introduction of coconut monoculture and the extensive phosphate mining on the island over the past century. A significant impact of the mining operations on biodiversity is the dramatic change in the socio-economic system in Nauru from that of natural resources dependent (subsistence) lifestyle to that of a cash-driven economy. Significant factors in the decline biodiversity include:
 - a) Loss of Ecosystem Diversity: In 1994 only 37 hectares (ha) remained of the original Topside Calophyllum forest, and almost all of that is now lost to mining. Similarly, because of the pressure of residential development, Bottom Side sites now contain very little surviving natural vegetation. It is critical that some of the remaining natural areas and their component ecosystems are preserved immediately; to avoid the high cost and uncertainty of future revegetation programs to recreate the original ecosystems and forest types of Nauru. Preservation of examples of original ecosystems could be achieved through some form of conservation zones and these should be taken up as highest priority in the rehabilitation process of Nauru. However, the continuing mining has put rehabilitation of the Topside on hold.
 - b) Loss of Species Diversity: One consequence of the reduction in area of natural vegetation is that some of the less common and abundant species of plants and animals have become very restricted either in distribution or in the numbers of individuals in their remaining populations. As a result, up to 45% of Nauru's indigenous plant species (28 out of 60) and a significant proportion of bird species are considered rare or endangered. ^[1]_{SEP}
 - c) Coral Reef and Marine Resource Degradation: Degradation and overexploitation of the inshore (intertidal reef flat and sub tidal reef slope) and deepwater fishery resources have greatly reduced resource populations threatening biodiversity and are major constraints to food security and sustainable development. This has led to the breakdown of the traditional marine tenure systems and resource use systems, including the traditional aquaculture system practiced in the island brackish water ponds. ^[1]_{SEP}
 - d) Invasive Species, Pest and Disease Infestation: The lack of a quarantine policy, regulations and facilities in Nauru is an issue as currently, invasive species, pests and disease organisms (plant, animal or micro-organism) are introduced unchecked to Nauru through air and sea transport terminals. Several pest species such as a range of aggressive weed species and a number of fruit flies are now present in Nauru, which adds to the increase in population of pests and disease vectors thereby affecting both environment and health of Nauruan's. ^[1]_{SEP}
 - e) Pollution and Waste Management: The issues of air, noise, oil and water pollution and waste management

have always been linked to mining operations that affect both the natural and urban environments, and especially the health of Nauruan's. These issues have been further expanded by the urbanisation of the islands coastal strip and lack of long term management and planning. The islands groundwater is chronically polluted and its use is primarily limited for toilet flushing. Potable water is supplied from desalination facilities and from rainwater greatly restricting development. ^[11]_[SEP]

- f) Agriculture and Home Gardens: The past urbanisation and loss of land due to mining has greatly reduced all traditional agricultural and farming practices in Nauru resulting in traditional knowledge and skills lost and valuable farming land being utilised for other purposes and greatly degraded. Food crops and food trees are located in only isolated areas of the island and are greatly reduced from pre mining days. Revitalisation of traditional and new agricultural skills and knowledge applicable to Nauru is required to provide a way forward to increase productive of the remaining land of Nauru and provide family with increased options for food security. ^[11]_[SEP]
 - g) Population Growth and Urbanization: Population growth and urbanization especially along the coastal strip have placed continued increasing pressure on natural and cultural resources and constitute a major constraint to sustainable development in Nauru. There are already clear signs of land shortage and increasing population pressure on scarce resources, such as water and marine resources. Uncontrolled urbanization has increased population density and declining productivity of the land. Most of Nauru's people now live urban lifestyles. This has led to the loss of traditional knowledge about plants and animals and the environment and the abandonment of subsistence living to that of cash-dependent lifestyles. ^[11]_[SEP]
 - h) Climate Change and Sea Level Rise: Potentially very serious impacts on biodiversity could result from changes in climate and sea levels associated with global warming. For Nauru, increased temperatures will have devastating effects on its natural ecosystems and affect particular species in the marine sector. Nauru's biological resources will all be affected by climate change, climate variability, and sea level rise (Pacific Island Forum Secretariat, 2013).
5. Safeguarding and sustainably managing Nauru's biodiversity for the long term requires conserving and in the case of "topside" rehabilitating the environmental habitats upon which flora and fauna depend. The development of a protected area management system will require a holistic approach, be fully understood and acknowledged by all communities, captured in policy and legislation, developed to ensure it encompass the full range of geographic ecosystems and species (i.e. ridge to reef) and managed to achieve a balance between maintaining nature and its biodiversity and human prosperity and quality of life. The system must include development and management protocols, scaled to match local capacity and interest and accommodate the variability that will accompany climate change.
 6. The long-term solution is to implement a ridge-to-reef approach that combines a functional, representative, and sustainable national system of coastal and marine managed areas integrated with the adoption of appropriate SLM practices in adjoining/upstream watersheds. This will effectively reduce land degradation and enhance protection for marine and coastal biodiversity, habitats, and fisheries. The process involved will include, but not be limited to the following: engaging policy makers and community leaders; identifying the priority pollutants particularly those that degrade coastal ecosystems and coral reefs; identifying effective land management practices which will work to reduce pollution; managing domestic and small scale livestock water effluents; setting targets for pollutant discharge reductions into ground water and coastal waters; develop through extensive stakeholder consultation practical and usable marine management protocols to ensure sustainable fishing practices are supported and monitoring and assessment at the scale of ridge-to-reef.
 7. Currently there are number of barriers that need to be addressed before a long-term solution can be achieved. These critical barriers are highlighted below. The R2R project through stakeholder discussion has integrated these barriers into the project to be addressed.

TABLE 3: Barriers to be addressed by the project

Barriers	Description of Barriers
Lack of capacity to design and implement the regulative framework and legislation required to support the long term management of biodiversity and resource usage.	Good governance through the development of policies, legislation (Acts), regulations and their understanding and acceptance is critically important for the development and long term outcomes for biodiversity and resource management for Nauru. Biodiversity and resource management is complex requiring skilled technical advice through extensive stakeholder debate to achieve desired results. The ability to develop and finalise governance requirements in Nauru drawing on experience from other Small Island Development States (SIDS) and larger regional nations requires external assistance that provides both knowledge and capacity building. Good governance and its understanding and acceptance are the basis of all biodiversity and resource management in Nauru.
Lack of systemic approach and mechanisms for biodiversity conservation and sustainable land use.	Land tenure is the most critical consideration in terms of the practicality of implementing biodiversity conservation and sustainable land use. Approximately, 90% of community land is tied up with Government and its mining company. Rehabilitation of 'Topside' has begun but must also include the option for landowners to reclaim their rehabilitated lands to begin their own conservation and sustainable use and management of biodiversity. District communities, as owners of the land, should be empowered to promote the conservation and sustainable use of biodiversity at the community level. Training activities in decision making, resource management and conflict resolution are required.
Lack of political support and community buy-in for Sustainable Land Management (SLM) approaches.	Nauru has made progress in their movement towards SLM as a result of their exposure to the concepts over the past four years. A dedicated group of motivated people working within the government with selected communities have implemented projects to pilot SLM activities, sourcing water for productive uses, and improving water conservation and sanitation practices. These should be supported and expanded, with an increased focus on integrating their efforts in a cohesive fashion that will ensure adoption of the draft SLM National Action Plan (NAP) and implementation of priority activities such as the expansion of community gardens, land use planning and improving community housing. However, there is a lack of support from political leaders and from community members. A review of the policy and legislation will assist with meaningful reform and with support from decision makers.
Lack of community support and understanding for integrated land and water management practices.	Local community support is required and is critical for effective integration of land and water management in a Ridge to Reef approach. Without moving the attention of the community away from land tenure reform and the economic value of the land and onto community building, land and water use and physical survival will result in failed opportunities for education and active participation in projects. Furthermore, lack of empowered communities to promote natural resource conservation and sustainable use of biodiversity at the district level means they are less likely to provide acknowledgement and support to national programmes and traditional authorities to enforce and monitor national laws and regulations while providing necessary incentives to improve the standard of living of all citizens.

3.5 Development & Immediate Objectives & Expected Results of the Project

[From ProDoc written in 2014]

1. The overall development objective of the project is to preserve biodiversity, ecosystem services, improve climate resilience and sustain livelihoods in Nauru using a ridge-to-reef approach that combines functional, representative and sustainable national system of coastal and marine managed areas that are integrated with the adoption of appropriate SLM practices in adjoining / upstream watersheds.
2. By also improving government capacity, the project also aimed to reduce land degradation and enhance protection for marine and coastal biodiversity and habitats, whilst improving coastal livelihoods and creating lasting management of Nauru's natural resources.

3. The immediate objectives and expected results of the project stem from the three project components and their respective outputs as follows:
 - **Component 1:** Conservation of marine biodiversity.
 - Outcome 1.1: Improved management effectiveness of new marine conservation areas.
 - **Component 2:** Sustainable land and water management.
 - Outcome 2.1: Integrated landscape management practices adopted by local communities living within the 'bottom-side', and applicable 'ridge', and 'topside' areas not covered by mining.
 - **Component 3:** Governance and institutions.
 - Outcome 3.1: Biodiversity conservation and SLM mainstreamed in policy and regulatory frameworks.
 - **Component 4:** Knowledge management.^{[1][SEP]}
 - Outcome 4.1: Improved data and information systems on biodiversity and land management best practices.
4. Further details including Targets and Indicators under each Component are presented in Table 14 (section 4.3.1) – the Project Progress Matrix, which is derived from the PRF in the ProDoc.

3.6 Main Stakeholders

1. The ProDoc has an Annex 7 - Stakeholder Mapping & Analysis, however this has not been provided to the TE team. The main stakeholders in the project are as follows:
 - UNDP as the GEF implementing agency.
 - Environment Division of DCIE as the lead executing agency under the NIM in Nauru.
 - NFMRA as the lead agency for Component 1 – Conservation of marine biodiversity.
 - Agriculture Division of DCIE for sustainable land use issues.
 - The CBOs, DCCs and community stakeholders in each of the five Pilot Districts.
 - The Planning & Aid Division (PAD) for overall coordination with other programs and projects and oversight of financial management and reporting.
2. Annex 2 also contains a list of stakeholders that were consulted during the TE.

3.7 Theory of Change

1. The project was designed over six years ago in 2014 and the ProDoc does not contain an explicit Theory of Change. However, as outlined in section 4.1.1 below the ProDoc does contain the main elements of a Theory of Change, 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.

4. TERMINAL EVALUATION FINDINGS

4.1 Project Design & Formulation

4.1.1 Project design overall

1. Overall the project's objectives and components are found to be clear, logical and practicable and should have been feasible to achieve within the original four-year time frame had initial project management arrangements been implemented more efficiently and effectively.
2. The project appears to have been designed to directly address country and community needs and priorities as identified during project design consultations in Nauru, and was both country- and community-driven. There are questions as to why a Pilot District approach was adopted in a very small country like Nauru, and if it was equitable to have all Pilot Districts on the east coast (with Buada being central/inland), and none on the west coast. In such a small country like Nauru, the project could have taken a more whole-of-nation approach and spread demonstration activities more equitably across all districts.
3. The ProDoc does cite some criteria for selection of Pilot Districts, including:
 - a) District/community cohesion and interest in the R2R project (e.g. Aiwo community on the west coast reportedly showed no support for the R2R project – although it was not clear how this was determined).
 - b) Current (in 2014) donor assistance projects operating in each district with the aim to support districts that are not currently involved in other similar and associated donor projects, e.g. USAID Coastal Community Adaptation Project (C-CAP) (although in Nauru C-CAP worked to provide an 'island-wide' water management project, including the east coast)
 - c) To support districts that have been "earmarked" for government/donor assistance but funds were not available.
4. One main reason identified for the focus on the east coast is that reportedly, a pre-project Rapid Environmental Assessment supported by the SPREP BioRAP program identified that the marine environment is less heavily used and is in a more natural condition on the east coast. However, it could also be argued that if the west coast is more heavily impacted, then it should be given higher priority for environmental management actions. Additionally, this criterion does not apply to the non-marine components of the project.
5. The project outcomes and outputs do not relate to an explicit Theory of Change, which was not included in the ProDoc. However, the ProDoc was drafted in 2014 and the inclusion of an explicit Theory of Change in UNDP ProDocs is a more recent development. The ProDoc does contain the main elements of a Theory of Change, 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.
6. One significant gap in the project design is that it does not include an explicit activity to develop a documented and budgeted replication and sustainability plan before project end, which should ideally be a standard element of all such project designs.
7. Overall the project design and formulation is found to be sound, based on standard UNDP-GEF project design criteria applicable in 2014. The main lessons for future project designs is that in very small countries like Nauru, consideration should be given to taking a national approach rather than a pilot site approach, with a more equitable spread of project activities across the country. All such project designs should also include a requirement for the recipient government, in cooperation with project partners, to develop a documented and budgeted replication and sustainability plan before project end. Additional observations and recommendations on specific aspects of the project design are made in sections 4.1.2 to 4.1.5 below.

4.1.2 Analysis of Project Results Framework

1. The ProDoc included a comprehensive and well-developed Project Results Framework (PRF). Our evaluation of the PRF is that it is fundamentally sound and contains the usual components of a properly designed PRF; including baseline description, both quantitative and qualitative indicators, description of the baseline situation, end-of-project targets, risks and assumptions and means of verification.
2. However, some of the indicators and targets are found to not meet the need to be SMART (specific, measurable, achievable and time-bound). Of particular note is that none of the 23 indicators in the PRF have any time reference at all, i.e. they are not time-bound. Additionally, the time-reference for all 22 targets in the PRF is 'end-of-project', with no sub-targets at different stages of the project, e.g. end of year one targets, end of year two targets etc (for each component and output), which would have been more useful for tracking progress as the project proceeded.
3. There is an error in the structure of the PRF in that the overall Project Objective is placed under Component 1: Conservation of marine biodiversity, rather than above all project components – however this appears to simply be a formatting error and does not have any substantive impact.
4. The Mid Term Review (MTR) did not make any observations or recommendations in relation to the PRF, which is a gap in the MTR.

4.1.3 Assumptions & risks

1. The ProDoc has a dedicated section on assumptions and risks (section 2.6 of the ProDoc) and the TE assesses this to be well developed and reflective of the actual situation in Nauru. It includes a clear table listing each risk, linking these to the PRF, rating each in terms of likely impact and probability, and specifying mitigation measures for each – also linked to the PRF – consistent with best practice.

4.1.4 Lessons from & linkages to other relevant projects incorporated into project design

1. The R2R Nauru Project is part of and linked to the broader Pacific R2R Program – *the Pacific Islands Ridge-to-Reef National Priorities – Integrated Water, Land, and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods*. The regional program is also under UNDP-GEF and is coordinated regionally by the Secretariat of the Pacific Community (SPC). The regional program is designed to build stronger linkages between sustainable development and management of terrestrial and freshwater ecosystems (e.g. ground water systems for Nauru) and coastal/marine areas and promotes the implementation of holistic, integrated management of natural resources (see <https://www.pacific-r2r.org/>).
2. The Regional R2R Program has a Nauru Project Manager based in the same DCIE office as the National R2R Project, and it was reported that the two have coordinated activities to a certain but apparently limited extent. It is not clear to the TE team what the benefits were of having separate PMs and separate management, financial and reporting arrangements for the national activities under the Regional R2R Program and the National R2R Project. Greater coordination, synergies, leveraging, efficiencies and cost-effectiveness might have been achieved had the two been under a single set of in-country R2R management arrangements.
3. The project design also explicitly builds upon and is linked to a range of other relevant projects, as outlined in section 2.3 of the ProDoc, including the following, amongst others:
 - a) The regional *Implementing Sustainable Integrated Water and Wastewater Management in Pacific Island Countries* (IWRM) project (2008 - 2014).
 - b) The UNEP-implemented *Integrated Island Biodiversity* (IIB) ^{SEP} project and the *National Biodiversity Strategic Action Plan* (NBSAP).
 - c) The regional SCCF *Pacific Adaptation to Climate Change* (PACC including PACC+) project.

d) The USAID *Coastal Community Adaptation Project* (C-CAP).

4. However, despite these broad-scale linkages, some technical project activities were a duplication or repetition of activities that were already being implemented or had previously been implemented by GoN agencies with support from other projects and donors. For example the NFMRA has been active in installing Fish Aggregation Devices (FADs) and building fishing canoes for coastal communities for many years, the Agriculture Division had previously provided support to communities to develop kitchen gardens with support from other organizations such as the Taiwan Technical Mission and SPC, and several donors including Australian Aid and the USAid C-CAP project were already providing support to improve water supply and security.
5. Despite technical activities like FADs, canoes, kitchen gardens and water supply systems already being covered to various degrees by other parties, the R2R project still gave them high priority at the expense of making progress with more strategically important outcomes, such as actually designating, declaring and implementing the LMMAs and implementing the sustainable land use management plans. The project could have had more strategic impact and long-term benefits if it had focused more on the strategic outcomes that were not being addressed by other programs and projects, and less on tactical, short-term activities like building kitchen gardens, many of which have already died, as shown in the Assets Register in Annex 7.
6. It is not the intention of GEF investments to simply be used as a source of finance to fund small-scale technical activities that are already covered by other development partners. For national projects like this one, the GEF investment is supposed to be based on 'GEF-additionality', be more impact focused and seek to catalyse the necessary national policy, legislative, governance and institutional capacity reforms that are needed to meet strategic sustainability objectives under the relevant GEF Focal Areas (in this case Biodiversity, Sustainable Land Use and International Waters). While this was reflected in the project design, it did not manifest during project implementation (see also section 4.2 below).

4.1.5 Planned stakeholder participation

1. The TE assesses that there was very broad and inclusive stakeholder engagement during the project design phase, and that planned stakeholder participation arrangements for the project implementation phase, as outlined in the ProDoc, were well developed, including a dedicated Stakeholder Involvement Plan and Communication Strategy (section 2.10 of the ProDoc). The ProDoc also has an Annex 7 - Stakeholder Mapping & Analysis, which the TE assesses to be comprehensive and well developed.

4.1.6 Gender responsiveness of project design

1. The ProDoc has a dedicated section on gender and social inclusion considerations (section 2.3.3 of the ProDoc). The TE assesses that while this highlights the importance of gender and social inclusion considerations, and provides a reasonable description of how efforts were made to involve women in the project design process, the ProDoc does not include any plan for how gender and social inclusion were to be actively addressed during project implementation, which is a significant gap.
2. Specific gender elements are included in only two indicators in the PRF, under one component only (Component 3 – Governance and institutions), as follows:
 - Indicator 3.1.2.1: Number of trained government personnel on integrated R2R approaches (gender disaggregated data).
 - Indicator: 3.1.3.1: Number of district leaders trained in applying and enforcing skills in integrated R2R approaches with due consideration for gender distribution.
3. The TE considers this to be inadequate and the project design should have ideally included gender indicators under all project components in the PRF, supported by a specific plan to implement gender and social inclusion actions across all components during project implementation.

4. Despite these issues not being fully addressed in the project design, to the credit of the project, a review of past DCIE projects using a gender lens was undertaken by consultant K. Fidela, resulting in a Gender Action Plan for the R2R Nauru Project being finalized in March 2020. Unfortunately this was a bit late to have much on-the-ground impact or influence technical project activities, given that the project had started in 2015 and is coming to a close as 2020 ends. The Gender Action Plan should have either been part of the project design or at least developed as a very early activity during project implementation (see also section 4.3.7 below).
5. The MTR did not make any observations or recommendations in relation to gender and social inclusiveness, which is a gap in the MTR.

4.1.7 Social & environmental safeguards

1. The ProDoc has a dedicated section on environment and social safeguards (section 2.11 of the ProDoc), which simply:
 - a) provides a very brief overview,
 - b) states that at project design stage, there were no specific identified activities that were considered to have substantial negative environmental impacts and/or unintended negative social consequences; and
 - c) committed to monitoring these over the full life of project implementation to ensure specific issues do not arise.
2. Section 2.11 also refers to a completed environmental and social screening template attached in Annex 8 of the ProDoc, which the TE assesses to be comprehensive and well developed.
3. The MTR noted that a National Environment and Social Safeguards Policy, included as an activity under Component 3, had not been developed at the time of the MTR (October 2019, which is >3 years after project commencement). This policy was eventually developed and finalized in June 2020 (led by consultant Megan Knight), which is very late as the project was coming to a close as 2020 ends.

Summary Findings - Project Design & Formulation:

- *Overall the project design and formulation is found to be sound, based on standard UNDP-GEF project design criteria applicable in 2014.*
- *The project appears to have been designed to directly address country and community needs and priorities, and relevant sections of UNDAF/UNPS.*
- *The project's objectives and components are found to be clear, logical and practicable and should have been achievable within the original four-year time frame had initial project management arrangements been implemented more efficiently and effectively.*
- *In a very small country like Nauru the project might have been more equitable if it had of taken a national approach rather than a Pilot District approach.*
- *There are some other aspects where project design might have been improved, including building in a requirement to develop a sustainability plan before project-end.*

4.2 Project Implementation

4.2.1 Adaptive management

1. The project implementers (UNDP and GoN) exhibited some capacity for adaptive management and corrective actions in order to overcome barriers and problems in relation to some issues that arose during project implementation. Two examples included:
 - a) At project inception, when problems were experienced in recruiting suitable candidates for PMU positions, UNDP filled the gap temporarily by deploying United Nations Volunteers (UNVs) to Nauru so that at least some

project activities could commence, until PMU positions were filled.

- b) When PMU staff wages could not be paid – in some cases for several months – due to delays in disbursement of funds to Nauru by UNDP, it was reported to the TE that DCIE agreed to step in and pay the wages until reimbursed by UNDP later (contrary to this, the TE also received reports that some staff are still owed 13 fortnights of pay since December 2019). The fact that delays by UNDP caused PMU wages to not be paid is a serious concern. More broadly, frequent and ongoing delays in the disbursement of funds from UNDP to the project in Nauru was the most significant cause of delays with project implementation overall – see also 2.a) below and sections 4.2.3 and 4.3.3 below.
2. There were also some significant failings in adaptive management, for example:
 - a) Following from 1.b) above, despite the fact that frequent and ongoing delays in the disbursement of funds from UNDP to the project in Nauru was the most significant cause of delays with project implementation overall, UNDP and DCIE did not implement corrective action to address the root causes of the issue, and such delays were still occurring up to the time of this TE.
 - b) Despite the fact that the PMU experienced an extremely high rate of staff turnover, which negatively impacted on the project implementation rate (refer section 4.3 below), UNDP and DCIE did not implement corrective action to address the root causes of the issue.
 - c) Despite the findings and recommendations of the 2028 external financial report by Lochan & Co (see section 4.2.3 below), as far as could be ascertained by the TE, there appears to have been no formal process implemented by UNDP in cooperation with GoN to take urgent corrective action to address the issues identified by the audit.
 3. As for all projects the MTR represents a significant opportunity to assess progress with project implementation, to identify areas where progress is not on track, and to recommend adaptive management and corrective actions to get the project back on track. For this project the MTR report was completed in October 2018, which is approximately the mid-term of what has become a 5.8-year project (although the cover of the MTR report is dated a year later at October 2019, representing poor quality control of the MTR report).
 4. The MTR recommended a number of corrective actions that were acted on by UNDP and DCIE and which improved the effectiveness and efficiency of project implementation – in particular the recruitment of a CTA. However, management responses to other MTR recommendations were incomplete, as assessed in Table 5. This limited the adaptive management benefits of the MTR. The management response to the MTR was issued in December 2018, two months after completion of the MTR report, which is a slow response.

Summary Findings - Adaptive Management:

- *While UNDP, GoM and the PMU exhibited some capacity for adaptive management, there were some significant deficiencies in adaptive management, including failure to rapidly investigate and identify the root causes of various serious problems and delays that arose during the project, and to implement corrective actions, and incomplete management responses to the MTR and external audits.*

TABLE 4: Evaluation of the management responses to the MTR recommendations

MTR Recommendation (Oct 2019)	Management Response (Dec 2019)	TE Assessment / Comment (Nov 2020)
<p>1. Strengthening project implementation:</p> <ul style="list-style-type: none"> The Project Board (PB), the Technical Work Group (TWG) and Project Management Unit needs to be effective in their respective roles and provide the necessary governance and technical support required. Additionally, due to the limited technical capacity available to the project, the MTR recommends the recruitment of a PMU Advisor (Chief Technical Adviser – CTA) to assist with the implementations of various project components. 	<ul style="list-style-type: none"> No explicit management response to the first recommendation on improving the effectiveness of the PB, TWG and PMU. The second recommendation to recruit a CTA was acted on and in place by January 2019. 	<ul style="list-style-type: none"> Although there was no explicit management response to the first recommendation on improving the effectiveness of the PB, and TWG, the frequency of meetings increased after the MTR and effectiveness reportedly improved. Recruitment of the CTA demonstrably resulted in a marked increase in the momentum of technical activity implementation and an improvement in project control and reporting. However, with a background in terrestrial natural resource management the CTA appeared to give higher priority to implementing terrestrial activities under Component 2, especially the kitchen gardens, and less attention to marine activities under Component 1, which were already lagging and needed significant support to bring back on track. Given this and the board technical scope of project components, it may have been more beneficial to have recruited two CTAs, one with terrestrial expertise and one with specialist marine expertise. As the project will end with funds still unspent, this should have been possible within the project budget. The benefits of engaging the CTA were also truncated by the fact that his contract only ran until March 2020, despite the fact that the project runs until the end of February 2021 and there will still be unspent funds at project end. This left the project without a paid CTA for almost the entire last year of the project, further hindering the implementation rate (Note: Out of good-will the CTA continued to provide inputs remotely from the Philippines on a pro-bono basis. While this is highly commendable on the part of the CTA, it is not acceptable for UNDP to expect professionals to work for free for nearly a year when there is project budget available and such professional support is essential to successful completion of the project). The CTA's contract should have run until project-end so as to gain full benefits of his expertise and support.
<p>2. Improve coordination:</p> <ul style="list-style-type: none"> More effective coordination and more vigorous review of project plans and implementation of identified actions by the respective groups involved with the project organization such as the PB, the TWG and the PMU. 	<p>The management response was to allocate responsibility to the CTA to encourage stakeholder, dialogue and coordination of activities happen more frequently.</p>	<ul style="list-style-type: none"> It should be the responsibility of the NIM agency – DCIE – and not the CTA - to ensure that overall project governance is effective and that PB and TWG meetings occur. The PMU's role should be to support these meetings and act as secretariat for them. Since the MTR the frequency of PB and TWG meetings increased and effectiveness reportedly improved.

MTR Recommendation (Oct 2019)	Management Response (Dec 2019)	TE Assessment / Comment (Nov 2020)
3. Project Extension: <ul style="list-style-type: none"> A 12-18-month extension of the project to complete the remaining activities. 	<ul style="list-style-type: none"> The project was granted two no-cost extensions, increasing the overall project duration from a planned 4 years to 5.8 years. 	<ul style="list-style-type: none"> Despite the two extensions many project Targets will still not be met by the extended project end (refer section 4.3.1 below). In addition to extending the project, corrective actions following the MTR should have also included concerted interventions to accelerate the rate of implementation, including recruiting two CTAs (one terrestrial and one marine), as outlined above.
4. Improve community engagement: <ul style="list-style-type: none"> More activities to encourage more engagement of the communities as well as making the information available from the project to share to the communities. This can be done through monthly activities at each community and road show programs, which can be taken to project sites and throughout the country. 	<ul style="list-style-type: none"> A plan was implemented to significantly increase community engagement, including 'road shows' and other activities. 	<ul style="list-style-type: none"> The corrective action appears to have been successful and relevant Targets under Component 3 of the project – Knowledge management - are being met (refer section 4.3.1 below).
5. Sustainability: <ul style="list-style-type: none"> The project partners (namely Environment, Agriculture and Fisheries) to mainstream the project activities as an extension of their respective Department activities rather treating it as a short term and stand-alone project. 	<ul style="list-style-type: none"> Develop a sustainability plan in consultation with project partners by June 2019. 	<ul style="list-style-type: none"> Despite the target date of June 2019, as the project-end approached in Dec 2020, a documented and budgeted replication and sustainability plan which addresses this MTR recommendation, has still not been developed, and prospects for ongoing replication and sustainability of project benefits are low. It is recommended that between now and end-of-project, the project partners (UNDP, DCIE and NFMRA) urgently develop a documented and budgeted replication and sustainability plan, for adoption and implementation by GoN.

4.2.2 Actual stakeholder participation & partnerships

1. As outlined in section 4.1.5 the TE assesses that there was broad and inclusive stakeholder engagement during the project design phase, and that planned stakeholder participation arrangements for the project implementation phase, as outlined in the ProDoc, were well developed. However, these well developed plans were not fully implemented during the initial phase of the project from actual commencement in February 2016 to the MTR in July-October 2018, with the MTR report making several significant findings relating to stakeholder participation, including the following:
 - a) *The MTR found lack of stakeholder engagement to be the most disconcerting part of the whole project.*
 - b) *This is of special concern when noting that the project is designed to assist Nauru improve the capacity of the government agencies with policies and human resources and support the communities in improving governance and actions to preserve the environment.*
 - c) *The lack of effective participation seems to happen in all levels of the project starting with the Project Board which only meets once a year.*
 - d) *The Technical working group which is identified in the project document does not appear to have met or has been downgraded to specific ones for each component.*

- e) *The district working groups do not meet regularly as they should, while at the community level, there is a consensus that the communities do not participate much in capacity building and awareness training provided by the project.*
 - f) *As far as the MTR is concerned, the lack of consistent and effective participation by the stakeholders has consequences for project implementation and more importantly for the long-term sustainability of best practices and outputs produced by the project.*
2. As outlined in section 4.2.1 above, adaptive management action was taken by the project in response to these concerns raised by the MTR, and stakeholder participation and partnerships improved significantly from January 2019 until the TE (Nov 2020). This was endorsed by representatives from project partners and the communities, who were consulted during this TE.

Summary Findings - Actual Stakeholder Participation:

- *While the project design included well developed arrangements for effective stakeholder participation, these were not properly implemented, especially in the first 2.5 years of the project up to the MTR. The MTR found lack of stakeholder engagement to be the most disconcerting part of the whole project. Stakeholder participation and partnerships improved significantly from January 2019 until the TE (Nov 2020).*

4.2.3 Project finances & financial management

1. As outlined in section 1.1. above, the project had a total budget of USD\$11,051,358.00 comprising:
- a) GEF grant of US\$2,644,358.
 - b) UNDP grant of US\$40,000.
 - c) In-kind support from GoN and other sources to a total commitment of US\$8, 367, 000.00.
2. The GEF funding component was derived from three focal areas as follows:
- a) Biodiversity (BD -2): US\$ 1,789,829.
 - b) Land Degradation (LD-3): US\$ 699,429.
 - c) International Waters (IW-3): US\$ 155,100.
3. As outlined in section 2.3.10 above, the TE attempted to assess the key financial aspects of the project, including variances between planned and actual expenditures for each component and each year of the project, as per normal TE procedure. This also assists the TE to assess project implementation rate as measured by expenditure rates for each activity. However, unfortunately, despite repeated requests from the IEC to UNDP, up to the production of this TE Report the financial data required, as per the template shown in Table 5, to allow this assessment to be carried out, has not been fully provided by UNDP. A partially completed budget table was eventually provided towards the very end of the TE, after multiple requests. However, it contained many more gaps than data. In many cases there is actual expenditure data but no budget data entered. The table provided does not allow a complete assessment of variances between planned and actual expenditures, and thus implementation rates, for all project activities and years.
3. This is a major gap in the TE, and raises potential concerns about the financial management of the project.
4. Two annual external audits were undertaken during the 5.8-year project (noting UNDP policy only requires audits when annual expenditure exceeds US\$450K). The 2nd audit was undertaken by India-based Lochan & Co for the period 1 January 2018 to 31 December 2018, and identified a number of significant issues, as follows:
- a) Program management: The Implementing Partner's (IPs) (i.e. GoN's) program management was only partially

satisfactory.

- i) *Rate of delivery*: The rate of delivery was unsatisfactory and necessary action was needed to smooth implementation of project activities.
 - ii) *Project activities not undertaken*: Not all activities were being implemented in accordance with the approved workplan and targets needed to be revised in response to changing circumstances and formally approved by UNDP.
 - iii) *Delays in submission of reports*: The IP was not submitting project reports to UNDP within required timeframes.
 - b) Human resources: The IP's human resources were only partially satisfactory.
 - i) *Extended periods of vacancy*: Positions were not filled to attain targets and there were no contingency plans for when there were recruitment delays and gaps (Note: UNDP rather than GoN handled most recruitment processes).
 - ii) *Salary differences*: The salary mentioned in offer of employment letters and actual contracts sometimes differed. Proper recruitment procedure should be documented and any differences in salary between offer and final contract should be justified and recorded (this issue raises the question of where any funds resulting from differences ended up).
 - c) Finance function: The IP's finance function was only partially satisfactory.
 - i) *Mismatch between FACE Forms (Funding Authorization & Certification of Expenditures) and account books*: There were mismatches between the FACE Forms submitted to UNDP and the account books kept by the IP (this raises the potential for miss-appropriation of project funds).
 - ii) *Weakness in supporting documents*: Adequate records to support expenditures shown in financial reports were not kept and maintained by the IP (this raises the potential for miss-appropriation of project funds).
 - d) Cash management: The IP did not maintain a separate bank account for the project (reportedly because GoN requires all funds to be run through the Department of Finance).
 - e) Procurement: The IP's procurement function was only partially satisfactory:
 - i) The IP's procurement procedures were not sufficiently competitive, internal procurement policies and procedures were not always adhered to, and supporting documentation was not always kept (this raises the potential for inappropriate awarding of procurements).
 - ii) Justifications were not recorded for departure from competitive procurement procedures.
 - f) Asset management: The IP's asset management function was only partially satisfactory.
 - i) Procured or constructed assets were not allocated asset numbers.
 - ii) Asset numbers were not affixed to assets and were not recorded in a Fixed Assets Register.
5. From a TE perspective the audit findings are significant issues, raising the potential for misappropriation of project funds. What is particularly concerning is that there appears to have been no formal process implemented by UNDP in cooperation with GoN to take urgent corrective action to address these issues.
6. The first audit report was undertaken by the Suva-office of Ernst & Young for the period 1 January to 31 December

2016. The audit was quite brief. The report concludes that the project's statement of expenses for 2016 conformed with the project budget and relevant procedures. The report did note the following issues:

- a) Incorrect allocation of expenses (still an issue at the second audit – indicating a lack of management action).
 - b) Lack of tagging of project assets (still an issue at the second audit – indicating a lack of management action).
 - c) Delays in submission of FACE Forms, causing delays in disbursements from UNDP and thus in project implementation rate (still an issue at the second audit – indicating a lack of management action).
7. For unknown reasons Ernst & Young did not audit the project's accompanying Statement of Cash Position.
 8. The cover-letter to the report contains the following qualifications and emphasis:
 - *"Our audit may not have identified, and the comments in this letter may not be a comprehensive record of, all the issues that may exist.*
 - *The responsibility for the maintenance of an adequate internal control system as well as the prevention and detection of irregularities, including fraud, rests with those charged with the governance of the project. We are not required to search specifically for fraud and, therefore, our audit cannot be relied upon to disclose all such matters."*
 9. The reasons why Ernst & Young felt a need to highlight these issues are not known, but it does raise questions about the potential need to look into these issues more closely.
 10. The TE received reports of problems and irregularities with the contracting of services by DCIE, including contractors not actually undertaking the full scope of work they had quoted to do, and claiming for work carried out by other parties. As far as could be ascertained by the TE, action was not take to address this. It is also understood that the PMU has not been able to physically verify that project funds provided to NFMRA have actually been used for some of the intended activities, and if some of the reported outputs have actually been delivered to standard.
 11. With regard to financial management processes, nearly all parties consulted during the TE reported that delays in the disbursement of funds from UNDP to the project in Nauru was the most significant cause of delays with project implementation, with some delays reportedly lasting months – preventing project activities from being implemented, and delaying the entire project. As outlined in section 4.2.1 above, in some cases payment of PMU staff wages was delayed for several months – which raises concerns about potential breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding. See also section 4.3.8 below.
 12. As outlined in section 4.2.1 above, UNDP and DCIE failed to investigate and identify the root causes of the delays to funds disbursement and implement corrective action, and it proved difficult for the TE to identify the causes, with different parties providing different perspectives (some of which were also identified in the two audit reports as listed above), for example:
 - a) It was suggested that funding delays were caused because the PMU was slow in implementing project activities, funds from previous disbursements were not always 80% depleted, and so the next disbursement could not be provided, in accordance with UNDP rules which requires the previous tranche to be at least 80% spent.
 - b) It was suggested that funding delays were caused because the PMU was often late in submitting required financial reports to UNDP.
 - c) It was suggested that funding delays were caused because the PMU was not familiar with the UNDP financial reporting requirements and reports submitted were incomplete, in wrong format and/or contained errors or irregularities. A prolonged iterative process would sometimes then ensue, with UNDP requesting corrections, clarifications and/or further information, the PMU providing these, further requests being made by UNDP and

so on, all taking time and causing delays. The TE does not understand why this would be the case, as reportedly UNDP provided the PMU staff with detailed training in the UNDP financial reporting requirements, although the next point may help to explain why this was not effective.

- d) It was suggested that funding delays were caused because relevant staff at UNDP responsible for processing disbursement of funds simply took their time with no sense that moving slowly would have practical negative impact on project delivery in Nauru. Additionally, the fact that there is more than one UNDP office involved in financial processing (Suva, Kuala Lumpur etc), may have also caused delays.
 - e) It was also suggested that on occasions, relevant UNDP staff were on leave, an alternate staff member had not been delegated to process payments in their absence, and the process was simply put on hold until the relevant staff member returned from leave – with no regard for impacts on in-country project delivery. If this suggestion is indeed correct it represents very poor management practice – it is a very basic principle of good management that when a staff member goes on leave, and alternate is delegated to carry out their role, especially for project-critical issues like financial disbursements.
13. It is very difficult for the TE to identify precisely what the root causes of this very significant issue were, and the causes may well have been a combination of the issues identified above. It is notable that evaluations of UNDP projects often identify delays with the disbursement of funds as a significant problem. There is clearly a need for UNDP to have a close look at its financial disbursement procedures for projects, and to identify and implement reforms to improve the efficiency and timeliness of these processes, including considering the issues listed above.

Summary Findings - Project Finances & Financial Management:

- *The TE has not been able to undertake a proper assessment of project finances and financial management, including variances between planned and actual expenditures for each component and each year of the project, as per normal TE procedure. This is because UNDP has not provided the necessary, complete financial information from the ATLAS system in the required format / template as requested by the TE.*
- *Only two annual external audits were undertaken during a 5.8-year project (noting UNDP policy only requires audits when annual expenditure exceeds US\$450K). Issues identified in the first audit had still not been addressed two years later in the second audit, indicating lack of management response by UNDP, GoN and PMU. The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP, GoN and PMU.*
- *With regard to financial management processes, nearly all parties consulted during the TE reported that delays in the disbursement of funds from UNDP to the project in Nauru was the most significant cause of delays with project implementation, with some delays reportedly lasting months – preventing project activities from being implemented, and delaying the entire project. As outlined in section 4.2.1, in some cases payment of PMU staff wages was delayed for several months – which raises serious concerns, including potentially being in breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding (it is understood that eventually DCIE paid unpaid PMU wages and was later reimbursed by UNDP, however not until after several project staff and their families were negatively affected for extended periods).*
- *There are a number of other concerns relating to financial management and it is recommended that at the end of the project in February 2019, UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails.*

TABLE 5: R2R Nauru Project Terminal Evaluation – Budget versus Actual Expenditure Table

Unfortunately, despite repeated requests from the IEC to UNDP, up to the production of this TE Report the financial data required, as per the template shown in Table 5, has not been fully provided by UNDP. A partially completed budget table was eventually provided towards the very end of the TE, after multiple requests. However, it contained many more gaps than data. In many cases there is actual expenditure data but no budget data entered. The table provided does not allow a complete assessment of finances.

GEF Outcome/Atlas Activity	ATLAS Acc Code	ATLAS Budget Description	Year 1 (USD) [insert year]			Year 2 (USD) [insert year]			Year 3 (USD) [insert year]			Amount Year 4 (USD) [insert year]			Amount Year 5 (USD) [insert year]			Total (USD)		
			Budget	Actual Expend	Impln Rate (%)	Budget	Actual Expend	Impln Rate (%)	Budget	Actual Expend	Impln Rate (%)	Budget	Actual Expend	Impln Rate (%)	Budget	Actual Expend	Impln Rate (%)	Budget	Actual Expend	Impln Rate (%)
OUTCOME 1: Improved management effectiveness of new marine conservation areas:	71200	International Consultants	152,300			152,300			66,900			36,500						353,000		
	71300	Local Consultants	18,000			14,000				12,000		6,000						50,000		
	71400	Contractual services - Individual	118,000			115,000			33,000			33,000						299,000		
	72300	Material & Goods	92,000			102,000			92,000			92,000						378,000		
	71600	Travel	137,200			34,700			-			-						171,900		
	72200	Equipment and Furniture	21,135			7,633			1,132			-						29,900		
	72500	Office Supplies	18,625			-			-			-						18,625		
	74500	Miscellaneous	3,000			3,000			3,100									12,100		
	Total Outcome 1:		560,260			373,633			208,032			170,600						1,312,525		
OUTCOME 2: Integrated landscape management practices adopted by local communities living within the 'bottom-side', and applicable 'ridge':	71200	International Consultants	58,750			58,750			-			-						117,500		
	71300	Local Consultants	10,500			10,500			-			-						21,000		
	71400	Contractual services - Individual	39,000			40,500			50,000			30,000						159,500		
	72300	Material & Goods	133,100			133,100			83,200			83,200						367,500		
	71600	Travel	28,630			-			34,700			5,800						69,130		
	72200	Equipment and Furniture	12,500			-			6,500			2,630						21,630		
	72500	Office Supplies	-			2,500			2,500			2,500						7,500		
	74500	Miscellaneous	800			250			250			250						1,550		
	Total Outcome 2:		283,280			245,600			177,150			59,280						765,310		
Outcome 3: Biodiversity conservation and SLM mainstreamed in policy and regulatory frameworks:	71200	International Consultants	94,500			43,000			-			-						137,500		
	71300	Local Consultants	18,000			-			-			-						18,000		
	71400	Contractual services - Individual	24,000			23,500			62,000			22,000						131,500		
	72300	Material & Goods	131,500						2,000			2,000						11,000		
	71600	Travel	-			-			-			28,900						28,900		
	72200	Equipment and Furniture	-			-			-			5,000						5,000		
	74500	Miscellaneous	695			500			500			500						2,195		
	Total Outcome 3:		75,600			7,218			-			-						82,818		
	71200	International Consultants	13,800			2,000			2,000			2,000						19,800		
OUTCOME 4: Improved data and information systems on biodiversity and land management best practices:	74500	Miscellaneous	1,000			1,000			1,000			1,810						4,810		
	Total Outcome 4:		90,400			10,218			3,000			3,810						107,428		
	71200	International Consultants	107,428			18,783			7,500			32,500						66,283		
	71400	Contractual services - Individual	8,000			8,000			8,000			8,000						32,000		
Project Management Cost (PMC):	75700	Training, workshop & conference	500			-			-			-						500		
	71600	Travel	317			300			300			300						1,217		
	74500	Miscellaneous	8,798			7,296			3,922			8,000						25,000		
	Total PMC:		25,115			34,379			19,722			45,784						125,000		
	Project Total (GEF):		1,101,250			732,830			472,404			337,874						2,644,358		

4.2.4 Project co-financing

1. As outlined in section 1.1. above, when the ProDoc was signed in April 2015 it identified a total commitment of US\$8,367,000.00 in co-financing, as shown in Table 6, and letters of co-financing commitments were attached as Annex 5 of the ProDoc. The UNDP contribution of \$40K was support for the *Nauru Legislative Strengthening Preparatory Legislative Needs Assessment, 2015*. The breakdown of the contributions channeled through DCIE and NFMRA are shown in Table 7.
2. Before considering the co-financing aspects of the project it is useful to first consider some relevant definitions and requirements under the *GEF Updated Co-financing Policy 2018* (GEF 2018a) and the *GEF Guidelines on Co-financing* (GEF 2018b), as follows:
 - a) Co-financing means financing that is additional to the GEF Project Financing, and that supports the implementation of a GEF-financed project or program and the achievement of its objectives (while this definition is not explicitly time-bound, it is logically implicit that in order to support implementation of the project or program, the co-financing would have some timing alignment with the project or program).
 - b) Investment Mobilized means co-financing that excludes recurrent expenditures (e.g. day-to-day operational budgets of government agencies that are project partners).
 - c) The level of ambition for the ratio of Investment Mobilized to GEF Project Financing is **5:1** at the overall GEF portfolio level, although the GEF does **not** impose minimum thresholds and/or specific types or sources of co-financing to individual projects and programs, especially in relation to SIDS.
 - d) Project MTRs and TEs should provide information on the actual amounts, sources and types of co-financing and investment mobilized, compared to what was committed in the ProDoc, and identify any changes from the expected amounts, sources and types of co-financing since GEF approval.
3. In considering the definition of co-financing under paragraph 3.a) above, it should be noted that apart from the recurrent expenditure of GoN on the regular operational budgets of DCIE and NFMRA, all of the co-financing that was committed at ProDoc signing was from programs and projects that had already been undertaken before or up to 2015, before commencement of the R2R Nauru project, as shown in Tables 6 and 7. This raises the question of whether or not these actually meet the definition of co-financing. Apart from the recurrent expenditure of GoN on the regular operational budgets of DCIE and NFMRA, the ProDoc did not identify any sources of co-financing post-2015, that would be represent additional investment mobilized during and throughout, and in support of the objectives of, the R2R Nauru project. This is a significant gap in the co-financing aspects of the project design.
4. During the TE the project partners (UNDP, GoN and the PMU) were asked several times to complete the TE co-financing table shown in Table 8 (the UNDP-GEF TE Guidelines require that co-financing data should be provided to the TE team by the project partners). Despite repeated requests, Table 8 was not filled out, and the IEC has filled in those elements of Table 8 that can be from the limited documentary evidence that is available.
5. The PMU with inputs from DCIE provided the data in Table 9, but without explanatory details or supporting documentary evidence of each co-financing contribution.
6. The UNDP-GEF TE Guidelines require that project partners provide documentary evidence of all co-financing that is reported to have been provided during the project. Despite repeated requests from the IEC, the PMU/DCIE has not provided explanatory details or supporting documentary evidence of most of the entries in Table 9, and until this is provided, these reported co-financing contributions cannot be accepted by the TE as being legitimate / verified.
7. Table 9 also includes the co-financing commitments from the ProDoc (EU \$653K, AusAID water project \$1.2M, PECF Japan \$4M, UNDP \$40K and AusAID-NFMRA program \$864K), which as outlined above were from programs and projects already completed before or during 2015, before the R2R Nauru project had commenced, and which therefore may not strictly count as genuine co-financing.

8. Additionally, the \$864K from the AusAID-NFMRA program is miss-leadingly listed as co-financing from the Recipient Country Government, when it is actually from the Australian Government.
9. Table 10 also includes (at top) \$1M from another GEF project (not identified) – which under GEF policy should not be counted as co-financing.
10. The NFMRA provided the data in Table 10, which themselves are direct documentary evidence as they are actual outputs of NFMRA budget versus actual expenditure records, for financial years (Fys) 2015-16, 2017-18, 2018-2019 and 2019-20. These show a total actual expenditure of \$569,637 for FY 2015-16 and a combined total of \$7,231,514 for the subsequent years, giving a total of **\$7,801,151**. This exceeds NFMRA's ProDoc commitment of \$1.25M by over 6.2 times. Missing from the data is the total for FY 2016-17, if this is added the total for NFMRA will have exceeded its original co-financing commitment by over 7 times.
11. Finally, as outlined above, the MTR should provide information on the actual amounts, sources and types of co-financing and investment mobilized, compared to what was committed in the ProDoc, and identify any changes from the expected amounts, sources and types of co-financing since GEF approval. Unfortunately, the MTR report does not address this, and states:
 - a) *The government co-financing could not be accurately determined due to the absence of information.*
 - b) *The MTR noted that some of the reports pertinent to the project monitoring have not been produced. These include the co-financing report.*
 - c) *The MTR noted that this has not been communicated to the project implementing partners and as such, the co-financing has not been compiled at all.*
 - d) *The MTR noted some management and administration issues that might not be sufficiently carried out by the current PMU staff, these include the lessons learnt compilation, the monitoring and reporting, and financial reporting such as co-financing.*
12. Unfortunately, despite the fact that the MTR made these findings and related recommendations way back in October 2018, the situation in relation to tracking, recording and reporting co-financing has not improved at the time of the TE (Nov 2020). This reflects poorly on the PMU and implementing partners.

Summary Findings - Project Co-financing:

- *All of the non-recurrent co-financing that was committed at ProDoc signing was from programs and projects that had already been undertaken before or up to 2015, before commencement of the R2R Nauru project. This raises the question of whether or not these actually meet the GEF definition of co-financing. Apart from the recurrent expenditure of GoN on the regular operational budgets of DCIE and NFMRA, the ProDoc did not identify any sources of co-financing post-2015, that would be represent additional investment mobilized during and in support of the objectives of the R2R Nauru project. This is a significant gap in the co-financing aspects of the project design.*
- *The MTR report raised concerns about the lack of tracking and reporting of co-financing by the PMU and GoN and this situation had not improved at the time of the TE.*
- *The TE has not been able to undertake a proper assessment of all project co-financing, including variances between co-financing commitments at ProDoc signing and actual levels achieved, as per normal TE procedure. This is because the PMU and DCIE have not tracked co-financing and have not provided the necessary data and supporting evidence in the required format / template as requested by the TE.*
- *The NFMRA provided adequate information which indicates that its co-financing element exceeded the ProDoc commitment by more than seven times.*

TABLE 6: *Co-financing commitments at ProDoc signing April 2015*

Source	Type	Amount (USD)
UNDP (Nauru Legislative Strengthening Preparatory Legislative Needs Assessment - 2015):	Grant (Investment Mobilized).	40,000
GoN - DCIE:	Mixture of In-kind (Recurrent Expenditure) & Grants from other donors (see Table 7).	6,253,000
GoN - NFMRA:	Mixture of In-kind (Recurrent Expenditure) & Grants from other donors (see Table 7).	2,114,000
Total co-financing:		8,407,000

TABLE 7: *Breakdown of the sources of co-financing channeled through DCIE and NFMRA, at ProDoc signing April 2015*

Program / Project	Donor / Source	Type	Amount (USD)
• DCIE - General operations / support for project:	GoN regular allocations to DCIE (Recurrent Expenditure).	In-kind (Recurrent Expenditure).	400,000
• Via DCIE - Improving Rainwater Harvesting & Water Security in Nauru (2014 -15):	European Union.	Grant (Investment Mobilized)	653,000
• Via DCIE - Improving Water Storage Capacity in Nauru (2011-13)	Australian Aid.	Grant (Investment Mobilized)	1,200,000
• Via DCIE - Pacific Community Environment Fund (2011-13): (building solar power and desalination infrastructure)	Government of Japan.	Grant (Investment Mobilized).	4,000,000
Sub-total DCIE:			6,253,000
• NFMRA - General operations / support for project:	GoN regular allocations to NFMRA (Recurrent Expenditure).	In-kind (Recurrent Expenditure).	1,250,000
• Via NFMRA - Nauru Fisheries Management & Institutional Strengthening Program (2008-13):	Australian Aid.	Grant (Investment Mobilized).	864,000
Sub-total NFMRA:			2,114,000
Total co-financing committed at ProDoc signing:			8,407,000

TABLE 8: Planned versus actual co-financing received in support of R2R Nauru project up to TE (Nov 2020)

- During the TE the project partners (UNDP, GoN and the PMU) were asked several times to complete the TE co-financing table shown in Table 8, which has not been done.
- The IEC has therefore filled in those elements that can be from the limited documentary evidence that is available.
- The IEC has not entered data into Table 8 from the data in Table 9 as provided by the PMU/DCIE, that is not supported by explanatory details / documentray evidence.

Co-financing (type/source)	UNDP own financing (US\$)			Government (US\$)			Partner Agencies (US\$)			Total (US\$)	
	Planned	Actual	Source/Description	Planned	Actual	Source/Description	Planned	Actual	Source/Description	Planned	Actual
Grants:	40K	40K (Verified)	Nauru Legislative Strengthening Project 2015*	-	-	-	653K	Not verified	EU water project (2014- 15)*		
	-	-	-	-	-	-	1.2M	Not verified	AusAID water project (2011-13)*		
	-	-	-	-	-	-	4M	Not verified	Japan PEC (2011-13)*		
	-	-	-	-	-	-	864K	Not verified	AusAID-NFMRA program (2008-13)*		
	-	-	-	-	-	-	[Others?]				
	-	-	-	-	-	-	[Others?]				
Loans/Concessions:	-	-	-	-	-	-	[Any?]				
	-	-	-	-	-	-	[Any?]				
In-kind support:	-	-	-	400K	Not verified	GoN regular allocations to DCIE operational budget (Recurrent Expenditure).	[Any?]				
	-	-	-	1.25M	Over \$7.8M (Verified)	GoN regular allocations to NFMRA operational budget (Recurrent Expenditure).	[Any?]				
Other:	-	-	-	-	-	-	[Any?]				
Totals:	-	-	-	-	-	-	[Any?]				

*Programs and projects already completed before or during 2015, before the R2R Nauru project had commenced, and which therefore may not strictly count as genuine co-financing.

TABLE 9: Co-financing 'reportedly' received in support of R2R Nauru project up to TE (Nov 2020), as reported by the PMU/DCIE

- The PMU/DCIE has not provided explanatory details or supporting documentary evidence of most of the entries in Table 9, and until this is provided, these reported co-financing contributions cannot be accepted by the TE as being legitimate / verified.
- Table 9 includes the co-financing commitments from the ProDoc (EU \$653K, AusAID water project \$1.2M, PECF Japan \$4M, UNDP \$40K and AusAID-NFMRA program \$864K), which as outlined above were from programs and projects already completed before or during 2015, before the R2R Nauru project had commenced, and which therefore may not strictly count as genuine co-financing.
- The \$864K from the AusAID-NFMRA program is miss-leadingly listed as co-financing from the Recipient Country Government, when it is actually from the Australian Government.
- Table 9 also includes (at top) \$1M from another GEF project (not identified) – which under GEF policy should not be counted as co-financing.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount (\$)
GEF Agency	DCIE	Grant	Investment mobilized	1,000,000
Donor Agency	EU	In-kind	Investment mobilized	653,000
Donor Agency	AUSAID	Grant	Investment mobilized	1,200,000
Donor Agency	PECF Japan	Grant	Investment mobilized	4,000,000
Donor Agency	UNDP	In-kind	Recurrent expenditures	40,000
Recipient Country Government	NFMRA	Grant	Investment mobilized	864,000
Recipient Country Government	NFMRA	In-kind	Recurrent expenditures	80,000
Private Sector	CAPELLE & PARTNER	In-kind	Investment mobilized	8,000
Private Sector	DIGICEL	In-kind	Investment mobilized	15,000
Civil Society Organization	CSO	In-kind	Investment mobilized	1,000
Private Sector	COMMUNITIES	In-kind	Investment mobilized	40,000
Private Sector	R2R TWG	In-kind	Investment mobilized	8,000
Beneficiaries	R2R BOARD MEMBERS	In-kind	Investment mobilized	8,000
Private Sector	ECO NAURU	In-kind	Investment mobilized	500
Recipient Country Government	DCIE - OFFICE SPACE	In-kind	Recurrent expenditures	4,000
Recipient Country Government	NAURU UTILITIES CORP	In-kind	Recurrent expenditures	10,000
Recipient Country Government	NAURU REHAB CORP	In-kind	Recurrent expenditures	30,000
Recipient Country Government	DCIE - ELECTRICITY	In-kind	Recurrent expenditures	30,000
Recipient Country Government	DCIE - INTERNET	In-kind	Recurrent expenditures	30,000
Recipient Country Government	DCIE - FURNITURE	In-kind	Recurrent expenditures	30,000
Recipient Country Government	DCIE - WATER	In-kind	Recurrent expenditures	250
Recipient Country Government	DCIE - ADMIN FEES	In-kind	Recurrent expenditures	400
Total Co-financing				8,052,150

TABLE 10: NFMRA Budgets for FYs 2015-16, 2017-18, 2018-2019 and 2019-20.

- These show a total actual expenditure of \$569,637 for FY 2015-16 and a combined total of \$7,231,514 for the subesuent years, giving a total of **\$7,801,151**.
- This exceeds NFMRA's ProDoc commitment of \$1.25M by over 6.2 times.
- Missing from the data is the total for FY 2016-17, if this is added the total NFMRA will have exceeded its original co-financing commitment by over 7 times.

Fisheries ISP Accounts

(extracted 30May 2015)

02902

Description	Approved Budget	Revised Budget	Actual YTD	Total Commitment	Remaining Budget as of 30May2015	Allocation 300k	New Budget for F/Y 2015-16 including 300k allocations
2000 - Project Expenditure	107,993	107,993	12,454		95,539	20,761	116,300
2040 - Staff Training	1,250	1,250	525	405	320	26,180	26,500
2055 - Consultants fees	20,000	20,000			20,000	57,000	77,000
2070 - Travel - Staff	11,750	11,750	6,338	486	4,927	53,733	58,660
2075 - Travel - Business						58,905	58,905
2130 - Printing & Stationery	14,533	14,533	260		14,273	6,727	21,000
2185 - R&M - Buildings	181,506	181,506	150,000		31,506	0	31,506
2190 - R&M - Office Equipment	90,000	90,000	1,145		88,855	36,645	125,500
2290 - Purchase of Fuel - Other						20,000	20,000
2350 - Freight	15,000	15,000	782		14,218	20,049	34,267
	442,032	442,032	171,504	891	269,637	300,000	569,637

Fisheries Budget vs Actual For FY 17-20

	FY2017-18		FY2018-19		FY2019-20		Total Budget	Total Actual
	Budget	Actual	Budget	Actual	Budget	Actual		
Expenditure against Budget	2,120,362.00	1,958,739.13	2,314,832.00	2,151,271.21	3,490,507.07	3,121,504.50	7,925,701.07	7,231,514.84
2015 - Salary - Local	788,002.00	690,625.91	896,222.00	851,319.07	1,047,771.17	851,936.48	2,731,995.17	2,393,881.46
2020 - Salary Expatriate	150,000.00	150,000.00	180,000.00	180,000.00	180,000.00	180,000.00	510,000.00	510,000.00
2025 - Allowances - Staff Contract	209,444.00	166,443.87	194,108.00	193,517.63	165,567.00	162,835.47	569,119.00	522,796.97
2026 - Directors Fees	15,000.00	12,314.80	3,720.30	3,720.18	15,000.00	4,750.00	33,720.30	20,784.98
2030 - Salaries - Other Contracts	0.00	0.00	1,500.00	210.00	4,600.00	2,707.30	6,100.00	2,917.30
2040 - Staff Training	1,198.00	1,197.75	1,693.00	1,629.62	68,301.70	64,998.70	71,192.70	67,826.07
2050 - Uniforms & Protective Clothing	0.00	0.00	4,500.00	3,695.30	0.00	0.00	4,500.00	3,695.30
2060 - Legal Fees - External	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2061 - Incorporation fees	0.00	0.00	2,575.00	2,575.00	0.00	0.00	2,575.00	2,575.00
2070 - Travel - Staff	481.00	0.00	3,000.00	481.43	3,000.00	0.00	6,481.00	481.43
2075 - Travel - Business	344,540.00	337,582.20	444,500.00	376,768.93	392,982.00	384,857.62	1,182,022.00	1,099,208.75
2100 - Entertainment	22,610.00	22,609.28	49,600.00	50,111.34	29,600.00	17,599.40	101,810.00	90,320.02
2105 - Official Celebrations	17,886.00	18,493.60	11,500.00	10,405.35	10,000.00	9,963.00	39,386.00	38,861.95
2130 - Printing & Stationery	1,084.00	1,084.28	4,088.00	1,751.37	7,971.00	6,005.40	13,143.00	8,841.05
2135 - Stores	3,378.00	3,378.03	4,748.00	2,613.42	4,748.00	4,068.10	12,874.00	10,059.55
2155 - House Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2165 - Office Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2185 - R&M - Buildings	8,200.00	8,196.80	7,200.00	5,210.20	38,700.00	33,341.40	54,100.00	46,748.40
2190 - R&M - Office Equipment	3,625.00	3,625.20	3,500.00	418.00	0.00	0.00	7,125.00	4,043.20
2195 - R&M - Office Premises	8,600.00	8,541.40	8,076.00	7,997.70	5,000.00	1,273.50	21,676.00	17,812.60
2200 - R&M - Motor Vehicles	18,812.00	18,812.45	190.00	190.00	18,000.00	16,665.60	37,002.00	35,668.05
2205 - R&M - Plant	158,444.00	157,723.63	21,750.00	14,140.13	8,668.00	4,748.00	188,862.00	176,611.76
2235 - Special Projects	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2275 - Purchase of Petrol	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2280 - Purchase of Diesel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2290 - Purchase of Fuel - Other	6,372.00	6,372.05	1,702.70	1,702.70	10,792.90	4,224.20	18,867.60	12,298.95
2315 - Electricity	134,959.00	133,353.19	140,004.00	120,802.20	114,004.00	105,255.00	388,967.00	359,410.39
2330 - Telephone / Internet	115,073.00	105,894.16	96,822.00	89,624.72	100,032.00	96,960.64	311,927.00	292,479.52
2370 - Memebership Fees & Subscriptions	87,669.00	87,668.83	133,440.00	133,439.56	141,350.00	138,914.77	362,459.00	360,023.16
2495 - Plant & Equipment Purchases	15,436.00	15,273.10	87,368.00	85,031.10	1,076,819.30	1,008,777.71	1,179,623.30	1,109,081.91
2565 - Insurance	9,388.00	9,387.90	10,425.00	12,837.36	45,000.00	21,526.11	64,813.00	43,751.37
2600 - Postage	161.00	160.70	2,600.00	1,078.90	2,600.00	96.10	5,361.00	1,335.70
2705 - NEAT Scheme	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CHECK	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

4.2.5 Monitoring & evaluation

4.2.5.1 Design at entry

1. The TE assesses that the proposed Monitoring and Evaluation (M&E) Plan, as outlined in section 6 of the ProDoc, was satisfactory, well developed and embraced the essential elements of effective M&E, including requirements for:
 - a) Inception Workshop & Inception Report within two months of ProDoc signing (April 2015).
 - b) Quarterly monitoring of progress in the UNDP Enhanced Results Based Management Platform, updating of the risk log in ATLAS and identification of risks as critical when the impact and probability were high, to be included in the Quarterly Progress Reports (QPRs).
 - c) Annual monitoring of progress, including against the Targets and Indicators in the PRF, in the Annual Progress Reports (APRs) and Project Implementation Reviews (PIRs).
 - d) Periodic Monitoring through site visits by the UNDP Multi-country Office (MCO) (Suva) and the UNDP Asia-Pacific Regional Centre (APRC) (Bangkok) based on the agreed schedule in the project's Inception Report/Annual Work Plan, to assess first hand project progress. Other members of the Project Board were to join these visits. A Field Visit Report/Back-To-Office Report (BTOR) was to be prepared by the MCO and APRC and circulated no less than one month after the visit to the project team and Project Board members.
 - e) Mid Term Review (MTR) in accordance with the UNDP-GEF MTR Guidelines.
 - f) Terminal Evaluation (TE) in accordance with the UNDP-GEF TE Guidelines (this report).
2. The M&E Plan in section 6 of the ProDoc also included communications and visibility requirements, including full compliance with UNDP's Branding Guidelines and the GEF's Communication and Visibility Guidelines.
3. The M&E Plan could have been improved if it included a more explicit 'learning' component, with better-developed feedback loops where the lessons learned from monitoring and evaluation are acted upon through adaptive management and corrective action in a timely manner. In other words the M&E Plan should have been an 'MEL Plan' (Monitoring, Evaluation and Learning).

Evaluation Rating: Satisfactory.

4.2.5.2 Implementation

1. The TE assesses that actual implementation of the M&E Plan was unsatisfactory, including:
 - a) While the ProDoc M&E Plan required the Inception Workshop to be held within two months of ProDoc signing (April 2015), it was not held until 10 months later (Feb 2016). The TE team has also not been provided with an Inception Report stemming from the Inception Workshop, which *inter alia* should confirm workplans and MEL arrangements.
 - b) The QPRs did not fully report on updates to the risk log in ATLAS and risks were not identified as critical when the impact and probability were high.
 - c) The PIRs do not specifically report against targets and indicators from the PRF – and contained a lot of padding with narrative and a strong tendency towards activity-based reporting rather than results-based reporting using the PRF targets and indicators.
 - d) Periodic monitoring through site visits by the UNDP MCO and APRC and Project Board were not conducted, and there were no BTORs as far as the TE team can determine.

- e) The two annual external audits that were undertaken form an important part of the M&E system. Issues identified in the first audit had still not been addressed two years later in the second audit, indicating lack of management response by UNDP, GoN and PMU. The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP, GoN and PMU.
 - f) The UNDP-GEF TE Guidelines require certain aspects of M&E implementation to be evaluated, and these are assessed as follows:
 - i) Monitoring of environmental and social risks as identified through the UNDP SESP was fairly superficial (although it is noted that such risks were very low anyway).
 - ii) The PIR self evaluation ratings were not fully consistent with MTR and TE findings, and PIRs continued to focus more on activity-based than outcome-based reporting right to the end.
 - iii) Perspectives of women involved and affected by the project were well monitored and assessed, as outlined in section 4.3.7 below.
 - g) Some aspects of TE arrangements did not comply with UNDP-GEF TE Guidelines and provision of information to the evaluators was significantly delayed and incomplete, as outlined in section 2.5.
 - h) The communications and visibility requirements of the M&E Plan were not fully implemented, as also identified in the MTR report.
2. Considering that effective MEL should be taken seriously and is vital to the success of any project, these deficiencies are considered to be significant by the TE.

Evaluation Rating: Unsatisfactory.

4.2.5.3 Overall assessment

1. Considering the above, combining a satisfactory M&E design with unsatisfactory implementation, and considering that effective M&E should be taken seriously and is vital to the success of any project, the assessment of the TE is that overall M&E of the project was moderately unsatisfactory.

Evaluation Rating: Moderately Unsatisfactory.

Summary Findings - Monitoring & Evaluation:

- *ProDoc contains a properly developed M&E plan in accordance with UNDP-GEF requirements.*
- *M&E was missing the 'learning' component, i.e. M&E should be Monitoring, Evaluation & Learning (MEL) – with feedback loops to ensure that corrective actions are taken.*
- *PMU did not properly address some M&E reporting requirements, including lessons learnt compilation and financial reporting such as co-financing.*
- *PMU did not properly use the PRF as a project tracking, management and reporting tool.*
- *PIRs did not specifically and quantitatively report against targets and indicators from PRF – contain a lot of padding with narrative and tendency towards activity-based reporting rather than results-based reporting using the set targets and indicators.*
- *Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project).*

- *UNDP and GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.*
- *MTR did not address some key issues including review of PRF and gender.*
- *Management responses to MTR not complete.*
- *Some aspects of TE arrangements did not comply with UNDP-GEF TE Guidelines and problems with provision of information to the evaluators.*
- *The two annual external audits that were undertaken form an important part of the M&E system. Issues identified in the first audit had still not been addressed two years later in the second audit, indicating lack of management response by UNDP, GoN and PMU. The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP, GoN and PMU.*

4.2.6 UNDP implementation & oversight

1. The two main modalities for the management of UNDP projects are Direct Implementation Modality (DIM), where UNDP directly carries out all project management and implementation functions, and National Implementation Modality (NIM), where the national government is the Implementing Partner (IP) and is responsible for managing all in-country activities in accordance with its national policies, procedures and processes.
2. This project was implemented under NIM, with the Environment Division of DCIE being the IP, supported by NFMRA for marine issues, and the Planning & Aid Division (PAD) playing an oversight role for financial management and reporting. Despite being a NIM project, in practice UNDP played an enhanced role in supporting in-country implementation, including directly employing the PM, the CTA and some other PMU staff (see Table 11), with the PMU being housed in DCIE. Standard UNDP policies and procedures were used for most recruitment, procurement, project management and financial management, although GoN processes were also used for some aspects, including recruitment and contracting of some PMU staff and some local procurement. As a result, in effect the project was implemented under an unusual combination of both NIM and DIM processes. This appears to have created some inefficiencies and the implementation arrangements might have been more efficient and effective had a complete DIM been applied.
3. Some positive aspects of UNDP's implementation of the project identified by the TE, based mainly on feedback from stakeholders, include:
 - a) The UNDP MCO in Suva was well engaged in all aspects of the project from design and inception onwards, providing good levels of support ranging from high-level strategic issues to detailed technical and administrative issues.
 - b) Feedback was that UNDP staff in Suva maintained an 'open-door' policy whereby they could be approached by the PMU and GoN for advice, assistance and support on any issue at any time.
 - c) The annual UNDP-RSD meetings held in Fiji where staff members from various projects in the Pacific region were brought together for training in UNDP procedures and processes, and to share lessons between projects, were reported by participants as being extremely useful. These meetings were reported as being useful not only for technical and administrative learning, but also for getting to know relevant UNDP staff personally, which facilitated improved communications and administrative processes between project staff and UNDP after project staff returned to their countries. These annual meetings are clearly very useful and productive and it is recommended that they be continued for future projects.
4. The TE has identified a number of important areas where UNDP's implementation was not as effective and it should have been, including:

- a) Without fail every stakeholder that was consulted during the TE identified slow and bureaucratic UNDP recruitment, procurement and financial disbursement practices as being the most significant cause of delay to project implementation – with some processes taking many months, including significant delays with financial disbursements as outlined in section 4.2.3 above. As outlined above, the non-payment of PMU wages is a very serious concern. The various delays with UNDP processes were most likely a main contributing factor to the non-achievement of key project targets, as outlined in section 4.3.1 below. However, UNDP did not investigate and identify the root causes of the delays and implement corrective action, and such delays were still occurring up to the time of this TE.
 - b) There was an unexplained delay of nearly a year from ProDoc signing in April 2015 to holding the Inception Workshop and thus actual commencement of the project in February 2016, and also very slow recruitment of PMU staff – which was a huge setback for a project with an original timeframe of only 4 years. The ProDoc required that the Inception Workshop should have been held within two months of ProDoc signing and UNDP should endeavor to have all PMU staff fully engaged within 3 months of project start.
 - c) Despite the fact that the PMU experienced an extremely high rate of staff turnover, which negatively impacted on the project implementation rate (refer section 4.2.7 below), UNDP did not investigate and identify the root causes of the issue and implement corrective action.
 - d) It appears that UNDP did not identify and take action to address the lack of in-country project oversight in the first years of the project, including a lack of Project Board meetings and Technical Working Group meetings before the MTR, significant gaps in project reporting and insufficient stakeholder engagement and communication. These problems were not identified and reported until the MTR in July-October 2018 and the 2018 external audit report by Lochan & Co (see section 4.2.3 above). The fact that such issues could continue for so long indicates a lack of project oversight by UNDP.
 - e) Despite the findings and recommendations of the 2018 external audit report by Lochan & Co (see section 4.2.3 above), as far as could be ascertained by the TE, there appears to have been no formal and documented process implemented by UNDP in cooperation with GoN to take urgent corrective action to address the issues identified by the audit (noting also that the first audit report for 2016 had also identified similar issues).
 - f) While the MTR recommended a number of corrective actions that were acted on by UNDP and which improved the effectiveness and efficiency of project implementation, UNDP responses to other MTA recommendations were incomplete, as assessed in Table 4 above. This limited the adaptive management benefits of the MTR. The UNDP management response to the MTR was issued in December 2018, two months after completion of the MTR report, which is a slow response.
 - g) There were significant deficiencies with implementation of the project's M&E Plan, especially in the initial years, as outlined in section 4.2.5 above. However, UNDP did not pick up or act on these until after the MTR report in late 2018, which indicates a lack of project oversight by UNDP.
 - h) There are indications that UNDP's process for recruiting both project staff and consultants was not always sufficiently thorough and rigorous, with insufficient checking of past performance and references, resulting in the recruitment of some staff and consultants who were not suited to their roles (some even with serious criminal and social issues), and resulting in poor performance or premature departure of staff. For some consultancies the submission of consultancy outputs were of low quality or poorly aligned to the context and needs of the project and Nauru.
5. These issues are significant and result in an Evaluation Rating of UNDP's implementation and oversight of the project of Moderately Unsatisfactory.
 6. *It is strongly recommended that UNDP should look closely at the issues listed above and take action to streamline its project management, recruitment and procurement procedures, and improve project oversight mechanisms, to drastically improve the efficiency of delivery of such projects.*

Evaluation Rating: Moderately Unsatisfactory.

Summary Findings - UNDP Implementation & Oversight:

- *Delays to project inception and full PMU recruitment.*
- *Recruitment of PMU staff and consultants sometimes resulted in unsuitable candidates being recruited, reducing project effectiveness and quality of outputs.*
- *Sometimes crippling delays with funds disbursement – even resulting in PMU wages not being paid, – which raises serious concerns, including potentially being in breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding (it is understood that eventually DCIE paid unpaid PMU wages and was later reimbursed by UNDP, however not until after several project staff and their families were negatively affected for extended periods).*
- *Insufficient oversight by UNDP and UNDP did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.*
- *Issues with the TE arrangements as identified above.*
- *Incomplete financial reporting to TE.*

4.2.7 GoN implementation & oversight

1. As outlined above under the NIM arrangement the IP was the Environment Division of DCIE, supported by NFMRA for marine issues, and with PAD playing an oversight role for financial management and reporting. Although UNDP also undertook a number of implementation functions directly, including contracting of the main PMU staff, for the purposes of this TE the PMU is considered to be part of the Environment Division of DCIE and is evaluated in this section.
2. The Environment Division of DCIE has significant experience in managing the implementation of a wide range of donor-funded projects, and with the in-country support of NFMRA and PAD, plus the external support of UNDP, should have been in a position to ensure the smooth and timely implementation of the R2R Nauru project in accordance with the ProDoc and the approved project workplan and schedule. However, unfortunately oversight and governance of the project by DCIE was not adequate, especially in the first three years of the project up to the MTR report in October 2018. Many of the problems were similar to those identified for UNDP in section 4.2.6 above, and included:
 - a) Failure to adhere to the approved project workplan and schedule, and associated reporting procedures, and a sporadic, inconsistent, 'stop-start' approach to project activities.
 - b) Poor implementation of the M&E Plan and problems in reporting to UNDP including missed reports, late reports, incomplete reports and erroneous reports.
 - c) A lack of Project Board meetings and Technical Working Group meetings and insufficient stakeholder engagement and communication in the early stages of the project (although this improved over time).
 - d) Problems with program management, human resource management and financial management as identified by the two audit reports as discussed above.
 - e) Failure to recognize and implement corrective actions to address these and other problems as they arose, allowing many of them to continue or even get worse over time.
 - f) Failure to track and report co-financing.
3. Fortunately, many of these issues began to be addressed after the MTR and the recruitment of the CTA, however due to the momentum that had been lost in the first three years it was a very demanding task to try and catch up in project delivery since January 2019, and as a result achievement of many of the project objectives, outcomes and targets will not be complete by project end, even with two no-cost extensions, as outlined in section 4.3 below.

4. With regard to the PMU itself, as can be seen from Tables 12 to 14 staff recruitment was highly sporadic and staff turnover was extremely high. In fact staff turnover was at levels way beyond what the IEC has ever seen in a wide range of other projects that he has evaluated. This created significant gaps when positions were left vacant, and the 'stop-start' nature and frequent changeover of staff hampered efficiency and effectiveness. The TE has tried to identify the root causes of this extremely high turnover, and there appear to be several contributing factors, as follows:
 - a) Due to the small population size of Nauru (<13,000), there are innate limitations on the number of available, suitably qualified candidates for project positions, and there is strong competition for candidates by government (which offers better job security) and by other development projects (some of which offer higher pay).
 - b) The process for recruiting project staff was not always sufficiently thorough and rigorous, with insufficient checking of past performance and references, resulting in the recruitment of some staff who were not suited to their roles, resulting in poor performance and/or premature departure.
 - c) Project employment contracts were insecure and short-term (maximum one year, renewable), and some staff left the project to take up more secure, longer-term government positions, even at lower pay.
 - d) As outlined in section 4.2.3 above, there were occasions when disbursement of funds from UNDP was delayed for up to months at a time, resulting in project staff wages not being paid, causing staff morale and job satisfaction to plummet, and staff to look for jobs elsewhere.
 - e) There were reports that the management of PMU staff was extremely authoritarian and demanding, sometimes even disrespectful, which some staff did not appreciate being subjected to, so they moved on.
5. Clearly, such issues have a significant impact on the efficiency and effectiveness of project implementation, and in order to avoid similar problems in future projects the following is recommended:
 - a) Recruitment processes must include checking the past performance and references of candidates, to help ensure that the most suitable candidates are recruited.
 - b) To provide better job-security, employment contracts should be issued for the duration of the project, not on a short-term, annual basis (but with suitable termination clauses to allow non-performing staff to be let go if necessary).
 - c) UNDP must never allow a situation where the payment of project staff wages is delayed. Fortnightly salary payments are known, fixed costs, and disbursement of funds to pay these should not be tied to reporting of activity expenditure.
 - d) Project management staff should receive formal training in people-management skills and should be monitored to ensure that their staff members are treated in accordance with accepted workplace standards and norms. A staff grievance reporting and redress mechanism should also be put in place for such projects.
6. Despite the challenges outlined above, as discussed project implementation did improve significantly in the latter stages, from early 2017 following recruitment of the third PC and especially following recruitment of the CTA from December 2018 (as shown in Table 13 the second PM also assumed the role of CTA, which was too much for one person, and there was no CTA for two years between her departure in December 2017 and the new CTA joining in December 2018 – which was a major gap).
7. Most stakeholders consulted during the TE expressed appreciation and satisfaction with the very high level of commitment, energy and drive of the third PM and the commitment and quality of technical support provided by the CTA (who has continued to support the project on a pro-bono basis since his contract ended in June 2020). As outlined above it is not clear to the TE why the CTA's contract did not run until the end of the project (February 2021), or at least until December 2020, and this is another example of how the efficiency and effectiveness of the project has been hampered by a disjointed, 'stop-start' approach.

8. Similarly, the current PM's contract with UNDP only ran until November 2020 and in order to keep her on the job until the end of the project (February 2021), rather than simply extend her UNDP contract a new, separate contract was issued by DCIE. This sort of 'stop-start' and mixed approach to the timing and issue of contracts creates uncertainty, unnecessary additional administrative workload and additional transaction costs. The PM's UNDP email address was also withdrawn with the end of the UNDP contract in November 2020, leaving the PM without official communications and causing her to use her personal email address for official project communications. These issues all affect project efficiency and effectiveness, and should not occur in a properly managed project.
9. The issues outlined above are significant and result in an Evaluation Rating of the IP's implementation and oversight of the project of Moderately Unsatisfactory.
10. *It is recommended that for any possible future projects in Nauru, UNDP consider a full DIM approach rather the hybrid NIM-DIM that this project became, which created some inefficiencies.*

Evaluation Rating: Moderately Unsatisfactory

Summary Findings - GoN Implementation & Oversight:

- *Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project).*
- *GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.*
- *Some issues with financial management and procurement processes that should be looked into in more detail through an external, forensic financial audit.*
- *Extremely high PMU staff turnover, which negatively affected implementation capacity.*
- *PMU did not properly use the PRF as a project tracking, management and reporting tool.*
- *PMU tendency to reactive management rather than proactive management.*
- *Sometimes non-compliance with UNDP reporting requirements, resulting in funds disbursement delays.*
- *Some tendency to duplicate rather than compliment activities of other organizations and programs.*
- *A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs.*
- *Some cases of GoN using the project to support other activities that were not part of the original project design.*
- *Failure to track and report co-financing.*

TABLE 11: *Project staff engaged for the R2R Nauru Project*

Position	Contract Type	Level	Salary funded by:	Incumbent (Name)	Start Date	End Date
Project Coordinator 1	UNDP	Contractual Services	Project	Rebecca Amwano	Jan 2015	June 2015
Project Coordinator 2	UNDP	Consultant	Project	Eliala Fihaki	Jan 2016	Dec 2016
Project Coordinator 3	UNDP	Contractual Services	Project	Phaedora Harris	Nov 2016	Nov 2020
CTA 1	UNDP	Consultant	Project	Eliala Fihaki	Jan 2016	Dec 2016
CTA 2	UNDP	Consultant	Project	Cenon Padolina	Dec 2018	Mar 2020
Comms Officer 1	UNDP	Contractual Services	Project	Joshua Scotty	Sept 2016	April 2017
Comms Officer 2	DCIE	Contract	Project	Nodel Neneiya	April 2018	May 2018
Comms Officer 3	DCIE	Contract	Project	Veronica Halstead	Feb 2018	Aug 2018
Comms officer 4	DCIE	Contract	Project	Rioli Deduna	March 2019	Aug 2020
Comms officer 5	DCIE	Contract	Project	Mason Jr Mwareow	Aug 2020	Oct 2020
Finance Officer 1	UNDP	Contractual Services	Project	MaryAnne Deireragea	Sept 2016	April 2020
Finance Officer 2	DCIE	Contract	Project	Kristel Tatum	April 2020	Dec 2020
Admin Assistant	UNDP - UNV	UNV	Project	Elizabeth Niumataiwalu	July 2015	August 2016
LMMA Officer 1	UNDP - UNV	UNV	Project	Kini Koto Mailautoka	July 2015	Dec 2016
LMMA Officer 2	DCIE	Contract	Project	Frankie Ribauw	March 2019	Nov 2020
LMMA Officer 3	DCIE	Contract	Project	Frank Bagadouwe	Feb 2020	Mar 2020
LMMA Officer 4	DCIE	Contract	Project	O'dea Lourdes Harris	April 2020	Oct 2020
Land Use Officer 1	UNDP UNV	UNV	Project	Somaradne Seneviratne	Jan 2015	Oct 2015
Land Use Officer 2	UNDP	Contractual Services	Project	Joseph Kun	Sept 2016	Dec 2017
Land Use Officer 3	DCIE	Contract	Project	Tina Debao	Sept 2019	Dec 2020
Anibare TSO 1	DCIE	Contract	Project	Tango Taleka	Oct 2016	Dec 2016
Anibare TSO 2	DCIE	Contract	Project	Yoroshi Gadaraaa	Mar 2019	Dec 2019
Anibare TSO 3	DCIE	Contract	Project	Kim Eoe	April 2020	Oct 2020
Anabar TSO 1	DCIE	Contract	Project	Tina Debao	Oct 2016	Oct 2018
Anabar TSO 2	DCIE	Contract	Project	Illandson Adam	Aug 2019	Nov 2019
Anabar TSO 3	DCIE	Contract	Project	Salomella Dageago	Feb 2020	Oct 2020
Buada TSO 1	DCIE	Contract	Project	Ralph Peter	Oct 2016	Mar 2017
Buada TSO 2	DCIE	Contract	Project	Yvelda Adam	Feb 2018	Oct 2020
Meneng TSO 1	DCIE	Contract	Project	Jali Beaden	Oct 2015	Oct 2017
Meneng TSO 2	DCIE	Contract	Project	Kirstin Deidenang	Mar 2019	Aug 2019
Meneng TSO 3	DCIE	Contract	Project	Heidi Kepae	Aug 2019	Oct 2020
Ijuw TSO 1	DCIE	Contract	Project	Joan Scotty	Oct 2016	Oct 2018
Ijuw TSO	DCIE	Contract	Project	Joan Scotty	Mar 2019	Oct 2020

TABLE 12: Consultants engaged for the R2R Nauru Project

Consultancy	Contract Type	Salary funded by:	Incumbent (Name)	Start Date	End Date
Gender Assessment	IC	Project	Kristina Fidali fhkristina@gmail.com	Dec 2019	Feb 2020
Land Use Planning	IC	Project	Syaka Sadio ssadio@afenconsult.com	April 2018	Sept 2019
Land Use Policy	IC	Project	Michel Brunet michel.mich.brunet@gmail.com	April 2019	July 2019
Social Safeguards	IC	Project	Megan Knight megsyknight@gmail.com	Dec 2019	Oct 2020
National Integrated Environmental Policy	No contract but in partnership with SPREP	Project – co funded with SPREP	SPREP	April 2018	May 2018
Eben Omo Campaign	IC	Project	CChange- NGO scott@cchange4good.org	Nov 2017	Nov 2018
LMMA Specialist	IC	Project	Patrick Fong fongsaki@gmail.com	Jan 2017	April 2019
GIS Officer	IC	Project	Lanieta Tokalauvere lanietatokalauvere@gmail.com	Oct 2018	Dec 2018
Mid Term Review (MTR)	IC	Project	Toeolesulusulu Cedric Schuster cschuster@conservation.ws	Feb 2019	April 2019
Terminal Evaluation (TE)	IC	Project	Steve Raaymakers steve@eco-strategic.com	Sept 2020	Dec 2020
Terminal Evaluation (TE)	IC	Project	Miniva Harris minivaharris@gmail.com	Nov 2020	Dec 2020

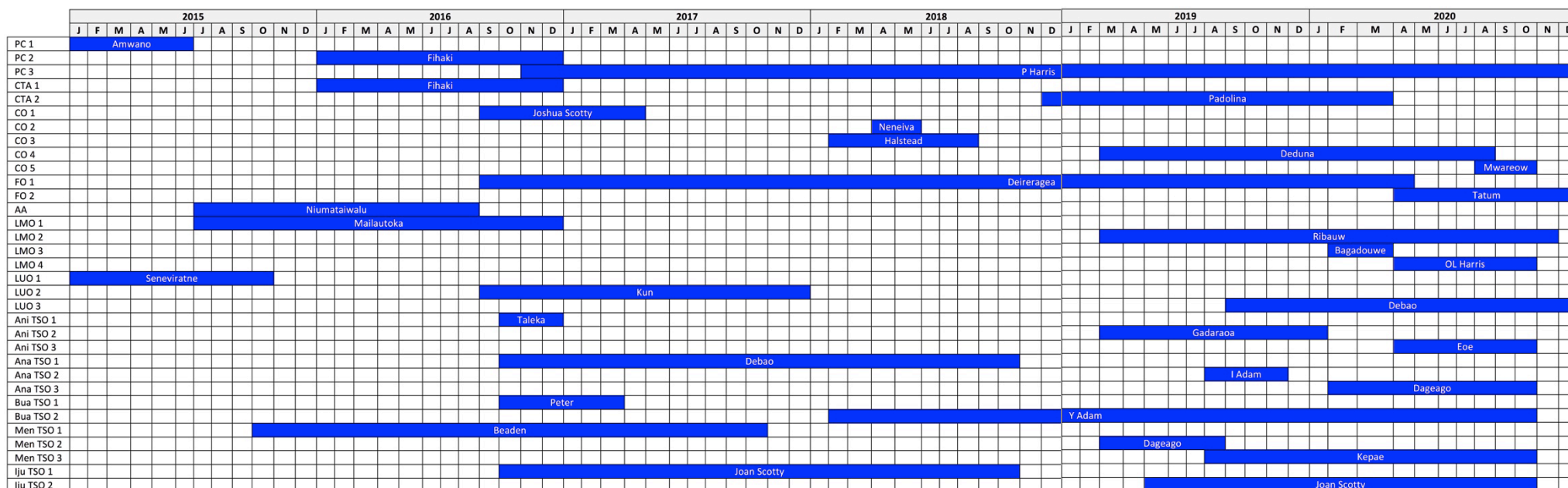
4.2.8 Risk management including E&S safeguards

1. As outlined in section 4.1.7, the ProDoc had a well-developed risk management and E&S safeguards framework.
2. Risk management and E&S issues were reported in the PIRs, and the nature of the project meant that E&S risks were low and impacts were positive.
3. The MTR noted that a National Environment and Social Safeguards Policy, included as an activity under Component 3, had not been developed at the time of the MTR (October 2019, which is >3 years after project commencement). This policy was eventually developed and finalized in June 2020 (led by consultant Megan Knight), which is very late as the project was coming to a close as 2020 ended. This output was therefore of limited use to the project itself, but if implemented across all future projects, will have a positive impact in Nauru.

4.2.9 Overall project implementation & oversight

1. Considering the significance of the issues outlined under sections 4.2.7 and 4.2.9 above the Evaluation Rating for overall project implementation and oversight is Moderately Unsatisfactory.

Evaluation Rating: Moderately Unsatisfactory.

TABLE 13: Gantt chart showing lack of continuity and significant gaps in staff engaged for the R2R Nauru Project

- PC = Project Coordinator.
- CTA = Chief Technical Adviser.
- CO = Communications Officer.
- FO = Finance Officer.
- AA = Administrative Assistant.
- LMO = Locally Managed Marine Areas Officer.
- LUO = Land Use Officer.
- TSO = Technical Support Officer.

4.3 Project Results & Impacts

4.3.1 Progress towards objective & expected outcomes^{[1][1]}_{SEPSEP}

1. Progress is assessed at two levels:
 - a) Regional-level: Contribution towards UNDP Outcome and SRPD Output.
 - b) Project -level: Achievement of end of project targets against the indicators set in the ProDoc PRF.
2. With regard to UNPS/SRPD, Outcome 1 is most relevant: *“By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.”* The R2R project has not really contributed to increasing resilience to the impacts of climate change, climate variability and disasters, while environmental protection has the potential to be strengthened if the project outputs such as SLUPs, LMMAs, ESSPG etc are actually implemented by GoN. At project end these had not yet been implemented, and no tangible strengthening of environmental protection is measurable.
3. The Indicator under Outcome 1 is: *“Number of PICTs with increased coverage of terrestrial and marine areas that are protected.”* Because the R2R Nauru project has failed to declare any protected areas (LMMAs) even after 5.8 years of project investment, the project has not contributed to this indicator.
4. SRPD Output 1.3 is also relevant: *“Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services and waste.”* The Indicator for this Output is: *“Number of UNDP project beneficiaries, disaggregated by sex, with access to sustainably managed natural resources (e.g., fisheries), ecosystem services (e.g., ecotourism) etc”.* Because, even after 5.8 years of investment, the project has not actually implemented on-the-ground or in-water sustainable management of natural resources and ecosystem services, the project has not contributed to this indicator.
5. UNDP-supported GEF-financed projects are expected to achieve the anticipated outcomes by project closing. The TE includes an assessment of the achievement of end of project targets against the indicators set in the ProDoc PRF, by reporting on the level of progress of each at the time of the TE, and noting predicted final achievements by project end.
6. For this TE the assessment of progress towards project objectives was undertaken by asking the PMU to complete a Project Progress Matrix based on the project outcomes, outputs, targets and indicators from the ProDoc PRF, which the IEC then checked and verified against the project APRs and PIRs, resulting in the completed Project Progress Matrix as presented in Table 14. This shows the following overall project progress and achievements:
7. For the project overall:
 - 52% (12 out of 23) targets were achieved,
 - 22% (5 out of 23) targets were partially achieved; and
 - 26% (6 out of 23) targets were not achieved.
8. An overall achievement rate of 52% is not particularly satisfactory especially given that the project was granted two no-cost extensions, providing an additional 1.8 years of implementation time, which should ideally have allowed an overall achievement rate of 80% or more. As stated above, UNDP-supported GEF-financed projects are expected to achieve the anticipated outcomes by project closing, and a 52% overall achievement rate does not meet this expectation.
9. For Component 1 - Conservation of marine biodiversity:
 - 20% (1 out of 5) targets were achieved,
 - 20% (1 out of 5) targets were partially achieved; and
 - 60% (3 out of 5) targets were not achieved.

10. This is more than double the non-achievement rate of the project overall, and a serious cause for concern. Component 2 has been the least successful part of the project, and may relate to the fact that the project did not benefit from having a dedicated CTA with relevant marine expertise, and that cooperation between DCIE/PMU and NFMRA (the latter having lead for marine issues) may not have been as effective as it could have been.
11. For Component 2 - Sustainable land & water management:
 - 71% (5 out of 7) targets were achieved,
 - 14% (1 out of 7) targets were partially achieved; and
 - 14% (1 out of 7) targets were not achieved.
12. Component 2 has been the second most successful part of the project, and may relate to the fact that the project benefitted from having a highly dedicated CTA with significant expertise and experience in terrestrial natural resource management.
13. For Component 3 - Governance & institutions:
 - 50% (2 out of 4) targets were achieved,
 - 50% (2 out of 4) targets were partially achieved; and
 - 0% (0 out of 4) targets were not achieved.
14. For Component 4 - Knowledge management:
 - 83% (5 out of 6) targets were achieved,
 - 17% (1 out of 6) targets were partially achieved; and
 - 0% (0 out of 6) targets were not achieved.
15. Component 4 has been the most successful part of the project, exceeding 80% of targets achieved, which is ideally what all project components should have achieved in order for the project overall to be considered successful.
16. The TE has identified a number of possible factors that have contributed to the low project target achievement rate, including *inter alia*:
 - a) A lack of attention and action by both UNDP and GoN to ensure that all inception activities, including the inception workshop, adoption of a refined project workplan and recruitment and establishment of the PMU, occurred in a timely manner after ProDoc signing. This resulted in a delay to project start of nearly a year and very slow progress once started.
 - b) A lack of project oversight by UNDP and GoN to ensure regular meetings of the Project Board (PB) and Technical Working Group (TWG), adherence by the PMU with approved workplans and proper compliance with project reporting requirements.
 - c) Poor screening of candidates for PMU positions and consultancies, resulting in the recruitment of some staff and consultants who were not suited to their roles (some even with serious criminal and social issues), and resulting in poor performance or premature departure of staff. For some consultancies the submission of consultancy outputs was of low quality or poorly aligned to the context and needs of the project and Nauru.
 - d) An extremely high rate of staff turnover, for a variety of reasons as outlined section 4.2.7, including poor treatment of staff by the PMU, resulting in significant gaps when positions were left vacant and a 'stop-start' pattern to work momentum which hampered project efficiency and effectiveness.
 - e) Significant gaps with no CTA support.
 - f) Issuing of PMU staff contracts with durations that did not logically align with project timelines – for example while the project has been granted a second extension to end February 2021, most PMU staff including the

vital District TSOs were no longer employed after November 2020, and the CTA's contract ended in March 2020, leaving the project without a paid CTA for almost the entire last year of the project. The PM's contract ended in November 2020, and she is only available to support the critical last three months of the R2R project on a part-the basis while working for GoN on a different project now.

- g) Extremely slow and bureaucratic UNDP procurement and financial disbursement practices causing delays to project implementation – with some processes taking many months, including significant delays with financial disbursements, and even delays in the payment of PMU wages which is totally unacceptable and inexcusable.
 - h) Failure by UNDP, the PMU and GoN to investigate and identify the root causes of serious problems like the extremely high staff turnover and financial disbursement delays, and to implement corrective actions when these problems arose.
17. The PMU appeared to have a more reactive rather than proactive approach to project management, and did not effectively use the PRF as a project tracking, management and reporting tool. The PMU seemed to have limited understanding of Logical Frameworks, and focused more on managing technical activities and activity-based reporting than on delivering and reporting outcomes and outputs. The PMU would have benefited from training in the use of Logical Frameworks as a project tracking, management and reporting tool.
18. Overall, project implementation seems to have given higher priority to on-ground technical activities like FADs, canoes, improving water supplies and garden kitchens at the expense of making progress with more strategically important outcomes, such as actually designating, declaring and implementing the LMMAs and implementing the sustainable land use management plans. The project could have had more strategic impact and long-term benefits if it had focused more on the strategic outcomes that were not being addressed by other programs and projects, and less on tactical, short-term activities like building kitchen gardens, many of which had already died by the time of the TE, as shown in the Assets Register in Annex 7.
19. Despite the limitations outlined above, the project has produced a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, including *inter alia*:
- a) Generally raising awareness of environmental issues amongst government and the community, including on marine biodiversity, LMMAs and sustainable land use. The project's communication efforts in the last two years, including the R2R Roadshow, received universal acclaim during the TE consultations.
 - b) Theoretically reducing pressure on coastal reef resources by providing canoes for offshore fishing and installing FADs (although there is no scientific data to show if such pressure has actually been reduced).
 - c) Assisting food and water security and resilience at the community level through kitchen gardens and improved rainwater harvesting (although the TE found that most kitchen gardens supported by the project are no-longer alive – which raises concerns about sustainability – refer Annex 7).
 - d) Supporting the drafting of the *Nauru Coastal Fisheries & Aquaculture Act 2020*, which was passed by Parliament in June 2020. This was a major achievement and paves the way for more sustainable management of Nauru's coastal and marine resources, including the potential, eventual declaration of LMMAs (subject to the drafting and adoption of Regulations under the Act which is still to occur).
 - e) Providing a range of training activities on various issues to both government and community representatives, which received acclaim from participants during the TE consultations.
 - f) Producing a number of key policy documents and action plans including:
 - vi) Signing of MoAs between each Pilot District and GoN for the in-principle development of LMMAs (although these were never progressed past the MoAs).

- vii) A National Integrated Agricultural Land Use Management Plan and same for each Pilot District (although these have sat dormant and have not been implemented).
- viii) A Revised National Biodiversity Strategy & Action Plan (NBSAP) and related policies on biodiversity conservation.
- ix) An Environmental and Social Safeguards Policy and Guidelines (developed quite late in the project - 2019 - and not implemented).
- x) A National Gender Action Plan (developed quite late in the project - 2019 - and not implemented).

Summary Findings - Progress Towards Objectives & Expected Outcomes:

- *The project has not made a tangible contribution to the relevant Outcomes, Outputs and Indicators of the UNDP-SRDP.*
- *Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted.*
- *Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021.*
- *Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented,*
- *Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the RE revealed that most have already died, and some canoes are missing.*
- *It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.*

TABLE 14: *Target Achievement Table (refer Table 15 for details under each project component)*

Project Component	Target Achievement	
Project overall (23 Targets)	No.	%
• Targets <u>Achieved</u> :	12 of 23	52%
• Targets <u>Partially Achieved</u> :	5 of 23	22%
• Targets <u>Not Achieved</u> :	6 of 23	26%
Overall Project Objective (1 Target)	No.	%
• Targets <u>Achieved</u> :	0 of 1	0%
• Targets <u>Partially Achieved</u> :	0 of 1	0%
• Targets <u>Not Achieved</u> :	1 of 1	100%
Component 1: Conservation of marine biodiversity (5 Targets)	No.	%
• Targets <u>Achieved</u> :	1 of 5	20%
• Targets <u>Partially Achieved</u> :	1 of 5	20%
• Targets <u>Not Achieved</u> :	3 of 5	60%
Component 2: Sustainable land & water management (7 Targets)	No.	%
• Targets <u>Achieved</u> :	5 of 7	71
• Targets <u>Partially Achieved</u> :	1 of 7	14
• Targets <u>Not Achieved</u> :	1 of 7	14
Component 3: Governance & institutions (4 Targets)	No.	%
• Targets <u>Achieved</u> :	2 of 4	50%
• Targets <u>Partially Achieved</u> :	2 of 4	50%
• Targets <u>Not Achieved</u> :	0 of 4	0%
Component 4: Knowledge management (6 Targets)	No.	%
• Targets <u>Achieved</u> :	5 of 6	83%
• Targets <u>Partially Achieved</u> :	1 of 6	17%
• Targets <u>Not Achieved</u> :	0 of 6	0%

TABLE 15: Project Progress Matrix

Component 1: Conservation of marine biodiversity. No. of targets = 5. Targets achieved = 1 (20%). Targets partially achieved = 1 (20%). Targets not achieved = 3 (60%).

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Target Status at end Sept 2020	Likely Target Status at end Feb 2021 (Project End)	TE Finding & Notes
OVERALL PROJECT OBJECTIVE: To preserve biodiversity, ecosystem services, improve climate resilience and sustain livelihoods in Nauru using a ridge to reef approach.	<u>Objective Indicator:</u> Status of integrated land, water and coastal management in Nauru.	Sectoral approach with minimal efforts towards coastal biodiversity conservation.	LMMA implementation and integrated land-use management planning and implementation.	<ul style="list-style-type: none"> Implementation of LMMAs has been delayed as the Nauru Coastal Fisheries & Aquaculture Act (NCFAA) was just approved in June 2020. SLUPs have been developed but not implemented. 	Will not change from end Sept 2020.	Target not achieved. <ul style="list-style-type: none"> Neither LMMAs nor SLUPs have been implemented. Note: this is a Project-level Objective, yet in the PRF it is oddly placed in Component 1.
OUTCOME 1.1 Improved management effectiveness of new marine conservation areas.	<u>Indicator 1.1.1:</u> Area of coastal and marine water under active management as a Locally Managed Marine Area.	Zero= LMMA will be introduced through this project.	33% of coastline of Nauru (approximately 10 km) incorporated into LMMAs with implementation of management plans in 4 Districts (Anabar, Anibare, Ijuw and Meneng).	<ul style="list-style-type: none"> LMMA boundaries have not been delineated in any of the four coastal Pilot Districts. NFMRA is currently working on regulations to the Coastal Fisheries & Aquaculture Act (CFAA) 2020 for endorsement by Cabinet. Once the regulations are endorsed, NFMRA will consult with the communities to identify LMMA areas. 	Will not change from end Sept 2020.	Target not achieved. <ul style="list-style-type: none"> 0% of coastline of Nauru incorporated into LMMAs by end of the Project.
Output 1.1.1 A network of locally managed marine areas (community based - CB) or locally managed marine areas (LMMAs) established through community actions and supporting enabling government actions	<u>Indicator 1.1.1.1:</u> Agreement between Government and District Community Councils (DCC) on LMMA establishment and management.	Zero.	4 agreements with 4 coastal districts.	<ul style="list-style-type: none"> A Memorandum of Agreement (MoA) has been signed by 4 pilot district community leaders and their members of Parliament, and endorsed by DCIE and NFMRA. The MoAs set out shared goals and objectives, roles and responsibilities and the process for cooperation and coordination towards establishing and managing LMMAs. Provides that costs will be met by the R2R project until project end, and then assumed by NFMRA after project closure. 	Will not change from end Sept 2020.	Target achieved.
	<u>Indicator 1.1.1.2:</u> Ecosystem health survey identifying priority sites for protection and management.	Limited information exists.	Important marine biodiversity protected through zoning plans.	<ul style="list-style-type: none"> Development and adoption of marine zoning plans is delayed due to NFMRA still developing the regulations of the CFAA. 	Will not change from end Sept 2020.	Target not achieved. <ul style="list-style-type: none"> No zoning plans in place by end of the Project.
Output 1.1.2 LMMAs strengthened through development and implementation of management plans (following participatory approaches and Integrated Coastal Management to address threats, including climate change impacts; guidelines for utilizations of MMAs including closed seasons and closed areas agreed on and implemented).	<u>Indicator 1.1.2.1:</u> Development of island level (national) based / CCA / LMMA Plan.	Zero national plan.	National LMMA Plan prepared and adopted.	<ul style="list-style-type: none"> Development and adoption of National LMMA Plan is delayed due to NFMRA still developing the regulations of the CFAA. 	Will not change from end Sept 2020.	Target not achieved. <ul style="list-style-type: none"> No National LMMA Plan prepared and adopted by end of the Project.
	<u>Indicator 1.1.2.2:</u> Implementation of District level LMMA action Plans.	Zero LMMA action plans.	4 Management Plans developed and implemented for each selected Districts.	<ul style="list-style-type: none"> 4 Management Plans have been developed but not yet implemented due to NFMRA still working on regulations of the CFAA. 	Will not change from end Sept 2020.	Partially achieved. <ul style="list-style-type: none"> 4 management plans have been developed but not yet implemented.

Component 2: Sustainable land and water management. No. of targets = 7. Targets achieved = 5 (71%). Targets partially achieved = 1 (14%). Targets not achieved = 1 (14%).

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Target Status at end Sept 2020	Likely Target Status at end Feb 2021 (Project End)	TE Finding
OUTCOME 2.1 Integrated landscape management practices adopted by local communities living within the 'bottom-side', and applicable 'ridge', and 'topside' areas not covered by mining.	<u>Indicator 2.1.1:</u> Land-use management plans being actively implemented in all 5 districts 1	Currently zero.	5 district land-use management plans being actively implemented.	Integrated Agricultural Land Use Management Plans for the 5 pilot districts (Anabar, Anibare, Buada, Ijuw and Meneng) were completed but are not being actively implemented.	Will not change from end Sept 2020.	Target not achieved. <ul style="list-style-type: none"> Plans are not being actively implemented by end of the Project.
Output 2.1.1 Biophysical, demographic and socioeconomic assessments conducted and reviewed in the project districts, focusing on the bottom-side and applicable 'ridge' areas and topside not covered by mining.	<u>Indicator 2.1.1.1:</u> Baselines for land-use plan and terrestrial environmental management established.	Rudimentary land-use maps with limited district focus terrestrial.	National assessment completed with detailed 5 district terrestrial profiles.	National assessment completed with detailed terrestrial profiles for the 5 pilot districts completed (prior to the development of the Integrated Agricultural Land Use Management Plans for the 5 pilot districts).	Will not change from end Sept 2020.	Target achieved.
Output 2.1.2 Integrated agriculture land-use plan developed for the bottom-side and applicable 'ridge' and topside areas that are not covered by mining through review of the draft land-use plan and patterns of land ownership for the project districts/sites.	<u>Indicator 2.1.2.1:</u> Integrated land-use plan.	Land-use plan (1994).	Island-wide integrated agriculture land-use plans developed with special focus on priority districts.	The Nauru Integrated Agricultural Land Use Management Plan was developed, with special focus on priority districts.	Will not change from end Sept 2020.	Target achieved.
Output 2.1.3 Soil and water conservation measures implemented, including through rehabilitation of degraded land in 'ridge' and topside areas using economic species such as fruit trees and increase of communal water storage facilities in the five water-stressed project districts to support home gardens and household water supply.	<u>Indicator 2.1.3.1:</u> Number of households growing fruit-trees to contribute to soil conservation measures.	Less than 5% in each of the 5 districts growing fruit trees (tbc during land-use planning).	20% of households in each of the 5 districts.	<ul style="list-style-type: none"> Buada: 10% (156 households (HH), 15 kitchen gardens (KG) were established). Anibare: 58% (33 HH, 19 KG established). Ijuw: 38% (40 HH, 15 KG established). Anabar: 28% (69 HH, 19 KG established). Meneng 6.6% (254 HH, 17 KG established) 	<ul style="list-style-type: none"> No of kitchen gardens may reduce due to lack of care and maintenance, dry conditions etc. Site verifications as part of this evaluation found that many have already died – see section X of this report. 	Target achieved. <ul style="list-style-type: none"> While two Districts are below the 20% Target, the other three districts exceeded 20%. The Project has failed to implement sustainability measures to ensure that kitchen gardens are maintained.
	<u>Indicator 2.1.3.2:</u> Water storage enhanced in selected communities.	Approximately 195 water harvesting / storage facilities (with 3,000m ³ capacity) in place. 2	43 additional water harvesting / storage facilities established.	<ul style="list-style-type: none"> 43 water harvesting systems were installed across the 5 pilot districts. 	Will not change from end Sept 2020.	Target achieved.

11 Plans for management of waste from piggery and poultry included in this plan

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Target Status at end Sept 2020	Likely Target Status at end Feb 2021 (Project End)	TE Finding
Output 2.1.4 Drought- and salt-tolerant food crops tested and practices disseminated to districts (communities and households) building on initiatives of bilateral and multilateral organizations.	<u>Indicator 2.1.4.1:</u> Number of participating households using new crop varieties in all 5 districts.	Zero households using “New” drought and salt-tolerant crops not currently available.	20% of households in each of the 5 districts.	<ul style="list-style-type: none"> Percentages are as per Output 2.1.4 (this Target was effected through the kitchen garden program). A total of 278 of fruit trees (dwarf coconuts, breadfruits, sooursops, pandanus, tahitian lime) and 1250 food crops (bananas, papayas, sweet potatoes, tomatoes, eggplants, pineapple, cassava, etc) planted in the 81 kitchen gardens established in the 5 pilot districts. 	<p>The Project is now implementing a seed distribution program to assist the households sustain their activities on kitchen gardens.</p> <p>The establishment of Kitchen Gardens are now being undertaken by the Dept of Agriculture nationwide.</p> <p>However, site verifications as part of this evaluation found that many have already died – see section X of this report.</p>	Target achieved.
Output 2.1.5 Innovative measures implemented (e.g. composting toilets) to reduce pollution loads by at least 10% on LMMAs to improve ecosystem health and sustain ecosystem services. This is based on successes of pilot demonstrations of the IWRM project and as a way of implementing the national IWRM plan.	<u>Indicator 2.1.5.1:</u> Number of wastewater treatment systems (compositing toilets) for reducing pollution established.	6 composting toilets operational in 5 districts.	28 new composting toilets operational in 5 districts.	<ul style="list-style-type: none"> Anibare – 1 CT completed Meneng – 1 CT completed Ijuw – 1 CT completed Buada – 1 CT completed. 	<ul style="list-style-type: none"> Anabar – 1 CT being built End result will be a total of 5 units constructed, one per district. 	Target partially achieved. <ul style="list-style-type: none"> Only 5 out of a Target of 28 were constructed. This was reportedly a management decision in response to low community acceptance of CTs.

Component 3: Governance and institutions. No. of targets = 4. Targets achieved = 2 (50%). Targets partially achieved = 2 (50%). Targets not achieved = 0 (0%).

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Target Status at end Sept 2020	Likely Target Status at end Feb 2021 (Project End)	TE Finding
OUTCOME 3.1 Biodiversity conservation and SLM mainstreamed in policy and regulatory frameworks.	<i>Same as Output 3.1.1</i>					
Output 3.1.1 Relevant policies developed for key sectors such as environment, waste management, natural resource management, coastal fisheries, and agricultural land-use" developed.	Indicator 3.1.1.1: Number of policies developed for key sectors incorporating R2R considerations.	Various old and draft plans exist, but need urgent re-validation and revision to support JNAP and NBSAP implementation.	4 sectoral plans / strategies developed e.g. Waste Management; Integrated Agriculture Land Use; NBSAP implementation; Environmental & Social Safeguards Policy & Guidelines.	<ul style="list-style-type: none"> Assessment/review of existing environmental policies and regulations conducted. Land Use Policy Frameworks and Tool kit developed. Environmental and Social Safeguard Policy and Guidelines developed. Revised NBSAP and related policies on biodiversity conservation. Coastal Fisheries and Aquatic Resources Act 2020 enacted by the Parliament. Revised NBSAP and related policies on biodiversity conservation. developed. 	Will not change from end Sept 2020.	Target achieved.
Output 3.1.2 Capacity strengthening of national agencies associated with new policies and framework process development and formulation, including drafting of legislation, monitoring and evaluation (impacts, water quality, etc.), project implementation/ management and oversight, GIS, land-use planning; participation in relevant trainings organized through the regional R2R project.	Indicator 3.1.2.1: Number of trained government personnel on integrated R2R approaches (gender disaggregated data).	Limited – Zero Training on GIS, project implementation / management and oversight in 2007 and 2008) and on Vulnerable & Adaptation assessment for JNAP.	45 staff from across ministries and fisheries authority.	<ul style="list-style-type: none"> Training on Land Use Policy formulation conducted with 14 males and 11 females total of 25 participants. Training on Plant Propagation and Nursery Management conducted with 5 males and 9 females total of 14 participants. Training on Soil Management conducted with 10 females and 20 males- total of 30 participants. Training on Gender Awareness conducted with 12 males and 7 females total of 19 participants Training on Environmental Social Safeguard policy with 18 females and 11 males – total of 29 participants. 	Further training of Government staff, community leaders and other key stakeholders on environmental policy formulation (virtual training) to be conducted.	Target achieved.
Output 3.1.3 Community leaders in 5 districts capacitated towards biodiversity conservation, sustainable land management and climate change adaptation through appropriate trainings and other capacity building activities focusing on: project management, land-use planning, waste management, and marine management.	Indicator 3.1.3.1: Number of district leaders trained on applying and enforcing skills in integrated R2R approaches with due consideration for gender distribution.	Zero.	15 community leaders (DCC, Women Reps and NGO reps) all 5 districts for each district).	<ul style="list-style-type: none"> USP Massive Open Online Courses (MOOC) classes enrolled 4 males and 5 females staff from the DCIE/R2R team – total 9 participants 5 females and 4 males from the DCIE and 3 males and 3 females from the NFMRA staff enrolled in USP Climate change & Resilience 	Ongoing USP courses available with department's prerogative to enrol their staff.	Target partially achieved. <ul style="list-style-type: none"> The Target focus is community leaders, women reps and NGO reps however the training focussed more on Govt and project staff instead.

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Target Status at end Sept 2020	Likely Target Status at end Feb 2021 (Project End)	TE Finding
				CERT IV course – total 15 participants • Total number of participants for the life of the project is 24 which includes 5 community leaders, 3 women reps and 3 NGO reps.		
	<u>Indicator 3.1.3.2:</u> Proportion of population (households) adopting specific actions to enhance R2R management in districts.	~20% of households (All community members exposed to community outreach in Past).	Up to 80% of households adopting specific actions.	• Households in all 5 Pilot Districts have adopted specific actions on kitchen gardens, compost toilets, water harvesting facilities and canoe building, but is not as high as 80% - based on above more likely <50%.		Target partially achieved. • Not as high as 80% - based on above more likely <50%.

Component 4: Knowledge management. No. of targets = 6. Targets achieved = 5 (83%). Targets partially achieved = 1 (17%). Targets not achieved = 0 (0%).

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Target Status at end Sept 2020	Likely Target Status at end Feb 2021 (Project End)	TE Finding
OUTCOME 4.1 Improved data and information systems on biodiversity and land management best practices.	<i>Same as 4.1.1.1 and 4.1.2.1</i>					
Output 4.1.1 Integrate data and information on biodiversity and sustainable land management and relevant sectors on the Environment; provide inputs to the regional R2R program on monitoring and progress reporting on the Pacific R2R program	Indicator 4.1.1.1: Number of databases developed for DCIE.	Zero (one database was developed for climate change, however this needs to be expanded and integrated).	1 (integrated database).	<ul style="list-style-type: none"> No integrated database implemented as all data can be accessed on the SPREP Environment portal. Director of Environment & Projects can register staff for this portal. 	Same outcome as of September 2020.	Target achieved. <ul style="list-style-type: none"> Although an integrated national database was not developed, this target is listed as 'achieved'. It was a management decision not to develop a separate national database, as the SPREP Portal already does the job well – resources could be used for other beneficial activities.
	Indicator 4.1.1.2: Number of training courses conducted on database setup & maintenance.	Zero training.	4 (1 per year).	<ul style="list-style-type: none"> One training was conducted since beginning of Project. 	Same outcome as of September 2020.	Target partially achieved. <ul style="list-style-type: none"> Only 1 out of a Target of 4.
Output 4.1.2 Knowledge products (videos, photo stories, flyers, brochures) on all thematic areas and best practices developed and disseminated through various media (print and broadcast).	Indicator 4.1.2.1: Number of community members receiving information on R2R management and taking action to enhance environment.	Zero community households.	500 households.	<ul style="list-style-type: none"> Six R2R Eben Omo Roadshows were implemented in 6 districts. Total population for the 5 pilot districts is 2,975 with a total of 552 households in the 5 pilot districts (Nauru Bureau of Statistics, 2019). The 6th Roadshow was conducted at the Saturday marketplace. The Eben Omo was relaunched by the Environment Division on August 27th with a national Tiktok competition. 	The Eben Omo will continue the TIKTOK national competition.	Target achieved.
	Indicator 4.1.2.2: Number of knowledge products, including best practices, produced on all thematic areas, disseminated through various media.	Zero (knowledge products exist for water management, climate change, and land management only but none on integrated activities).	12 (3 per year).	<ul style="list-style-type: none"> 		Target achieved.
	Indicator 4.1.2.3: Participation in regional R2R activities.	Not applicable.	Regular participation in the regional R2R activities as may be requested by national and regional stakeholders in the areas of capacity building, knowledge management.	<ul style="list-style-type: none"> PC and Director of Environment & Projects attended 2nd, 3rd and 4th Regional R2R meetings in Tonga, Townsville and Nadi. Included study tour of LMMAs in Fiji and Tonga. 	No further travel due to Covid-19.	Target achieved.
	Indicator 4.1.2.4: Project website.	None.	Project website that is accessible and regularly updated.	<ul style="list-style-type: none"> Specific project site not developed but dedicated page on Regional R2R site - www.pacific-r2r.org/partners/member- 	Same outcome as of September 2020.	Target achieved.

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4.3.2 Relevance

1. The TE finds that the R2R Nauru project is highly relevant at all levels - global, regional, national and local community.
2. As a GEF multi-focal area project – Biodiversity (BD), Land Degradation (LD) and International Waters (IW), under the fifth cycle of GEF funding (GEF-5) the project is aligned with the following GEF-5 Focal Area Objectives:
 - BD-1: Improve Sustainability of Protected Area Systems.
 - BD-2: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors.
 - LD-3: Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape.
 - IW-3: Support Foundational Capacity Building, Portfolio Learning and Targeted Research Needs for Ecosystem-Based, Joint Management of Transboundary Water Systems.
3. Also the project was designed in 2014, before the adoption the United Nations Sustainable Development Goals (SDGs) 2015-2030, and the ProDoc references the previous Millennium Development Goals (MDGs), the project is still directly relevant to all 17 SDGs, as shown in Table 16.
4. At the regional level the project is relevant to the United Nations Development Assistance Framework (UNDAF) /United Nation Pacific Strategy and Sub Regional Pacific Document (SRPD) 2018--2022, Outcome Area 1: Environmental management, climate change and disaster risk management. It is also relevant the regional strategies and action plans of the Secretariat of the Pacific Regional Environment Programme (SPREP), which Nauru is a member of, and is linked to the Pacific Regional R2R Program (<https://www.pacific-r2r.org/>).
5. At the national level the project is well aligned with the objectives of the Nauru National Sustainable Development Strategy and the sectoral plans and programs of the DCIE Environment and Agriculture Departments and NFMRA. The governance activities under Component 3 have directly helped to address long-standing environmental governance gaps in Nauru, including new policies, plans and legislation.
6. The project has produced the first ever National and Pilot District Integrated Agricultural Land Use Management Plans, Environmental and Social Safeguards Policy and Guidelines and National Gender Strategy for Nauru – although all of these remain to be implemented.
7. At the community level the project has directly addressed the needs and priorities of the people relating to sustainable food and water security and resilience, and in raising awareness of environment and sustainability issues.

Evaluation Rating: Highly Satisfactory.

Summary Findings - Relevance:

- *The design of the project is highly relevant at the SDGs, the GEF focal area objectives and regional, national and local community level needs and priorities.*
- *The design of the project, its components and activities, directly address some of the major environmental issues, needs and priorities of Nauru, taking an integrated, Ridge to Reef approach, and directly assisting communities*
- *The governance activities under Component 3 have directly helped to address long-standing environmental governance gaps in Nauru, including new legislation.*

TABLE 16: Relevance of the SDGs to the R2R Nauru project

SDG	Relevance to R2R Nauru Project
	Directly relevant: <ul style="list-style-type: none"> Sustainable livelihoods that address and prevent poverty are dependent on a healthy, sustainable environment – both land and marine - which are both focus issues under R2R. The main livelihoods of Nauru are based on environmental resources, including fisheries.
	Directly relevant: <ul style="list-style-type: none"> Nauru's long-term food security is directly linked to environmental resources through traditional subsistence agriculture, fishing and collection of seafood - which are both focus issues under R2R. The R2R project supported kitchen gardens and improving sustainability of seafood resources.
	Directly relevant: <ul style="list-style-type: none"> Healthy people need a healthy environment. Good health is strongly linked to SDGs 1 and 2, and also to SDG 6 on clean water and sanitation, which is a significant focus of the R2R project.
	Directly relevant: <ul style="list-style-type: none"> Achieving an ecologically sustainable future requires a well-educated population. A population that is educated about the environment is more committed to protecting it. The R2R project has a whole component on knowledge management, which was very active.
	Directly relevant: <ul style="list-style-type: none"> An ecologically sustainable future can only be achieved with the full and equal participation of all gender groups. The R2R project made significant efforts in gender, including developing a Gender Action Plan.
	Directly relevant: <ul style="list-style-type: none"> Water security and adequate sanitation remain significant challenges in Nauru and are not only essential to human health and wellbeing (SDG 3) but fundamentally underpin all aspects of environmental health and sustainability. The R2R project supported improvements to rainwater harvesting and building composting toilets.
	Directly relevant (but not a part of the R2R project): <ul style="list-style-type: none"> Continuing the push to expand renewable energy sources, especially solar, wind and ocean energy, is essential if Nauru is to become truly ecologically (and economically) sustainable. However, this was not part of the R2R project ns is being addressed by other projects in Nauru.
	Directly relevant: <ul style="list-style-type: none"> As per SDG 1. Ensuring that the ecosystem services that are provided by Nauru's environment are well protected and sustainably managed is vital to jobs and economic growth of the nation.
	Directly relevant (but not significant part of the R2R project): <ul style="list-style-type: none"> Environmental infrastructure is needed in order to address environmental issues, including waste management facilities, sewerage treatment plants and water treatment facilities. The R2R project only addressed infrastructure in a small way (improving household rainwater harvesting and building one composting toilet in each district).

SDG	Relevance to R2R Nauru Project
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • An ecologically sustainable future can only be achieved with the full and equal participation of, and equal flow of benefits to, all sectors of society. • The R2R project included criteria to ensure that certain activities addressed inequalities, for example identification of households with elderly or disabled people to receive improved water harvesting.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • Increasing, unplanned and poorly managed urbanization and over-crowding without adequate services and facilities is an emerging environmental problem on Nauru • Overall, the various components of the R2R project all assist in the quest for more sustainable communities.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • An ecologically sustainable future can only be achieved with a complete shift to a circular economy. • This is especially the case for SIDS like Nauru, which are increasingly dependent on the importation of consumable materials, which create intractable waste management and pollution problems. • While not an explicit part of the R2R project, the kitchen garden activities assist with this SDG.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • Climate change is the most significant externally imposed environmental issue, potentially threatening Nauru as a viable, sustainable nation in the long-term. • While not an explicit part of the R2R project, overall the various components of the R2R project all assist in building increased resilience to climate change.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • The nation's most significant environmental (and economic) resources and values are marine, including coral reef and coastal and pelagic fisheries. • The R2R project included a major marine component.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • Land area is extremely limited on Nauru and subject to a wide range of environmental pressures and stresses on terrestrial ecosystems. • The R2R project included a major component on sustainable land use.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • Peace and justice include environmental governance. • When peace, justice and environmental governance are lacking in a country, there is an increased tendency towards uncontrolled and unsustainable exploitation of environmental resources. • The R2R project included a major component on environmental governance.
	<p>Directly relevant:</p> <ul style="list-style-type: none"> • The future sustainability of Nauru cannot be secured without effective partnerships to achieve all SDGs in a cooperative and collaborative manner.

4.3.3 Effectiveness

1. The effectiveness of a project is the extent to which the project's objectives, outcomes and targets are achieved. As outlined in section 4.3.1 above, unfortunately the achievement rate for the Nauru R2R project has been very low, and despite two extensions to the project timeline a number of key outcomes and outputs will still not be completed by the

extended project end of February 2021. In this regard the project overall has not been very effective. Some of the reasons and contributing factors for this are outlined in section 4.3.1 above.

2. However, this does not mean that the project has been completely ineffective. The project has produced a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, as outlined in section 4.3.1 above.
3. The technical activities undertaken by the Project have been effective in touching the daily lives of people in the Pilot District communities and provided direct benefits to their lives in key critical areas including sustainable land management, water security, food security and sustainable marine resource management.
4. It is too early to assess the effectiveness of the project in delivering longer-term outcomes and impacts – that can only be assessed in years to come. If NFMRA completes the Regulations under the *Coastal Fisheries & Aquaculture Act 2020* and proceeds to work with the communities to develop, declare and implement LMMAs, and if DCIE takes action to implement the National and District Integrated Agricultural Land Use Management Plans, the revised NBSAP, the Environmental and Social Safeguards Policy and Guidelines and the National Gender Action Plan, over time the project might be considered as having been effective.

Evaluation Rating: Moderately Unsatisfactory.

Summary Findings - Effectiveness:

- *Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted.*
- *Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021.*
- *Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented.*
- *Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the TE revealed that most have already died, and some canoes are missing (see Annex 7).*
- *However, the project has delivered a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, as outlined in section 1.5 below.*
- *It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.*

4.3.4 Efficiency

1. The efficiency of a project is a measure of how economically resources and inputs (funds, expertise, time etc.) have been converted into project results, as applied to the input-output link in the causal chain of the intervention. The efficiency of the R2R Nauru project was heavily constrained by several key factors, as follows:
 - a) Frequent and sometimes extended (up to 6 months) delays in the disbursement of funds from UNDP to the project in Nauru, for the reasons outlined in section 4.2.3, causing significant delays and a 'stop-start' pattern to project implementation, which is not efficient.
 - b) Extremely high turnover in project staff, as outlined in section 4.2.7, creating significant gaps in staff positions and a repeated need for new staff to come up to speed with their roles every time a new person was recruited, contributing further to significant delays and a 'stop-start' pattern to project implementation, which is not efficient.
 - c) Inadequate oversight of the project by UNDP and GoN and a failure to properly investigate and identify the root causes of serious problems when they arose, and to implement corrective actions to address problems, which is not efficient.

2. There was also some tendency to duplicate activities of other organizations and programs. Complimenting the activities of other organizations and programs would be more efficient.
3. Finally, the project's M&E plan was not fully followed, as outlined in section 4.2.5, which if followed would have helped to improve efficiency.

Evaluation Rating: Unsatisfactory.

Summary Findings - Efficiency:

- *Extremely high PMU staff turnover, which significantly reduced efficiency.*
- *Duration of PMU staff contracts not logically aligned to project timelines, creating inefficiencies through gaps and troughs in staff capacity.*
- *Sometimes-severe delays in funds disbursement by UNDP, causing a 'stop-start' pattern of project implementation and thereby reducing efficiency.*
- *A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs and some tendency to duplicate activities of other organizations and programs. Complimenting the activities of other organizations and programs would be more efficient.*

4.3.5 Sustainability

4.3.5.1 Financial sustainability

1. One of the most important measures of success of a project is whether its outcomes and benefits will be replicated and sustainable. Despite a recommendation to do so in the MTR report, DCIE has not developed a documented Sustainability Plan with explicit allocation of financial resources to ensure continuity, sustainability and replication of Project benefits.
2. Reportedly, each relevant GoN agency (Environment Department, Agriculture Department and NFMRA) was supposed to include relevant activities in their respective future workplans, however no evidence of this has been made available to the TE, and the head of one Department reported that this is a big gap.
3. There is also no documented Maintenance Plan and associated financial resources and designation of responsibilities for the ongoing, long-term maintenance of physical facilities that have been built by the project such as FADs, canoes, water systems, composting toilets and kitchen gardens, and already at the time of the TE most of the kitchen gardens assessed by the TE were dead or dying.

Evaluation Rating: Unlikely.

4.3.5.2 Socio-political sustainability

1. There appears to be a high level of social and political support for the project's outputs, outcomes and benefits and there have been various 'statements of intent' for relevant GoN agencies to continue to implement R2R-related activities into the future, even if these are not yet backed up with documented and budgeted replication, sustainability and maintenance plans.

Evaluation Rating: Moderately Likely.

4.3.5.3 Institutional & governance sustainability

1. The project has made some good progress with institutional framework and governance arrangements under Component 3 as well as institutional and governance-related outputs under Components 1 and 2, including:
 - a) Signing of MoAs between each Pilot District and GoN for the in-principle development of LMMAs (although these were never progressed past the MoAs).
 - b) A National Integrated Agricultural Land Use Management Plan and same for each Pilot District (although these have sat dormant and have not been implemented).
 - c) A Revised National Biodiversity Strategy & Action Plan (NBSAP) and related policies on biodiversity conservation.
 - d) An Environmental and Social Safeguards Policy and Guidelines (developed quite late in the project - 2019 - and not implemented).
 - e) A National Gender Action Plan (developed quite late in the project - 2019 - and not implemented).
 - f) Training government staff in national environmental policy planning and development, and in environmental and social safeguards.
 - g) Most importantly, developing and passing a new Coastal Fisheries & Aquaculture Act and Nauru's first ever Environment Act (the latter with support from SPREP and others, and not strictly due to the Project) – which is a major step forward.
2. If GoN proceeds with actual implementation of the project outputs listed above it will bode well for institutional and governance sustainability.

Evaluation Rating: Likely.

4.3.5.4 Environmental sustainability

1. Despite the site-level environmental benefits of the project, like other Pacific SIDS Nauru is subject to the overarching impacts of global climate change. If climate change is not addressed by the global community, the small-scale benefits of such national-level projects may be overwhelmed by regional and global level environmental changes. For example, many of the kitchen gardens inspected during the TE had already died, due in part to recent drought conditions (refer Annex 7).

Evaluation rating: Moderately Unlikely.

4.3.5.5 Overall sustainability

1. Combining the TE assessments of likely financial, socio-political, institutional and governance and environmental sustainability as described above results in an assessment of overall sustainability of moderately unlikely.

Overall Evaluation Rating: Moderately Unlikely.

Summary Findings - Sustainability:

- *The TE rates the overall likelihood of sustainability for this project as “unlikely”.*
- *The main reason is that GoN has not developed a documented Sustainability Plan with explicit allocation of financial resources to ensure continuity, sustainability and replication of project benefits. Reportedly, each relevant GoN agency (Environment Department, Agriculture Department and NFMRA) was supposed to include relevant activities in their respective future workplans, however no evidence of this has been made available to the TE, and the head of one Department reported that this is a big gap.*

- *There is also no documented Maintenance Plan and associated financial resources and designation of responsibilities for the ongoing, long-term maintenance of physical facilities that have been built by the project such as FADs, canoes, water systems, composting toilets and kitchen gardens, and already at the time of the TE most of the kitchen gardens assessed by the TE were dead or dying.*

4.3.6 Country ownership

1. As outlined in section 4.1 - Project Design and section 4.3.2 - Relevance, the R2R Nauru project had a very high level of country ownership, the project design was strongly linked to national sectoral and development plans, and relevant country representatives were actively involved in project identification, planning and implementation.
2. A further indicator of country-ownership is that the government has approved policies and modified regulatory frameworks in line with the project's objectives, as listed under section 4.3.5.3 above.
3. A remaining gap in country ownership is documentary evidence of a commitment of financial resources by government for the ongoing replication and sustainability of project outcomes and outputs after the project.

Summary Findings - Country Ownership:

- *The R2R Nauru project had a very high level of country ownership.*

4.3.7 Gender equality & empowerment of women

1. As outlined in section 4.1.6, the ProDoc has a dedicated section on gender and social inclusion considerations (section 2.3.3 of the ProDoc). The TE assesses that while this highlights the importance of gender and social inclusion considerations, and provides a reasonable description of how efforts were made to involve women in the project design process, the ProDoc does not include any plan for how gender and social inclusion were to be actively addressed during project implementation, which is a significant gap.
2. Specific gender elements are included in only two indicators in the PRF, under one component only (Component 3 – Governance and institutions), as follows:
 - Indicator 3.1.2.1: Number of trained government personnel on integrated R2R approaches (gender disaggregated data).
 - Indicator: 3.1.3.1: Number of district leaders trained in applying and enforcing skills in integrated R2R approaches with due consideration for gender distribution.
3. The TE considers this to be inadequate and the project design should have ideally included gender indicators under all project components in the PRF, supported by a specific plan to implement gender and social inclusion actions across all components during project implementation.
4. As outlined in section 4.1.6, despite these issues not being fully addressed in the project design, to the credit of the project, a review of past DCIE projects using a gender lens was undertaken by consultant K. Fidela, resulting in a Gender Action Plan (GAP) for the R2R Nauru Project being finalized in March 2020. The GAP is comprehensive and includes:
 - a) A brief gender assessment of the status of gender equality in the Pacific region and in Nauru. Regionally, the assessment covers leadership and decision-making, violence against women and economic opportunities for women. Nationally, the assessment covers aspects of health, education, water, electricity, income and employment, political participation and decision making, access to resources, finance and economy, gender based violence and institutional and legislative frameworks. The gender assessment is a lead up activity to gender mainstreaming. Gender mainstreaming is “the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels.”

- b) The actual action plan, including rationale for activities, increasing agency of women in participation, leadership and decision making, improving gender structures and improving equitable access to resources, information and opportunities, gender marker ratings and an implementation plan, which identifies gender actions against each project output and activity as listed in the PRF.
- 5. Unfortunately, completion of the GAP in March 2020 was a bit late to have much on-the-ground impact in addressing gender issues in technical project activities, given that the project had started in 2015 and is coming to a close as 2020 ends. The GAP should have either been part of the project design or at least developed as a very early activity during project implementation.
- 6. As outlined in section 4.1.6, the MTR did not make any observations or recommendations in relation to gender and social inclusiveness, which is a gap in the MTR.
- 7. The TE has tried to assess the degree to which the project has contributed to gender equality and the empowerment of women, using the data contained in various project reports and makes the following findings:
 - a) The majority of project staff were female, although relative proportions fluctuated throughout the project duration due to the very high turnover of staff.
 - b) The PMU worked actively to ensure gender equality and the empowerment of women in all project activities.
 - c) The annual PIR reports contained a specific section on gender, referenced the gender elements of the ProDoc and reported how gender requirements were being addressed, including providing gender-segregated data on participation in project meetings, training and other activities.
 - d) The PMU was diligent in recording gender-segregated data for participation in project meetings, workshops, training and other activities (see Table 17), which shows that over 52% of participants across all recorded activities were females (590 females and 538 males out of a total of 1,128 participants).

Summary Findings - Gender Equality & Empowerment of Women:

- *Overall, the project's performance in relation to addressing gender issues was very good, and exceeded what was required in the ProDoc. Unfortunately, the very late completion of the GAP limited its effectiveness in addressing gender issues in technical project activities.*

TABLE 17: *Participation in project meetings, workshops & training showing gender-segregated data*

Activity	Date	Audience	Males	Females	Total
Nauru R2R induction	23/1-27/1/17	PMU	1	5	6
Survey & Field trip – community consultations	3/4/17	Buada district community	5	7	12
As above	4/4/17	Meneng district community	5	11	16
As above	5/4/17	Anibare district community	6	7	13
As above	6/4/17	Anabar district community	19	28	47
As above	7/4/17	Ijuw district community	17	15	32
National Integrated Environment Policy (NIEP) consultations	18/5/17	R2R community leaders	6	7	13
As above	19/5/17	Government departments	11	6	17
As above	7/8/17	Private sector, national community leaders	6	11	17
As above	8/8/17	Government & SOEs	13	10	23
Board meeting	28/2/18	CIE, UNDP, Fisheries	8	10	18
District Working group (fisheries)	21/6/17	Anabar community	8	1	9
As above	19/6/17	Anibare	4	3	7
As above	26/6/17	Buada	4	3	7
As above	28/8/17	Anabar	8	3	11
As above	29/8/17	Anibare	4	7	11
LMMA workshop	21/3/17	R2R community leaders, PMU	7	9	16
As above	22/3/17	As above	5	8	13
MMA Resource Mapping workshop	29/8/17	NFMRA, Meneng community committee	5	3	8
Coastal Fisheries & Aquaculture Act Community leaders consultation	18/5/17	National community leaders	7	2	9
4 th TWG meeting	29/1/17	CIE, NFMRA, R2R community leaders	5	5	10
R2R registration survey orientation	3/4/17	R2R pilot district representative	5	9	14
LMMA community consultations	5/6/17	Anabar community	29	14	43
As above	8/6/17	Ijuw community	9	11	21
As above	7/6/17	Anibare community	13	12	25
As above	9/6/17	Buada community	11	6	17
LMMA verification consultation	31/8/17	Anabar community	36	23	59
As above	5/9/17	Anibare community	24	22	46
As above	6/9/17	Ijuw community	2	9	11
As above	1/9/17	Meneng community	16	4	20
cChange workshop	30/11-1/12/17	PMU, CIE, NFMRA	5	8	13
Mid-term review consultation	8/7/18	CIE, R2R community leaders	6	6	12
Mid-term review consultation	11/7/18	CIE, NFMRA, R2R pilot district community leaders	9	10	19
Leadership & Management workshop	20/8/18	Meneng community	8	6	14
As above	22/8/18	R2R pilot district community leaders, PMU	2	5	7

Activity	Date	Audience	Males	Females	Total
As above	7/3-9/3/18	National community leaders, PMU	7	15	22
EIA workshop	10/4-12/4/18	Environment division, PMU	5	6	11
Public Consultations on draft Coastal Fisheries & Aquaculture Bill	28/2/18	National leaders, NGOs, CSO	23	19	42
Communications Advocacy & Awareness workshop	3/10/18	CIE, NFMRA	5	12	17
Nursery practices & Plant propagation techniques workshop	14/2/19	National community leaders, PMU, Agriculture division	20	16	36
TWG	16/12/16	CIE, R2R community leaders	6	9	15
As above	9/4/19	CIE, NFMRA, PMU. SGP. Land Management, community leaders (R2R districts)	5	9	14
As above	8/11/19	As above	6	6	12
As above	15/8/19	As above	5	9	15
As above	5/2/19	As above	6	8	14
As above	8/5/20	As above	6	9	15
Board meeting	13/12/18	CIE, NFMRA, UNDP, R2R community leaders	4	6	10
As above	27/8/19	As above	5	10	15
As above	21/2/20	As above	5	10	15
Land Use & Environmental policy meeting	5/5/19	PMU, Environment division	7	6	13
NFMRA Socio-economic survey	19/3-22/3/19	NFMRA, R2R TSOs	5	10	15
Land Use Management plan workshop	21/6/19	CIE, Customs, Utilities, PMU, Justice, National community leaders, NFMRA	10	19	29
Land Use policy framework consultation	31/5/19	As above	13	12	25
Soil & Agriculture workshop	8/8/19	National community leaders, PMU, Agriculture	5	9	14
Land Use Management Plan and Fisheries committee consultations	12/9/19	Buada community	6	11	17
Compost training/workshop	2/12/19	Agriculture, PMU	4	3	7
Nauru Environment Bill consultation	9/12/19	National community leaders, CIE, PMU	8	18	26
As above	24/9/19	Ijuw community	2	6	8
As above	25/9/19	Anibare community	0	2	2
As above	9/7/19	Meneng community	2	2	4
Integrated Agricultural land use management plan (IALUMP) 2 nd consultation	20/9/19	Anabar & Buada community	6	7	13
As above	4/7/19	Ijuw community	7	4	11
As above	5/7/19	Anibare community	2	6	8
Gender workshop	18/2-20/2/20	CIE, NFMRA, PMU	13	7	20
ESS draft policy presentation	7/3/20	CIE, NFMRA, Infrastructure, Quarantine Rehab Corp, Utilities	8	6	14
ESS policy handbook workshop	12/10/20	CIE, NFMRA, NUC, Ports Authority,	3	12	15

Activity	Date	Audience	Males	Females	Total
Total:			538	590	1,128

4.3.8 Other cross-cutting issues

- In addition to gender and the empowerment of women there are a number of other crosscutting issues that it is useful to assess when evaluating projects, including:
 - The SDGs (already addressed in section 4.3.2 above).
 - Poverty alleviation.
 - Improved governance.
 - Climate change mitigation and adaptation.
 - Disaster prevention and recovery.
 - Human rights.
 - Capacity development and South-South cooperation.
 - Knowledge management.
 - Social and environmental (E&S) impacts.
- Each of these is assessed in relation to the project in Table 18.

Summary Findings - Other Crosscutting Issues:

- Overall the TE finds that all of these crosscutting issues are relevant and most have been well addressed by the project. Unfortunately there was one significant negative aspect to the project on the crosscutting issue of human rights, in that the sometimes-long delays caused by UNDP in paying the wages of project staff while they were expected to continue carrying out demanding workloads, was a breach of human rights, and is completely unacceptable and inexcusable.*

TABLE 18: Assessment of cross-cutting issues in relation to the R2R Nauru project

Cross-cutting issue	TE assessment in relation to R2R Nauru Project
Poverty alleviation: (As per SDG 1 in Table 16)	<ul style="list-style-type: none"> Sustainable livelihoods that address and prevent poverty are dependent on a healthy, sustainable environment – both land and marine - which are both focus issues under R2R. The main livelihoods of Nauru are based on environmental resources, including fisheries.
Improved governance. (As per SDG 16 in Table 16)	<ul style="list-style-type: none"> The R2R project included a dedicated component on environmental governance with several significant outputs, including a new Coastal Fisheries & Aquaculture Act.
Climate change mitigation and adaptation: (As per SDG 13 in Table 16)	<ul style="list-style-type: none"> While not an explicit part of the R2R project, overall the various components of the R2R project all assist in building increased resilience to climate change.
Disaster prevention and recovery:	<ul style="list-style-type: none"> While not an explicit part of the R2R project, overall the various components of the R2R project all assist in building increased resilience to disasters.
Human rights:	<ul style="list-style-type: none"> While not an explicit part of the R2R project, overall the various components of the project all assist in addressing human rights, including through the gender and social inclusiveness aspects. The sometimes-long delays caused by UNDP in paying the wages of project staff while they were expected to continue carrying out demanding workloads was a breach of human rights.

Cross-cutting issue	TE assessment in relation to R2R Nauru Project
Capacity development and South-South cooperation:	<ul style="list-style-type: none"> Capacity development was a core feature of most project activities and the project delivered a range of training, which were positively acclaimed by participants interviewed by the TE. There was good south-south cooperation including recruitment of the CTA from the Philippines, which has similar (but much larger scale) environmental experiences, LMMA study tours to Fiji and Tonga and sharing of lessons between countries through the regional R2R program.
Knowledge management:	<ul style="list-style-type: none"> The project included a specific component on knowledge management and this was the most successful part of the project in terms of achievement of targets in the PRF, exceeding 80%.
E&S impacts:	<ul style="list-style-type: none"> The ProDoc included a well-developed E&S screening and E&S issues were reported in the PIRs. The nature of the project meant that E&S impacts were positive. The project developed a National E&S Policy & Guidelines, which if implemented across all future projects, will have a positive impact in Nauru.

4.3.9 Catalytic & replication effect

- The catalytic and replication effects of the project are limited by the sustainability challenges outlined in section 4.3.5 above. However, as outlined in section 4.3.5 the project has made some good progress with institutional framework and governance arrangements under Component 3 as well as related outputs under Components 1 and 2, including new fisheries legislation and various policies, guidelines and action plans. As with sustainability, if GoN proceeds with actual implementation of those project outputs it will bode well for catalytic and replication effects.

Summary Findings - Catalytic & Replication Effects:

- The catalytic and replication effects of the project are limited by the sustainability challenges outlined in section 4.3.5 above. However, if GoN proceeds with actual implementation of those project outputs that were not implemented during the project itself, it will bode well for catalytic and replication effects.*

4.3.10 Progress to impact

- In addition to assessment of the project's progress towards immediate objectives and outcomes, as reported in section 4.3.1 above, the TE also assesses and reports on progress towards long-term impacts and the extent to which long-term impacts can be attributed to the project, addressing the topics listed in Table 19, based on qualitative and quantitative evidence.

Summary Findings - Progress to Impact:

- Overall the TE finds that it is too early to assess progress to impact and for most impact criteria there is insufficient data to allow quantitative assessment at this stage. For criteria 3 - Contributions to changes in governance architecture etc, the project has clearly already had a positive immediate impact through the development of new fisheries legislation and a variety of policies, guidelines and plans, however these need to be implemented in order to have long term positive impact.*

TABLE 19: Progress against selected impact criteria that are most relevant to the project

Impact Criteria	Assessment of Progress
1. Environmental stress reduction:	<ul style="list-style-type: none"> Conceptually, the declaration and implementation of the LMMAs would reduce environmental stress on Nauru's fringing reef and coastal waters, however the project did not achieve this outcome. Conceptually, the installation of FADs and the provision of canoes to allow fishing further offshore would reduce environmental stress on Nauru's fringing reef and coastal waters, however there is no data to prove this. Conceptually, the integrated agriculture and sustainable land use plans would reduce environmental stress on Nauru's terrestrial environment, however, while the plans were developed, they have not been implemented.
2. Environmental status change:	<ul style="list-style-type: none"> As per criteria 1.
3. Contributions to changes in governance architecture, policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.):	<ul style="list-style-type: none"> The project had a positive immediate impact through the development of new fisheries legislation and a variety of policies, guidelines and plans, however these need to be implemented in order to have long term positive impact.
4. Contributions to changes in socio-economic status, income, health, well-being etc:	<ul style="list-style-type: none"> Conceptually, activities such as the kitchen gardens would assist income, health, wellbeing etc, however there is no data to prove this, and many kitchen gardens assessed by the TE were already dead.
5. Any real change in gender equality, access to and control of resources, decision making etc:	<ul style="list-style-type: none"> Conceptually, the GAP developed by the project should contribute to real change in this area, however it was developed in the last year of the project, which is too late to have any measurable impact. There is no data that demonstrates any real change in gender equality etc as a result of the project.

4.3.11 Overall Project Outcome Rating

- According to the UNDP TE Guidelines 2020, the calculation of the Overall Outcome Rating is based on the ratings for relevance, effectiveness and efficiency, of which relevance and effectiveness are the most critical, and applying the following three constraints:
 - The rating on relevance will determine whether the Overall Outcome Rating will be in the unsatisfactory range (moderately unsatisfactory to highly unsatisfactory = unsatisfactory range). If the relevance rating is in the unsatisfactory range then the Overall Outcome Rating will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (highly satisfactory to moderately satisfactory), the Overall Outcome Rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.
 - The Overall Outcome Rating cannot be higher than the effectiveness rating.
 - The Overall Outcome Rating cannot be higher than the average rating of effectiveness and efficiency.
- Applying the above to the R2R Nauru project results in an Overall Outcome Rating of **Moderately Unsatisfactory**, as shown in Table 20.

TABLE 20: *Overall Project Outcome Rating*

Assessment of Project Outcomes	Rating
Relevance (refer section 4.3.2 above):	Highly Satisfactory
Effectiveness (refer section 4.3.3 above):	Moderately Unsatisfactory
Efficiency (refer section 4.3.4 above):	Unsatisfactory
Overall Outcome:	Moderately Unsatisfactory

5. Main Findings, Conclusions, Lessons & Recommendations

5.1 Summary Findings

Summary Findings - Project Design & Formulation:

- Overall the project design and formulation is found to be sound, based on standard UNDP-GEF project design criteria applicable in 2014.
- The project appears to have been designed to directly address country and community needs and priorities.
- The project's objectives and components are found to be clear, logical and practicable and should have been achievable within the original four-year time frame had initial project management arrangements been implemented more efficiently and effectively.
- In a very small country like Nauru the project might have been more equitable if it had of taken a national approach rather than a Pilot District approach.
- There are some other aspects where project design might have been improved, as outlined in section 4.1, including building in a requirement to develop a sustainability plan before project-end.

Summary Findings - Adaptive Management:

- While UNDP, GoM and the PMU exhibited some capacity for adaptive management, there were some significant deficiencies in adaptive management, including failure to rapidly investigate and identify the root causes of various serious problems and delays that arose during the project, and to implement corrective actions, and incomplete management responses to the MTR and external audits.

Summary Findings - Actual Stakeholder Participation:

- While the project design included well developed arrangements for effective stakeholder participation, these were not properly implemented, especially in the first 2.5 years of the project up to the MTR. The MTR found lack of stakeholder engagement to be the most disconcerting part of the whole project. Stakeholder participation and partnerships improved significantly from January 2019 until the TE (Nov 2020).

Summary Findings - Project Finances & Financial Management:

- The TE has not been able to undertake a proper assessment of project finances and financial management, including variances between planned and actual expenditures for each component and each year of the project, as per normal TE procedure. This is because UNDP has not provided the necessary, complete financial information from the ATLAS system in the required format / template as requested by the TE.
- Only two annual external audits were undertaken during a 5.8-year project (noting UNDP policy only requires audits when annual expenditure exceeds US\$450K). The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP and GoN.
- With regard to financial management processes, nearly all parties consulted during the TE reported that delays in the disbursement of funds from UNDP to the project in Nauru was the most significant cause of delays with project implementation, with some delays reportedly lasting months – preventing project activities from being implemented, and delaying the entire project. As outlined in section 4.2.1, in some cases payment of PMU staff wages was delayed for several months – which raises serious concerns, including potentially being in breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding (it is understood that eventually DCIE paid unpaid PMU wages and was later reimbursed by UNDP, however not until after several project staff and their families were negatively affected for extended periods).
- There are a number of other concerns relating to financial management and it is recommended that at the end of the project in February 2019, UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails.

Summary Findings - Project Co-financing:

- All of the non-recurrent co-financing that was committed at ProDoc signing was from programs and projects that had already been undertaken before or up to 2015, before commencement of the R2R Nauru project. This raises the question of whether or not these actually meet the GEF definition of co-financing. Apart from the recurrent expenditure of GoN on the regular operational budgets of DCIE and NFMRA, the ProDoc did not identify any sources of co-financing post-

2015, that would be represent additional investment mobilized during and in support of the objectives of the R2R Nauru project. This is a significant gap in the co-financing aspects of the project design.

- The MTR report raised concerns about the lack of tracking and reporting of co-financing by the PMU and GoN and this situation had not improved at the time of the TE. The TE has not been able to undertake a proper assessment of all project co-financing, including variances between co-financing commitments at ProDoc signing and actual levels achieved, as per normal TE procedure. This is because the PMU and DCIE have not tracked co-financing and have not provided the necessary data and supporting evidence in the required format / template as requested by the TE.
- The NFMRA provided adequate information which indicates that its co-financing element exceeded the ProDoc commitment by more than seven times.

Summary Findings - Monitoring & Evaluation:

- ProDoc contains a properly developed M&E plan in accordance with UNDP-GEF requirements.
- M&E was missing the 'learning' component, i.e. M&E should be Monitoring, Evaluation & Learning (MEL) – with feedback loops to ensure that corrective actions are taken.
- PMU did not properly address some M&E reporting requirements, including lessons learnt compilation and financial reporting such as co-financing.
- PMU did not properly use the PRF as a project tracking, management and reporting tool.
- PIRs did not specifically and quantitatively report against targets and indicators from PRF – contain a lot of padding with narrative and tendency towards activity-based reporting rather than results-based reporting using the set targets and indicators.
- Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project).
- UNDP and GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.
- MTR did not address some key issues including review of PRF and gender.
- Management responses to MTR not complete.
- Some aspects of TE arrangements did not comply with UNDP-GEF TE Guidelines and problems with provision of information to the evaluators.
- Only two annual external audits were undertaken during a 5.8-year project (noting UNDP policy only requires audits when annual expenditure exceeds US\$450K). The second audit report raises some significant issues, which do not appear to have been fully addressed by UNDP and GoN.

Summary Findings - UNDP Implementation & Oversight:

- Delays to project inception and full PMU recruitment.
- Recruitment of PMU staff and consultants sometimes resulted in unsuitable candidates being recruited, reducing project effectiveness and quality of outputs.
- Sometimes crippling delays with funds disbursement – even resulting in PMU wages not being paid, – which raises serious concerns, including potentially being in breach of UN labour and human rights conventions, which agencies like UNDP should take the lead in upholding (it is understood that eventually DCIE paid unpaid PMU wages and was later reimbursed by UNDP, however not until after several project staff and their families were negatively affected for extended periods).
- Insufficient oversight by UNDP and UNDP did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.
- Issues with the TE arrangements as identified above.
- Incomplete financial reporting to TE.

Summary Findings - GoN Implementation & Oversight:

- Insufficient oversight by GoN and insufficient meetings of Project Board and Technical Working Group during initial years to MTR (addressed in latter phase of the project).
- GoN did not act rapidly to identify root causes of serious project delays and other problems to develop and implement corrective actions.
- Some issues with financial management and procurement processes that should be looked into in more detail through an external, forensic financial audit.
- Extremely high PMU staff turnover, which negatively affected implementation capacity.

- *PMU did not properly use the PRF as a project tracking, management and reporting tool.*
- *PMU tendency to reactive management rather than proactive management.*
- *Sometimes non-compliance with UNDP reporting requirements, resulting in funds disbursement delays.*
- *Some tendency to duplicate rather than compliment activities of other organizations and programs.*
- *A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs.*
- *Some cases of GoN using the project to support other activities that were not part of the original project design.*
- *Failure to track and report co-financing.*

Summary Findings - Progress Towards Objectives & Expected Outcomes:

- *The project has not made a tangible contribution to the relevant Outcomes, Outputs and Indicators of the UNDP-SRDP.*
- *Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted.*
- *Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021.*
- *Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented,*
- *Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the TE revealed that most have already died, and some canoes are missing.*
- *It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.*

Summary Findings - Relevance:

- *The design of the project is highly relevant at the SDGs, the GEF focal area objectives and regional, national and local community level needs and priorities.*
- *The design of the project, its components and activities, directly address some of the major environmental issues, needs and priorities of Nauru, taking an integrated, Ridge to Reef approach, and directly assisting communities*
- *The governance activities under Component 3 have directly helped to address long-standing environmental governance gaps in Nauru, including new legislation.*

Summary Findings - Effectiveness:

- *Overall achievement of targets was very low at only 52% - GEF projects are expected to achieve their outcomes by end of project, especially if two time-extensions are granted.*
- *Despite two time-extensions a number of key activities and outputs will not be completed by the extended project end of Feb 2021.*
- *Very little progress was made on the key outcome of LMMAs, sustainable land use plans have not been implemented, some policies and plans like E&S and Gender were not developed until the last year of the project, too late to be useful, and still remain unimplemented.*
- *Some of the technical activities undertaken by the project are already failing – e.g. inspection of kitchen gardens during the TE revealed that most have already died, and some canoes are missing (see Annex 7).*
- *However, the project has delivered a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, as outlined in section 1.5 below.*
- *It is too early to assess the effectiveness of the Project in delivering longer-term outcomes and impacts – that can only be assessed in years to come.*

Summary Findings - Efficiency:

- *Extremely high PMU staff turnover, which significantly reduced efficiency.*
- *Duration of PMU staff contracts not logically aligned to project timelines, creating inefficiencies through gaps and troughs in staff capacity (a 'stop-start' work method is never efficient)..*
- *Sometimes-severe delays in funds disbursement by UNDP, causing a 'stop-start' pattern of project implementation and thereby reducing efficiency.*
- *A tendency to focus on implementation of technical activities at the expense of more strategic outcomes and outputs. Some tendency to duplicate activities of other organizations and programs. Complimenting the activities of other organizations and programs would be more efficient.*

Summary Findings - Sustainability:

- The TE rates the overall likelihood of sustainability for this project as “unlikely”.
- The main reason is that GoN has not developed a documented Sustainability Plan with explicit allocation of financial resources to ensure continuity, sustainability and replication of project benefits. Reportedly, each relevant GoN agency (Environment Department, Agriculture Department and NFMRA) was supposed to include relevant activities in their respective future workplans, however no evidence of this has been made available to the TE, and the head of one Department reported that this is a big gap.
- There is also no documented Maintenance Plan and associated financial resources and designation of responsibilities for the ongoing, long-term maintenance of physical facilities that have been built by the project such as FADs, canoes, water systems, composting toilets and kitchen gardens, and already at the time of the TE most of the kitchen gardens assessed by the TE were dead or dying.

Summary Findings - Country Ownership:

- The R2R Nauru project had a very high level of country ownership.

Summary Findings - Gender Equality & Empowerment of Women:

- Overall, the project’s performance in relation to addressing gender issues was very good, and exceeded what was required in the ProDoc. Unfortunately, the very late completion of the GAP limited its effectiveness in addressing gender issues in technical project activities.

Summary Findings - Other Crosscutting Issues:

- Overall the TE finds that most of the crosscutting issues that are relevant have been well addressed by the project. Unfortunately there was one significant negative aspect to the project on the crosscutting issue of human rights, in that the sometimes-long delays caused by UNDP in paying the wages of project staff while they were expected to continue carrying out demanding workloads, was a breach of human rights, causing several project staff and their families to be negatively affected for extended periods.

Summary Findings - Catalytic & Replication Effects:

- The catalytic and replication effects of the project are limited by the sustainability challenges outlined in section 4.3.5 above. However, if GoN proceeds with actual implementation of those project outputs that were not implemented during the project itself, it will bode well for catalytic and replication effects.

Summary Findings - Progress to Impact:

- Overall the TE finds that it is too early to assess progress to impact and for most impact criteria there is insufficient data to allow quantitative assessment at this stage. For criteria 3 - Contributions to changes in governance architecture etc, the project has clearly already had a positive immediate impact through the development of new fisheries legislation and a variety of policies, guidelines and plans, however these need to be implemented in order to have long term positive impact.

Summary Findings - Overall Project Outcome Rating:

- The Overall Outcome Rating for the R2R Nauru project is **Moderately Unsatisfactory**.

Assessment of Project Outcomes	Rating
Relevance (refer section 4.3.2 above):	Highly Satisfactory
Effectiveness (refer section 4.3.3 above):	Moderately Unsatisfactory
Efficiency (refer section 4.3.4 above):	Unsatisfactory
Overall Outcome:	Moderately Unsatisfactory

5.2 Project Positives & Benefits

1. Despite the limitations outlined above, the project has produced a number of significant and useful products and outputs, and has most certainly provided a number of significant, positive benefits, including *inter alia*:
 - a) Generally raising awareness of environmental issues amongst government and the community, including on marine biodiversity, LMMAs and sustainable land use. The project's communication efforts in the last two years, including the R2R Roadshow, received universal acclaim during the TE consultations.
 - b) Theoretically reducing pressure on coastal reef resources by providing canoes for offshore fishing and installing FADs (although there is no scientific data to show if such pressure has actually been reduced).
 - c) Assisting food and water security and resilience at the community level through kitchen gardens and improved rainwater harvesting (although the TE found that most kitchen gardens supported by the project are no-longer alive – which raises concerns about sustainability – refer Annex 7).
 - d) Supporting the drafting of the *Nauru Coastal Fisheries & Aquaculture Act 2020*, which was passed by Parliament in April 2020. This was a major achievement and paves the way for more sustainable management of Nauru's coastal and marine resources, including the potential, eventual declaration of LMMAs (subject to the drafting and adoption of Regulations under the Act which is still to occur).
 - e) Providing a range of training activities on various issues to both government and community representatives, which received acclaim from participants during the TE consultations.
 - f) Producing a number of key policy documents and action plans including:
 - xi) Signing of MoAs between each Pilot District and GoN for the in-principle development of LMMAs (although these were never progressed past the MoAs).
 - xii) A National Integrated Agricultural Land Use Management Plan and same for each Pilot District (although these have sat dormant and have not been implemented).
 - xiii) A Revised National Biodiversity Strategy & Action Plan (NBSAP) and related policies on biodiversity conservation.
 - xiv) An Environmental and Social Safeguards Policy and Guidelines (although developed quite late in the project - 2019 - and not implemented).
 - xv) An R2R Gender Action Plan (although developed quite late in the project - 2019 - and not implemented).

5.3 Summary Conclusions

1. The R2R Nauru project has produced a number of significant and useful outputs and positive benefits, including *inter alia* raising awareness of environmental sustainability issues in Nauru through a highly acclaimed communication program in the latter years of the project (the Eben Omo 'Road Show' and related activities), theoretically reducing pressure on coastal reef resources by providing canoes for offshore fishing and installing FADs, promoting food and water security and resilience at the community level through kitchen gardens and improved rainwater harvesting, supporting the drafting of the *Nauru Coastal Fisheries & Aquaculture Act 2020*, and producing a number of key policy documents and action plans including MoAs between each Pilot District and GoN for the in-principle development of LMMAs, a National Integrated Agricultural Land Use Management Plan and same for each Pilot District, a revised NBSAP and related policies on biodiversity conservation, an Environmental and Social Safeguards Policy and Guidelines and an R2R Gender Action Plan.

2. However, the project has suffered some very significant problems that have limited the achievement of planned outcomes and impacts, and overall achievement of the targets set in the PRF is only 53% despite two time extensions to the project. All GEF projects are expected to substantially achieve all targets by project end, and a target achievement rate of at least 80% would be expected for the project to be rated as 'satisfactory'.
3. Under-achievement of targets included, apart from LMMA MoU signing and development of very brief, draft LMMA outlines, no progress at all on actually declaring and implementing the LMMAs (which was one of the project's most significant targets), lack of implementation of the various policy documents and action plans developed by the project (actual 'implementation' of these, not just drafting, was a target of the project), drafting some policies/action plans extremely late in the project (in the last year - when these should have been foundational outputs developed in the early stages), thus limiting their usefulness to the project, and some activities such as the kitchen gardens being poorly conceived and implemented, resulting in majority failure by the time of the TE, which is a wasted investment of valuable GEF funds.
4. Another major deficiency of the project is lack of documented ownership, management and maintenance arrangements for physical assets provided by the project such as canoes and composting toilets, and lack of an overall, documented and resourced sustainability and continuity plan. Such a plan is required to facilitate post-project implementation of the policies/action plans developed by the project, and ensure continuation of actions to achieve those targets that were not achieved, such as declaration and implementation of the LMMAs.
5. There were a number of factors that contributed to causing these problems, including *inter alia*; very slow start to the project, extremely high staff turnover (caused by poor screening of candidates during recruitment, dictatorial/authoritarian management of staff and long delays – sometimes months – when staff were not paid), long delays (up to 6 months) in disbursement of funds from UNDP to the project (for various reasons) – resulting in an ineffective and inefficient “stop-start” mode of project implementation, a focus on technical actions and outputs at the expense of strategic outcomes and impacts, and lack of concerted actions by project partners to rapidly identify root causes of these problems and implement corrective, adaptive management actions to address these causes, amongst others.
6. The project partners failed to track and report co-financing, as required by GEF policy. Of major concern, as outlined in section 4.2.3 there are a number of issues and gaps relating to the financial management aspects of the project that raise potential concerns that should be looked into more closely. It is recommended that at the end of the project, UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails.
7. Finally, the TE process revealed that there appears to be a very low level of familiarity and understanding of proper TE policies and procedures, as provided by the UNDP-GEF TE Guidelines, amongst some UNDP program staff, the PMU and GoN. This resulted in certain non-compliances with the UNDP-GEF TE Guidelines in the way that the TE was organized and managed, which if not actively addressed by the TE consultant, could have negatively affected the objectivity, independence and impartiality of the TE. It is recommended that prior to all future evaluations relevant UNDP, project and national govt staff be provided with familiarization training in the UNDP-GEF TE or MTR Guidelines, as relevant.
8. *Considering all of the above, the overall TE rating for the R2R Nauru project is **Moderately Unsatisfactory**.*

5.4 Main Lessons Learned & Associated Recommendations

1. The main lessons learned from the R2R Nauru project as identified by this TE, and associated recommendations, are shown in the Table.

Main lessons learned and associated recommendations

Lesson	Recommendation	Responsibility	Timeline
<u>Lesson 1:</u> Following ProDoc signing, project commencement can be significantly delayed if UNDP and project partners do not move quickly to ensure that all inception activities, including the inception workshop, adoption of a refined project workplan and recruitment and establishment of the PMU, are implemented in a timely manner.	<u>Recommendation 1:</u> It is recommended that for future projects, following ProDoc signing, UNDP and project partners should move quickly to ensure that all inception activities, including the inception workshop, adoption of a refined project workplan and recruitment and establishment of the PMU, are implemented in a timely manner, so as to avoid delays in project commencement.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 2:</u> The implementation of project activities can be significantly delayed and diverge from the planned project direction if UNDP and project partners do not ensure regular meetings of the Project Board and relevant project working groups (a problem in the early phase of this project, addressed later), adherence by the PMU with approved workplans and proper compliance with project reporting requirements.	<u>Recommendation 2:</u> It is recommended that for future projects, UNDP and project partners should ensure regular meetings of the Project Board and relevant project working groups right from the beginning of the project, adherence by the PMU with approved workplans and proper compliance with project reporting requirements.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 3:</u> Poor screening of candidates for project positions and consultancies can result in the recruitment of some staff and consultants who are not suited to their roles, resulting in poor performance or premature departure of staff, and the submission of consultancy outputs that are of low quality or poorly aligned to the context and needs of the project and country.	<u>Recommendation 3:</u> It is recommended that for future projects proper screening of candidates for project positions and consultancies be undertaken, including thorough assessment of qualifications and experience against the position requirements, review of performance in previous employment, reference checks and checks for previous criminal or social issues.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 4:</u> Treatment of project staff in a dictatorial, authoritarian and disrespectful manner that is not consistent with accepted standards and norms of good personnel management and can negatively affect staff morale, commitment and job satisfaction and contribute to high staff turnover.	<u>Recommendation 4:</u> Because good people management skills are one the most important requirements for effective project management, selection criteria for project managers should include a major focus on this skill. It is also recommended that for future projects, project managers be provided with training in people management skills and the accepted standards and norms of good personnel management, and that performance in relation to this issue be monitored and managed as required.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 5:</u> Delaying the payment of wages to project staff is raises serious concerns as it is inconsistent with UN conventions on labour rights and human rights. In the case of the R2R Nauru project, payment of wages was delayed for months at a time while staff were still expected to meet demanding workloads. This	<u>Recommendation 5:</u> It is recommended that for future projects, UNDP ensure that delaying the payment of wages to project staff never occurs under any circumstances what-so-ever.	UNDP and project partners.	Apply immediately for all future projects.

Lesson	Recommendation	Responsibility	Timeline
had direct negative impacts on people's livelihoods, lives and families, negatively affected staff morale, commitment and job satisfaction and contributed to high staff turnover.	Wages are fixed, known costs that are set at regular time intervals and should not be linked to and potentially delayed by activity-related financial disbursements.		
<u>Lesson 6:</u> Lack of relevant technical expertise in the PMU can be a significant barrier to effective and timely implementation of project activities. In multi-focal area projects such as the R2R Nauru project, which covered a broad range of issues from marine to terrestrial to governance, more than one technical adviser may be required.	<u>Recommendation 6:</u> It is recommended that for future projects, UNDP ensure that the PMU includes sufficient and adequate technical expertise and support across the range of technical issues covered by the project, right from project inception.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 7:</u> Issuing of project staff contracts with durations that do not logically align with project timelines creates project implementation capacity gaps and negatively affects the project implementation rate. When project are granted extensions, staff contracts should also be extended so as to ensure that the project is adequately staffed for the full duration.	<u>Recommendation 7:</u> It is recommended that for future projects, UNDP and project partners should ensure that the duration of project staff contracts logically align with project timelines. It is also recommended when project are granted extensions, staff contracts should also be extended so as to ensure that the project is adequately staffed for the full duration, to facilitate completion of technical activities that are still outstanding.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 8:</u> Extremely slow and bureaucratic UNDP recruitment, procurement and financial disbursement procedures can cause major delays to project implementation.	<u>Recommendation 8:</u> It is recommended that for future projects, UNDP and project partners should ensure that recruitment, procurement and financial disbursement procedures are as streamlined, efficient and timely as possible. It is also recommended that when delays occur and continue to occur, UNDP and project partners should investigate and identify the root causes and implement the necessary corrective actions.	UNDP and project partners.	Apply immediately for all future projects.
<u>Lesson 9:</u> Not having a documented and budgeted Sustainability Plan negatively affects the prospects for the ongoing replication and continuation of project benefits after the project. In projects such as R2R Nauru that include the construction and provision of physical assets (in this case FADs, canoes, composting toilets, rainwater harvesting systems and kitchen gardens) it is also necessary to have a documented and budgeted Maintenance Plan for these assets, which includes allocation of responsibilities and provision of resources for custodianship and maintenance.	<u>Recommendation 9:</u> It is recommended that between now and the end of the project in February 2021, DCIE and other project partners develop a documented and budgeted Sustainability Plan for the ongoing replication and continuation of project benefits after the project, across all project components. This should include implementation of the SLUPs, GAP and ESSPG developed by the project.	DCIE (Environment & Agriculture Departments) and NFMRA.	URGENT – immediately and before end of project February 2021.

Lesson	Recommendation	Responsibility	Timeline
	It is also recommended that between now and the end of the project DCIE and other project partners develop a documented and budgeted Maintenance Plan for all physical assets provided by the project.		
<u>Lesson 10:</u> As outlined in section 4.2.3 there are a number of issues and gaps relating to the financial management aspects of the project that raise potential concerns that should be looked into more closely.	<ul style="list-style-type: none"> • <u>Recommendation 10:</u> It is recommended that at the end of the project UNDP commission a highly detailed, forensic financial audit by independent, external auditors, including tracing all expenditure trails. 	UNDP	URGENT – immediately after end of project.
Lesson 11: the TE process revealed that there appears to be a very low level of familiarity and understanding of proper TE policies and procedures, as provided by the UNDP-GEF TE Guidelines, amongst some UNDP program staff, the PMU and GoN. This resulted in certain non-compliances with the UNDP-GEF TE Guidelines in the way that the TE was organized and managed, which if not actively addressed by the TE consultant, could have negatively affected the objectivity, independence and impartiality of the TE.	<ul style="list-style-type: none"> • <u>Recommendation 11:</u> It is recommended that prior to all future evaluations relevant UNDP, project and national govt staff be provided with familiarization training in the UNDP-GEF TE or MTR Guidelines, as relevant. 	UNDP	Before all future evaluations (TEs and MTRs)

ANNEX 1: TE ToR (excluding Annexes)

To keep the size of this report manageable – please refer ToR as separate document.

ANNEX 2: List of Persons Consulted

NOTE: Includes both direct interviews and questionnaire responses.

UNDP:

- Mr Kevin Petrini, UNDP Pacific Office in Suva.
- Ms Merewalesi Laveti, UNDP Pacific Office in Suva.
- Ms Winifereti Nainoca, UNDP Pacific Office in Suva.
- Ms Loraini Sivo, UNDP Pacific Office in Suva.
- Ms Vasiti Navuku, UNDP Pacific Office in Suva.
- Mr Josua Turaganivalu, UNDP Pacific Office in Suva.

SPC:

- Samasoni Sauni, Pacific Regional R2R Program.
- Jose Antonio, Pacific Regional R2R Program.

PMU:

- Ms Phaedora Harris, Project Manager of Nauru R2R.
- Mr Cenon Padolina, Chief Technical Adviser to Nauru R2R.
- Finance & Admin Officer.
- Ex Finance & Admin Officer.
- Communications Officer.
- Ex Communications Officer.
- Landuse Officer.

GoN:

- Mr Bryan Star, Director of Environment Division at DCIE.
- Ms Marissa Cook, Director of Agriculture Division at DCIE.
- Mr Being Yeeting, Fisheries Adviser at NFMRA.
- Fisheries Community Officer.

Community:

- Ijuw TSO.
- Anabar Community Leader.
- Anabar TSO.
- Anibare Community Leader.
- Anibare TSO.
- Meneng Community Leader.
- Meneng TSO.
- Buada Community Leader.
- Buada TSO.
- Evayne.

Project Consultants:

- Michel Brunet (Landuse consultant).
- Cedric Schuster (MTR consultant).

ANNEX 3: List of Documents Reviewed

GEF Documents:

- GEF focal area strategic Programme Objectives (BD, LD & IW).
- GEF Project Identification Form (PIF).
- GEF Tracking Tools (BD, LD & IW).

UNDP Documents:

- UN Development Assistance Framework (UNDAF).
- UN Pacific Strategy (UNPS).

Project-related Documents:

- Project Document (ProDoc).
- Project Inception Report.
- Project Board and Technical Working Group meeting minutes.
- Midterm Review Report (MTR).
- Two external audit reports.
- Annual Project Implementation Reports (PIR).
- Annual Progress Reports (APRs).
- Quarterly Progress Reports (QPR).
- Project budget, broken out by outcomes and outputs.
- Financial Data including Combined Delivery Reports (CDR).
- Technical reports from subcontracts and consultancies.
- Technical reports and similar outputs produced by the Project itself.
- Sample of project communications materials, brochures, posters, etc.

ANNEX 4: Evaluation Questionnaire

See next page.

Terminal Evaluation - Stakeholder Questionnaire
R2R Nauru Project
Implementing a “Ridge to Reef” approach to protect biodiversity & ecosystem functions in Nauru

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- **Please note:** Respondents are NOT required to identify themselves on the questionnaire, and all responses will be treated as anonymous and fully confidential.
-

<p>1. Relevance: How does the project relate to environmental and development priorities at the local, national and Pacific regional levels?</p> <p>•</p>	•
<p>2. Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</p> <p>•</p>	•
<p>3. Efficiency: Was the project implemented efficiently? What was done well and what could have been done more efficiently, and how?</p> <p>•</p>	•
<p>4. Sustainability: Do you think that the project outcomes will be continued and sustained after the Project has closed? What are main barriers to continuity and sustainability that need to be overcome? (e.g. financial, institutional, technical capacity, community ownership, etc):</p> <p>•</p>	•
<p>5. Impact: Has the project helped to reduce environmental stress and/or improved ecological status?</p> <p>•</p>	•
<p>6. Project Implementation: Please share your views about the effectiveness of project implementation. What was done well and what could have been done better, and how?</p> <p>•</p>	•
<p>7. Communication & Consultation: In your view how effective was the project at communication and consultation with key stakeholders? What was done well and what could have been done better, and how?</p> <p>•</p>	•
<p>8. Main Project Strengths: In your view what are the main strengths of the project?</p> <p>•</p>	•
<p>9. Main Project Weaknesses: In your view what are the main weaknesses of the project?</p> <p>•</p>	•
<p>10. Other Points / Recommendations: Please feel free to make any additional points and recommendations about the project:</p> <p>•</p>	•

Pls email your response to the Terminal Evaluation Consultant **by Friday 8 October 2020.**
 steve@eco-strategic.com

ANNEX 5: Questionnaire Response Analysis

- 22 Questionnaire responses were received, from PMU staff, partner agency staff and community representatives.
- Note: This is not a direct repeat of all answers received, but a consolidated summary of all answers, grouped into common themes.

Evaluation Questions	Consolidated / Summarized Responses
1. Relevance: How does the project relate to environmental and development priorities at the local, national and Pacific regional levels?	<ul style="list-style-type: none"> • R2R Nauru is well aligned to Regional R2R project. • Majority of the project activities are in line with the NSDS and goals set by the Nauru Government to promote resilience and sustainable management and development of its natural resources. • Very relevant at the local, national and Pacific regional level especially with the accepted understanding that an integrated approach to managing resources is the way to go given that what happens at the ridge will also affect what happens in the sea. • While climate change is not an explicit issue under the project – all of the activities help build resilience. • Very relevant at community level, especially the support for kitchen gardens, canoe building & water harvesting. • Compost Toilets not seen as relevant.
2. Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	<ul style="list-style-type: none"> • The expected outcomes and objectives of the project were only moderately achieved (even with 2 extensions) • Project put too much focus on technical activities like kitchen gardens at expense of more strategic outcomes and outputs.
3. Efficiency: Was the project implemented efficiently? What was done well and what could have been done more efficiently, and how?	<ul style="list-style-type: none"> • Project implementation was not efficient at all. • Considerable delays in the implementation of planned activities mainly due to late recruitment and lack of coordination with Implementing Partners. • Delays in the financial disbursements and procurement process major causes of delays. • Would be more efficient if an arrangement could be made where funds are requested directly by the partner agency actually doing the work in relation to the component they are involved in. • As a partner who is doing the actual work, having to go through a management unit to UNDP provided an extra layer of red tape. • Technical concerns and requests were often misrepresented and decisions were made by PMU/DCIE/UNDP on a partner's technical work without the partner's knowledge. • Resources/materials on island were limited and efficiency negatively affected by delays with procuring materials. • Some tools provided for KGs were not appropriate (e.g. plastic rather than steel rakes). • More PMU staff could have participated on-site – too much delegated to TSOs while others stayed in PMU office delegating tasks. • Director of E&P maintained very tight control of funds, sometimes hampering implementation of activities.
4. Sustainability: Do you think that the project outcomes will be continued and sustained after the Project has closed? What are main barriers to continuity and sustainability that need to be overcome? (e.g. financial, institutional, technical capacity, community ownership, etc):	<ul style="list-style-type: none"> • Need a documented and budgeted sustainability and replication plan. • For marine part, NFMRA will sustain the activities since they are based on what NFMRA is already doing and plan to do before the R2R Project came in. So the R2R was fitted into NFMRA's planned work program to make use of the funds.

Evaluation Questions	Consolidated / Summarized Responses
	<ul style="list-style-type: none"> Reportedly project partners Environment, Agriculture and Fisheries have given their sustainability plans for R2R related activities (TE has not been provided with evidence of this). Reportedly all activities are included in their AOPs (NFMRA, DCIE) (TE has not been provided with evidence of this). Reportedly, the Dept. of Agriculture is now implementing the Kitchen Garden Program throughout the island (TE has not been provided with evidence of this). Reportedly discussion now under way on the possible implementation of the Integrated Agriculture Land Use Management Plans developed for the 5 pilot district (TE has not been provided with evidence of this). Reportedly NFMRA is now continuing the pilot program on giant clam culture which could later on be adopted at the community level (TE has not been provided with evidence of this). Reportedly the Environment Dept is now looking on the adoption of the Environment and Social Safeguards Policy and Guidelines and the revised NBSAP recently developed under the Project (TE has not been provided with evidence of this). Finance will always be a challenge for communities to continue or sustain project activities. Some communities assumed that R2R would maintain the kitchen gardens – as a result, many have died. East side of island subject to SE trade winds and salt spray means many kitchen gardens will not survive – poorly designed. Some communities still not provided with tools to maintain kitchen gardens. Need follow-up monitoring and advice on sustaining the kitchen gardens. Compost toilets will not be maintained – no designated responsibility. Insufficient awareness efforts and ownership arrangements on facilities built by the project. Communities have been advised that after the project ends, they are to take ownership of canoe-building, kitchen gardens and composting. All R2R tools will now become the responsibility of the community. Hindrances will include politics – getting members of parliament involved in community activities will be hard; community leaders trying to get in the good books with their members of parliament by giving away R2R materials etc. Some communities will need assistance financially in implementing or continuing with kitchen gardens (seedlings, mulch, compost etc, No plans for ownership of canoes – e.g. who will house the canoes, should a schedule be kept? Should a fee be involved? The Technical Support Officers work hard in their pilot district to assist their people, although TSO no longer contracted. During drought season many people requested to have a community compost toilet in their community. We just need to train them on how to maintain the compost toilet when it is developed for them – but project decided to reduce from total of 35 to just 5 (1 per district), with no explanation. Ongoing building of canoes post-project may fall away as materials must be imported and funding is required. Rainwater harvesting system installed in 43 individual households in the 5 pilot districts 3 years ago and only few are still working properly – no follow-up and maintenance.
<p>5. Impact: Has the project helped to reduce environmental stress and/or improved ecological status?</p>	<ul style="list-style-type: none"> There are 2 sides for the objectives of the project. The first is to protect biodiversity and ecosystem function, which is more pushed from the regional standpoint i.e. from UNDP and which should be the second consideration for the Project. The second, which is more relevant and has greater impact in

Evaluation Questions	Consolidated / Summarized Responses
	<p>Nauru is in resource sustainability for the people of Nauru and which most of the activities on the ground are geared to.</p> <ul style="list-style-type: none"> • This second part is already showing some positive outcomes and should improve over time. • Improved public awareness has been a positive impact of the project – need follow up awareness activities. • All projects involving improvement and sustaining environment are beneficial. • Environmental policies and guidelines developed under the project will have significant impact to the environment and ecological management in future. • Many people have started to plant their own veggies and fruits and reduce their purchases from shops and throwing their plastic waste everywhere. There is now the segregation house at topside where workers are sorting out plastic and tin waste and crushing them to reuse and recycle them. Things are slowly changing in Nauru. • New Fisheries Bill and Environment Bill are major achievements and will have significant impacts in future.
<p>6. Project Implementation: Please share your views about the effectiveness of project implementation. What was done well and what could have been done better, and how?</p>	<ul style="list-style-type: none"> • Lack of qualified staff, very high staff turnover and the lack of technical knowhow/skill of local staff has been a consistent barrier to project implementation throughout the duration of the Project. • UNDP policy of acquitting 80% funds before next funding installment was always a challenge. Paper trails were always inconsistent, deep involvement PAD, UNDP and reference checks back dating up to a few years to identify and confirm things like double payments, or UNDP saying we missed something. It was all so time consuming. • Lack of clarity and communication from DCIE and PMU in purpose and processes. • PC focused on own benefits, no compassion or empathy for staff and too dictatorial and harsh on people management. • Queries from staff not addressed properly. • Delays to salary payments not acceptable at all (longest delay was up to 2 months = 4 x fortnight pays). • PMU/DCIE prevented staff from asking about it. • Some staff reportedly still owed 13 fortnight pays since Dec 2019 – seriously affected personal livelihoods and family situation, morale, commitment and respect for PMU, DCIE and UNDP. • " R2R wants us to be efficient with our service but they aren't efficient with paying us our dues? " • The delays in endorsement of the Coastal Fisheries & Aquaculture Bill has caused component 1 activities to be pushed back to the wrap up date of the Project (June 2020). • Construction companies responsible for water harvesting facilities have taken short-cuts e.g. included leaf guards in their quotation, but did not install them in the households, and reported back that they have completed their quota. Another construction company took credit for building the gutters of some houses, when in fact, the government housing scheme had built it. • Delayed arrival of materials for compost toilets and gutters meant rescheduling for construction company, hence further delay of construction and installation of gutters. • During recruitment of staff needed much better/stringent screening (some were ex-cons, a paedophile, extortion of money). • The acquittals process and schedules of partners and PMU need to be better synchronized. • UNDP needed to vet consultants and ensure better-versed with Nauru and its people and land (2 landuse consultants from Canada and Senegal could not fathom the fact that there is no free-hold land on Nauru).

Evaluation Questions	Consolidated / Summarized Responses
	<ul style="list-style-type: none"> • Needed better collaboration between PMU and partners NFMRA and Agriculture. • NFMRA should allow R2R join in their FAD check and WetLab – PMU has no idea if those funds were properly utilized.
<p>7. Communication & Consultation: In your view how effective was the project at communication and consultation with key stakeholders? What was done well and what could have been done better, and how?</p>	<ul style="list-style-type: none"> • The project team was effective at facilitating and reaching out to stakeholders. It's the stakeholders that always seemed disinterested. • Very low turn out to community meetings – PMU could have made more effort. • Roadshow was very successful with good turn out. • Not enough awareness on marine issues, LMMAS and sea wardens. • Some problems occurred when PMU took over in communicating some of the technical areas of work to communities and which caused some confusion and misunderstandings among community members. The lesson from this is to leave the technical work to the experts. • Social media has made it easier for people to stay home and learn news from their gadgets. • For community consultations or workshops, need to visit the family dwellings/villages (group of houses where they are all related) or even if not related. In Nauru culture if someone came to their front yard to talk to them, so they will feel obliged to come out and listen to their 'guest'.
<p>8. Main Project Strengths: In your view what are the main strengths of the project?</p>	<ul style="list-style-type: none"> • Having the project objectives and activities aligned very well with the food security needs of the country and the communities was a strength. • Focus on communities was a strength. • Kitchen gardens very welcomed by most communities. • FADs and canoe-building have been very helpful. • Training opportunities were a major bonus for being part of this project. • Strong leadership and determination of the Project Coordinator and strong support from DCIE has kept the Project up and running well throughout the period. • The workers especially the implementers Technical Support Officer, Land Use Officers and Locally Managed Marine Area Officers were the main backbone of the project and they executed their duties even when they are not paid regularly. The project needs to recognise their workers and award them accordingly, without their hard work and dedication R2R never would have completed 98% of all its work. The workers are the project's strength.
<p>9. Main Project Weaknesses: In your view what are the main weaknesses of the project?</p>	<ul style="list-style-type: none"> • Poor oversight of some issues by PMU and DCIE and failure to effectively address issues that arose. • Working with UNDP – Finance Reporting, meeting their requirements, their delayed responses, e.g: they advise what supporting docs or evidence are need, then few days later, another document is needed. • TSO wages were inconsistent and not worth the highly demanding work effort – no point in staying on. • High turnover of staff and lack of technical skill among staff. Frequent resignation of staff significantly affected smooth implementation of project activities. • Poor coordination with partners NFMRA and Department of Agriculture on common objectives and clear workplans. • Delay of financial acquittals due to lack of expertise. • Covid 19 travel restrictions – consultant unable to conduct training and advise on project.

Evaluation Questions	Consolidated / Summarized Responses
	<ul style="list-style-type: none"> • Delayed procurement of materials. Sometimes need the minister's approval to get gravel, which is the reason why compost toilets are not completed on time. • No proper and clearly defined communication line within the project partners leading to misunderstandings. • Lack of updates and communication (later stage).
<p>10. Other Points / Recommendations: Please feel free to make any additional points and recommendations about the project:</p>	<ul style="list-style-type: none"> • Extend the contracts of all PMU staff to end of February 2021 – currently not the case even though the project itself is extended. E.g. work to roll out kitchen gardens has come to a standstill as the TSOs no longer work for the project. • Need a finance person responsible for processing project acquittals and advance requests to ensure no more delays. • All the R2R Project workers who signed their contract in Nauru (with the Secretary for CIE) should have the same entitlement/benefit as a public servant. • Requested for project activities to be conducted on the main roadside of Meneng, so that majority of people could see what was happening. That was implemented very well. Meneng is the largest and most populated district in Nauru, hiring another TSO might have been a benefit and more effective – this is a recommendation for future projects.

ANNEX 6: Updated GEF Tracking Tools

Annex 6.1: BD Tracking Tool**Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5**

Objective 2:
Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors

Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.

Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area.

Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy.

Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.

Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

I. General Data	Please indicate your answer here	Notes
Project Title	Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru).	
GEF Project ID	5381	
Agency Project ID	5218	
Implementing Agency	UNDP	
Project Type	FSP	FSP or MSP
Country	Nauru	
Region	EAP	
Date of submission of the tracking tool	01-Dec-14	Month DD, YYYY (e.g., May 12, 2010)
Name of reviewers completing tracking tool and completion date	28-Nov-14	Completion Date
Planned project duration	4	years
Actual project duration		years
Lead Project Executing Agency (ies)	Department of Commerce, Industry & Environment (DCIE)	
	Nauru Fisheries and Marine Resources Authority (NFMRA)	
Date of Council/CEO Approval		Month DD, YYYY (e.g., May 12, 2010)

GEF Grant (US\$)	2,644,358	
Cofinancing expected (US\$)	8,407,000.00	
Please identify production sectors and/or ecosystem services directly targeted by project:		
Agriculture	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Fisheries	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Forestry		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Tourism		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Mining		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Oil		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Transportation		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Other (please specify)		

II. Project Landscape/Seascape Coverage

1. What is the extent (in hectares) of the landscape or seascape where the project will directly or indirectly contribute to biodiversity conservation or sustainable use of its components? An example is provided in the table below.

Foreseen at project start (to be completed at CEO approval or endorsement)		
Landscape/seascape ^[1] area directly ^[2] covered by the project (ha)	100	LMMA to cover 10km of coastline (33%) with 1 km width.
Landscape/seascape area indirectly ^[3] covered by the project (ha)	200	As the project aims to scale the approach to the entire island, the indirectly, it would cover the remaining 200ha (20,m x 1 km.
Explanation for indirect coverage numbers:	Remaining coastal marine areas where LMMA is to be scaled	Please indicate reasons
Actual at mid-term		
Landscape/seascape ^[1] area directly ^[2] covered by the project (ha)	100	LMMA to cover 10km of coastline (33%) with 1 km width.
Landscape/seascape area indirectly ^[3] covered by the project (ha)	200	As the project aims to scale the approach to the entire island, indirectly, it would cover the remaining 200ha (20,m x 1 km.

Explanation for indirect coverage numbers:	Remaining coastal marine areas where LMMA is to be scaled	Please indicate reasons
Actual at project closure		
Landscape/seascape ^[1] area directly ^[2] covered by the project (ha)		Official demarcation of the proposed LMMA areas within the 4 pilot districts shall be done with the implementations of the Regulations under the recently approved Fisheries and Aquatic Resources Act 2020
Landscape/seascape area indirectly ^[3] covered by the project (ha)		
Explanation for indirect coverage numbers:		Please indicate reasons

[1] For projects working in seascapes (large marine ecosystems, fisheries etc.) please provide coverage figures and include explanatory text as necessary if reporting in hectares is not applicable or feasible.

[2] Direct coverage refers to the area that is targeted by the project's site intervention. For example, a project may be mainstreaming biodiversity into floodplain management in a pilot area of 1,000 hectares that is part of a much larger floodplain of 10,000 hectares.

[3] Using the example in footnote 2 above, the same project may, for example, "indirectly" cover or influence the remaining 9,000 hectares of the floodplain through promoting learning exchanges and training at the project site as part of an awareness raising and capacity building strategy for the rest of the floodplain. Please explain the basis for extrapolation of indirect coverage when completing this part of the table.

2. Are there Protected Areas within the landscape/seascape covered by the project? If so, names these PAs, their IUCN or national PA category, and their extent in hectares

Name of Protected Areas	IUCN and/or national category of PA	Extent in hectares of PA
1 Common Locally Managed Marine Protected Area		693 ha
2		
3		
4		

3. Within the landscape/seascape covered by the project, is the project implementing payment for environmental service schemes? If so, please complete the table below. Example is provided.

e.g. Foreseen at Project Start	e.g. Water provision	Please Indicate Environmental Service
	e.g. 40,000 hectares	Extent in hectares
	e.g. \$ 10 per hectare per year	Payments generated (US\$)/ha/yr if known at time of CEO endorsement
Foreseen at project start (to be completed at CEO approval or endorsement)		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US\$)/ha/yr
Actual at mid-term	not available	Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US\$)/ha/yr
Actual at project closure		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US\$)/ha/yr

Part III. Management Practices Applied

4. Within the scope and objectives of the project, please identify in the table below the management practices employed by project beneficiaries that integrate biodiversity considerations and the area of coverage of these management practices. Please also note if a certification system is being applied and identify the certification system being used. Note: this could range from farmers applying organic agricultural practices, forest management agencies managing forests per Forest Stewardship Council (FSC) guidelines or other forest

certification schemes, artisanal fisherfolk practicing sustainable fisheries management, or industries satisfying other similar agreed international standards, etc.		
e.g. Foreseen at Project Start	<i>E.g., Sustainable management of pine forests</i>	Please indicate specific management practices that integrate BD
	FSC	Name of certification system being used (insert NA if no certification system is being applied)
	120,000 hectares	Area of coverage
Foreseen at project start (to be completed at CEO approval or endorsement)	Sustainable agricultural practices; coastal resource conservation practices	Please indicate specific management practices that integrate BD
	N/A	Name of certification system being used (insert NA if no certification system is being applied)
	Approx. 693 hectares	Area of coverage
Actual at mid-term	conservation of marine biodiversity; sustainable land and water conservation	Please indicate specific management practices that integrate BD
	NA	Name of certification system being used (insert NA if no certification system is being applied)
	Approx. 693 hectares	Area of coverage
Actual at project closure		Please indicate specific management practices that integrate BD
		Name of certification system being used (insert NA if no certification system is being applied)
		Area of coverage

Part IV. Market Transformation

5. For those projects that have identified market transformation as a project objective, please describe the project's ability to integrate biodiversity considerations into the mainstream economy by measuring the market changes to which the project contributed. The sectors and subsectors and measures of impact in the table below are illustrative examples, only. Please complete per the objectives and specifics of the project.

Foreseen at project start		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	<i>E.g., Sustainable agriculture (Fruit production: apples)</i>	<i>E.g., US\$ of sales of certified apple products / year</i>
	<i>E.g., Sustainable forestry (timber processing)</i>	<i>E.g., cubic meters of sustainably produced wood processed per year</i>
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact
Actual at mid-term		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	<i>E.g., Sustainable agriculture (Fruit production: apples)</i>	<i>E.g., US\$ of sales of certified apple products / year</i>
	<i>E.g., Sustainable forestry (timber processing)</i>	<i>E.g., cubic meters of sustainably produced wood processed per year</i>

Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact
Actual at project closure		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	<i>E.g., Sustainable agriculture (Fruit production: apples)</i>	<i>E.g., US\$ of sales of certified apple products / year</i>
	<i>E.g., Sustainable forestry (timber processing)</i>	<i>E.g., cubic meters of sustainably produced wood processed per year</i>
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact

Part V. Policy and Regulatory frameworks

6. For those projects that have identified addressing policy, legislation, regulations, and their implementation as project objectives, Please complete these tables for each sector that is a primary or a secondary focus of the project. Please answer (1 for YES or 0 for NO) to each statement under the sectors that are a focus of the project.

<i>Biodiversity considerations are mentioned in sector policy</i>		
Agriculture	1	Yes = 1, No = 0
Fisheries	1	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Environmental Social Safeguards and Landuse Policy Framework	1	Yes = 1, No = 0
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>		
Agriculture	0	Yes = 1, No = 0
Fisheries	1	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Environmental Social Safeguards and Landuse Policy Framework	1	Yes = 1, No = 0
<i>Regulations are in place to implement the legislation</i>		
Agriculture	0	Yes = 1, No = 0
Fisheries	1	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Environmental Social Safeguards and Landuse Policy Framework	0	Yes = 1, No = 0
<i>The regulations are under implementation</i>		
Agriculture	0	Yes = 1, No = 0
Fisheries	1	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Environmental Social Safeguards and Landuse Policy Framework	0	Yes = 1, No = 0
<i>The implementation of regulations is enforced</i>		
Agriculture	0	Yes = 1, No = 0

Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Environmental Social Safeguards and Landuse Policy Framework	0	Yes = 1, No = 0
<i>Enforcement of regulations is monitored</i>		
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Environmental Social Safeguards and Landuse Policy Framework	0	Yes = 1, No = 0

All projects please complete this question at the project mid-term evaluation and at the final evaluation, if relevant:

7. Within the scope and objectives of the project, has the private sector undertaken voluntary measures to incorporate biodiversity considerations in production? If yes, please provide brief explanation and specifically mention the sectors involved. An example of this could be a mining company minimizing the impacts on biodiversity by using low-impact exploration techniques and by developing plans for restoration of biodiversity after exploration as part of the site management plan.

Part VI. Tracking Tool for Invasive Alien Species Projects in GEF 4 and GEF 5

Objective: The Invasive Alien Species Tracking Tool has been developed to help track and monitor progress in the achievement of outcome 2.3 in the GEF-5 biodiversity strategy: "improved management frameworks to prevent, control, and manage invasive alien species" and for Strategic Program 7 in the GEF-4 strategy.

Structure of Tracking Tool: The Tracking Tool addresses four main issues in one assessment form:

- 1) National Coordination Mechanism;
- 2) IAS National Strategy Development and Implementation;
- 3) Policy Framework to Support IAS Management; and
- 4) IAS Strategy Implementation: Prevention, Early Detection, Assessment and Management.

Assessment Form: The assessment is structured around six questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.

Next Steps: For each question respondents are also asked to identify any intended actions that will improve performance of the IAS management framework.

Prevention, control, and management of invasive alien species (IAS) Tracking Tool

Issue	Please select your score from drop down menu	Scoring Criteria		
National Coordination Mechanism				
1) Is there a National Coordination Mechanism to assist with the design and implementation of a national IAS strategy? (This could be a single "biosecurity" agency or an interagency committee).	0	<p>0: National Coordination Mechanism does not exist</p> <p>1: A national coordination mechanism has been established</p> <p>2: The national coordination mechanism has legal character and responsibility for development of a national strategy</p> <p>3: The national coordination mechanism oversees implementation of IAS National Strategy</p>	Comment:	Next Steps:

	0	Bonus point: Contingency plans for IAS emergencies exist and are well coordinated 0: NO 1: Yes		
IAS National Strategy Development and Implementation				
2) Is there a National IAS strategy and is it being implemented?	0	0: IAS strategy has not been developed 1: IAS strategy is under preparation or has been prepared and is not being implemented 2: IAS strategy exists but is only partially implemented due to lack of funding or other problems 3: IAS strategy exists, and is being fully implemented	Comment:	Next Steps:
Policy Framework to Support IAS Management				
3) Has the national IAS strategy lead to the development and adoption of comprehensive framework of policies, legislation, and regulations across sectors.	0	0: IAS policy does not exist 1: Policy on invasive alien species exists (Specify sectors in comment box if applicable) 2: Principle IAS legislation is approved (Specify sectors in comment box if applicable. It may be that harmonization of relevant laws and regulations to ensure more uniform and consistent practice is most realistic result.) 3: Subsidiary regulations are in place to implement the legislation (Specify sectors in comment box if applicable) 4: The regulations are under implementation and enforced for some of the main priority pathways for IAS (Specify sectors in comment box if applicable) 5: The regulations are under implementation and enforced for all of the main priority pathways for IAS (Specify sectors in comment box if applicable) 6: Enforcement of regulations is monitored (Specify sectors in comment box if applicable)	Comment:	Next Steps:
Prevention				

4) Have priority pathways for invasions been identified and actively managed and monitored?		<p>0: Priority pathways for invasions have not been identified.</p> <p>1: Priority pathways for invasions have been identified using risk assessment procedures as appropriate</p> <p>2: Priority pathways for invasions are being actively managed and monitored to prevent invasions (In comment section please specify methods for prevention of entry: quarantine laws and regulation, database establishment, public education, inspection, treatment technologies (fumigation, etc) in the comment box.)</p> <p>3: System established to use monitoring results from the methods employed to manage priority pathways in the development of new and improved policies, regulations and management approaches for IAS</p>	Comment:	Next Steps:
Early Detection				
5) Are detection, delimiting and monitoring surveys conducted on a regular basis?		<p>0: Detection surveys[1] of aggressively invasive species (either species specific or sites) are not regularly conducted due to lack of capacity, resources, planning, etc</p> <p>1: Detection surveys (observational) are conducted on a regular basis</p> <p>2: Detection and delimiting surveys[2] (focusing on key sites: high risk entry points or high biodiversity value sites) are conducted on a regular basis</p> <p>3: Detection, delimiting and monitoring surveys[3] focusing on specific aggressively invasive plants, insects, mammals, etc are conducted on a regular basis</p>		
		<p>Bonus point: Data from surveys is collected in accordance with international standards and stored in a national database.</p> <p>0: NO</p> <p>1: Yes</p>		
		<p>Bonus point: Detection surveys rank IAS in terms of their potential damage and detection systems target the IAS that are potentially the most damaging to globally significant biodiversity</p> <p>0: NO</p> <p>1: Yes</p>		
Assessment and Management: Best practice applied				


6) Are best management practices being applied in project target areas?		<p>0: Management goal and target area undefined, no acceptable threshold of population level established</p> <p>1: Management goal and target area has been defined and acceptable threshold of population level of the species established</p> <p>2: Four criteria are applied to prioritize species and infestations for control in the target areas: a) current and potential extent of the species; b) current and potential impact of the species; c) global value of the habitat the species actually or potentially infests; and d) difficulty of control and establishing replacement strategies.</p> <p>3: Eradication, containment, control and management strategies are considered, and the most appropriate management strategy is applied to achieve the management goal and the appropriate level of protection in the target areas (Please discuss briefly rationale for the management strategy employed.)</p>	Co mm ent:	Ne xt St ep s:
		<p>Bonus point: Monitoring system (ongoing surveys) established to determine characteristics of the IAS population, and the condition of the target area.</p> <p>0: NO 1: Yes</p>		
		<p>Bonus points: Funding for sustained and ongoing management and monitoring of the target area is secured.</p> <p>0: NO 3: Yes</p>		
		<p>Bonus point: Objective measures indicate that the restoration of habitat is likely to occur in the target area.</p> <p>0: NO 1: Yes</p>		
		TOTAL SCORE		
	29	TOTAL POSSIBLE		

[1] Detection survey: survey conducted in an attempt to determine if IAS are present.

[2] Delimiting survey: survey conducted to establish the boundaries of an area considered to be infested or free from a pest.

[3] Monitoring survey: survey to verify the characteristics of a pest/IAS.

Annex 6.2: IW Tracking Tool

					
GEF International Waters Tracking Tool					
<p>NOTE: Please address all boxes colored blue</p>			GEF Project ID: 5381		GEF Implementing Agency: UNDP
			Project Title: Implementing a "Ridge to Reef" approach to protect biodiversity and ecosystem functions in Nauru (R2R Nauru).		
Select GEF Replenishment:		GEF-5	GEF Allocation (\$USD): US\$2,644,358		Countries: Nauru
A	PROCESS INDICATORS				
		Select project's Operational Program(s), Strategic Program(s), or objective(s) below. If multiple OP/SP/Obj is appropriate for a given indicator then select "Multiple" from the dropdown list:			
	Indicators	Scroll down menu of ratings			Notes:
1	Regional legal agreements and cooperation frameworks	N/A			1 = No legal agreement/cooperation framework in place 2 = Regional legal agreement negotiated but not yet signed 3 = Countries signed legal agreement 4 = Legal agreement ratified and entered into force

2	Regional management institutions (RMI)	N/A				1 = No RMI in place 2 = RMI established but functioning with limited effectiveness, < 50% countries contributing dues 3 = RMI established and functioning, >50% of countries contributing dues 4 = RMI in place, fully functioning and fully sustained by at or near 100% country contributions
3	Management measures in ABNJ incorporated in Global/Regional Management Organizations (RMI) institutional/ management frameworks	N/A				1 = No management measures in ABNJ in (RMI) institutional/ management frameworks 2 = Management measures in ABNJ designed but not formally adopted by project participants 3 = Management measures in ABNJ formally adopted by project participants but not incorporated in RMI institutional/management frameworks 4 = Management measures in ABNJ fully incorporated in RMI institutional/ management frameworks
4	National Inter-Ministry Committees (IMCs)	2	2			1 = No IMCs established 2 = IMCs established and functioning, < 50% countries participating 3 = IMCs established and functioning, > 50% countries participating 4 = IMCs established, functioning and formalized thru legal and/or institutional arrangements, in most participating countries
5	National/Local reforms	1	2			1 = No national/local reforms drafted 2 = National/ local reforms drafted but not yet adopted 3 = National/legal reform adopted with technical/enforcement mechanism in place 4 = National/ legal reforms implemented

6	Transboundary Diagnostic Analysis (TDA): Agreement on transboundary priorities and root causes	N/A					1 = No progress on TDA 2 = Priority TB issues identified and agreed on but based on limited effect information; inadequate root cause analysis 3 = Priority TB issues agreed on based on solid baseline effect info; root cause analysis is inadequate 4 = Regional agreement on priority TB issues drawn from valid effect baseline, immediate and root causes properly determined
7	Revised Transboundary Diagnostic Analysis (TDA)/Strategic Action Program (SAP) including Climatic Variability and Change considerations	N/A					1 = No revised TDA or SAP 2 = TDA updated to incorporate climate variability and change 3 = revised SAP prepared including Climatic Variability and Change 4 = SAP including Climatic Variability and Change adopted by all involved countries
8	TDA based on multi-national, interdisciplinary technical and scientific (MNITS) activities	N/A					1 = TDA does not include technical annex based on MNITS activities 2 = MNITS committee established and contributed to the TDA development 3 = TDA includes technical annex, documenting data and analysis being collected 4 = TDA includes technical annex posted IWLEARN and based on MNITS committee inputs
9	Development of Strategic Action Plan (SAP)	N/A					1 = No development of SAP 2 = SAP developed addressing key TB concerns spatially 3 = SAP developed and adopted by ministers 4 = Adoption of SAP into National Action Plans (NAPs)
10	Proportion of Countries that have adopted SAP	n/a					Number of countries adopted SAP / total number of countries - e.g.. 3 countries adopted /10 total countries in project, so 3/10
11	Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	n/a					Number of countries implementing adopted SAP / total number of countries - e.g.. 3 countries implementing /10 total countries in project, so 3/10

1 2	Incorporation of (SAP, etc.) priorities with clear commitments and time frames into CAS, PRSPs, UN Frameworks, UNDAF, key agency strategic documents including financial commitments and time frames, etc	N/A				1 = No progress 2 = Limited progress, very generic with no specific agency/government(s) commitments 3 = Priorities specifically incorporated into some national development/assistance frameworks with clear agency/government(s) commitments and time frames for achievement 4 = Majority of national development/assistance frameworks have incorporated priorities with clear agency/government(s) commitments and time frames for achievement		
B	STRESS REDUCTION INDICATORS							
	Indicators	Scroll down menu of ratings				Ratings		
1 3	Are there mechanisms in place to produce a monitoring report on stress reduction measures?	1		1		1 = No mechanisms in place to monitor/report change 2 = Some national/regional monitoring mechanisms, but they do not satisfy the project related indicators. 3 = monitoring mechanisms in place for some of the project related indicators 4 = Mechanisms in place and sustainable for long-term monitoring		
1 4	Stress reduction measurements incorporated by project under management of:	Choose Management Mechanism from list below:	Please specify the area currently under protection out of total area identified by project below (e.g. 10,000/100,000 Ha):			Management Mechanisms: 1 = Integrated Water/River Resource Management (Watershed, lakes, aquifers) 2 = Integrated Coastal Management (Coast) 3 = Marine Spatial Planning (Marine) 4 = Marine Protected areas (Fisheries/ABNJ)		
		2	0/300 hectares					
	Please specify the types of technologies and measures implemented in local investments (Column D) and their respective results (Column I):							
1 5	Local investment #1	Stress Reduction Measurements (Choose up to five)				Please enter amount/value of respective stress reduction below:		
		2	1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr) 2 = Industrial wastewater pollution reduction - pollutant; estimated			The construction of 5 units of compost toilets in the selected pilot districts exemplified the reduction of solid waste pollution in the water system of the island		

		5	kg/yr 3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD	20 ha
		6	kg/yr 4 = Restored habitat, including wetlands - ha restored 5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied	Fishing pressure (tons/yr) baseline and target determined at project start. Socio-economic surveys conducted during the project implementation
		7	6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size 7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques	8 Fish Attracting Devices (FADs) used by four project sites along the coast (i.e. 2 FAD per site)
		14	8 = Water use efficiency measures - m ³ /yr water saved 9 = Improved irrigation practices - m ³ /ha/yr water saved 10 = Alternative livelihoods introduced - # people provided alternative livelihoods 11 = Catchment protection measures - ha under improved catchment management 12 = Aquifer pumping reduction - m ³ /yr water saved 13 = Aquifer recharge area protection - ha protected 14 = Pollution reduction to aquifers - kg/ha/year reduction 15 = Invasive species reduction - ha and/or #'s of targeted area 16 = Other - please specify in box below	N, P, BOD value to be measured at project start. Project aims to have 10% pollution reductions by end of the project.
		Briefly describe investment in a 100 words or less:		
		Stress Reduction Measurements (Choose up to five)		Please enter amount/value of respective stress reduction below:
	Local investment #2		1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr) 2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr	
			3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P &	

		BOD kg/yr 4 = Restored habitat, including wetlands - ha restored 5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied 6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size 7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques 8 = Water use efficiency measures - m ³ /yr water saved 9 = Improved irrigation practices - m ³ /ha/yr water saved 10 = Alternative livelihoods introduced - # people provided alternative livelihoods 11 = Catchment protection measures - ha under improved catchment management 12 = Aquifer pumping reduction - m ³ /yr water saved 13 = Aquifer recharge area protection - ha protected 14 = Pollution reduction to aquifers - kg/ha/year reduction 15 = Invasive species reduction - ha and/or #'s of targeted area 16 = Other - please specify in box below	
	Briefly describe investment in a 100 words or less:		
Local investment #3	Stress Reduction Measurements (Choose up to five)		Please enter amount/value of respective stress reduction below:
		1 = Municipal wastewater pollution reduction - N, P & BOD (kg/yr) 2 = Industrial wastewater pollution reduction - pollutant; estimated kg/yr	
		3 = Agriculture pollution reduction practices - ha of practices; estimate of N, P & BOD kg/yr	
		4 = Restored habitat, including wetlands - ha restored 5 = Conserved/protected wetland, MPAs, and fish refugia habitat - ha applied	

			6 = Reduced fishing pressure - tons/yr reduction; % reduction in fleet size 7 = Improved use of fish gear/techniques - % vessels applying improved gear/techniques 8 = Water use efficiency measures - m ³ /yr water saved 9 = Improved irrigation practices - m ³ /ha/yr water saved 10 = Alternative livelihoods introduced - # people provided alternative livelihoods 11 = Catchment protection measures - ha under improved catchment management 12 = Aquifer pumping reduction - m ³ /yr water saved 13 = Aquifer recharge area protection - ha protected 14 = Pollution reduction to aquifers - kg/ha/year reduction 15 = Invasive species reduction - ha and/or #'s of targeted area 16 = Other - please specify in box below	
		Briefly describe investment in a 100 words or less:		
		NOTE: If the project has more than three local investments, please fill out the Annex A found in the worksheet tabs below.		
C	WATER, ENVIRONMENTAL & SOCIOECONOMIC STATUS Indicators			
	Indicators	Scroll down menu of ratings		Ratings
1 6	Are there mechanisms and project indicators in place to monitor the environmental and socioeconomic status of the waterbody?	1		1 = No mechanisms in place 2 = Some national/regional monitoring mechanisms, but they do not satisfy the project related indicators. 3 = Monitoring mechanisms in place for some of the project related indicators 4 = Mechanisms in place for project related indicators and sustainable for long-term monitoring
D	IW:LEARN Indicators			

	Indicators	Scroll down menu of ratings		Ratings
1 7	Participation in IW events (GEF IWC, Community of Practice (COP), IW:LEARN)	2	2.0	1 = No participation 2 = Documentation of minimum 1 event or limited COP participation 3 = Strong participation in COPs and in IWC 4 = Presentations with booth participation and hosting of staff/twinning
1 8	Project website (according to IW:LEARN guidelines)	1	1.0	1 = No project website 2 = Website not in line with IW:LEARN guidelines, not regularly updated 3 = Website in line with IW:LEARN guidelines, not regularly updated 4 = Website in line with IW:LEARN guidelines, regularly updated
			Date Completed:	04 Nov2020

Annex 6.3: LD Tracking Tool



PART I – PROJECT CONTEXT AND TARGETED IMPACTS			
1. Agro-ecological context – Characterization of area in which project is located			
1.a.	What agroecological zone(s) is the project situated? Select the most appropriate from the drop down menu.		Select
1.b.	What production system(s) will the project target? Please provide an estimated coverage of the area targeted.		
	i. Agriculture (including food crop, tree crop, and crop-livestock)	693 ha	Hectares
	ii. Rangeland	n/a	Hectares
	iii. Pastoral	n/a	Hectares
	iv. Forestry	n/a	Hectares
	v. Mixed Systems	n/a	Hectares
1.c.	Focus of project interventions – Please provide total area covered for only those that apply		
	i. Improved agricultural management (crop and crop-livestock)	n/a	Hectares
	ii. Improved rangeland and pasture management (livestock based)	n/a	Hectares
	iii. Improved forest management (SFM)	n/a	Hectares
	iv. Restoration of degraded lands	693 ha	Hectares
	v. Re-vegetation, Reforestation	693 ha	Hectares
	vi. Protection of natural resources (e.g. Newly designated protected areas, erosion/flood/landslide control)	n/a	Hectares
	vii. Integrated landscape management (land-water-vegetation)	693 ha	Hectares
1.d.	What types of agricultural land use and/or farming practices are employed in the target area? Please provide an estimated coverage as appropriate.		
	i. Rain-fed	693 ha	Hectares
	ii. Irrigated	n/a	Hectares
	iii. Mixed	n/a	Hectares
2. Socio-economic context - Characterization of affected communities and populations			
2.a.	Numbers of rural people		
	Male	n/a	Number
	Female	n/a	Number
2.b.	Number of people defined as poor		
	Male	n/a	Number
	Female	n/a	Number
2.c.	Number of urban/peri-urban people		
	Male	n/a	Number
	Female	n/a	Number
2.d.	Average annual farm production (crop, livestock)		
	Crop (Main Crop Only)	n/a	Tons/Hectare

	Livestock	n/a	Number
2.e.	Average annual income (per capita)		US\$
3. Land Degradation (desertification and deforestation) problem			
3.a.	What is the extent of land degradation within the project boundary?		
	i. Agriculture (including food crop, tree crop, and crop-livestock)	tbd	Hectares
	ii. Rangeland	n/a	Hectares
	iii. Pastoral	n/a	Hectares
	iv. Forestry	n/a	Hectares
	v. Mixed Systems	n/a	Hectares
3.b.	What is the nature of land degradation to be addressed directly? Please refer to guidelines and check (X) only the most relevant and provide relevant data where applicable and available		
	i. Loss of vegetative cover		
	ii. Degradation of vegetation (biomass, health, damage, age structure)		
	iii. Degradation of soil properties (chemical, physical and biological)	X	
	iv. Soil loss by wind / water erosion		Tons/ Hectare
	v. Loss of land by soil deposits and moving sand dunes		
	vi. Loss of above-ground carbon		Tons/ Hectare
	vii. Loss of soil carbon		Tons/ Hectare
	viii. Declining land productivity - based on Net Primary Productivity measure		Kg C/ha/year
	ix. Loss of biodiversity characterized at habitat level - based on Biodiversity Intactness Index		Index
	x. Loss of biodiversity characterized at species level	X	
	xi. Increase in invasive, harmful or less useful species		
	xii. Loss/reduced water supply (surface and ground water)	X	
	xiii. Loss/reduced water quality (surface and ground water)	X	
	xiv. Lowering of groundwater table / reduced aquifer		
	xv. Loss of wetlands and their functions		
	xvi. Increased extent and severity of flood, drought, storm damage		
3.c.	What are the direct causes or drivers of land degradation? Please refer to guidelines and check (X) only those that apply under each relevant category.		
	i. Soil management		
	(s1) Cultivation of highly unsuitable / vulnerable soils		Check (X) only those that apply
	(s2) Missing or insufficient soil conservation / runoff and erosion control measures	X	
	(s3) Heavy machinery (including timing of heavy machinery use)		
	(s4) Tillage practice		
	(s5) Other (specify:)		
	ii. Crop and rangeland management		
	(c1) Reduction of plant cover and residues	X	Check (X) only those that apply
	(c2) Inappropriate application of manure, fertilizer, herbicides, pesticides and other agrochemicals or waste		
	(c3) Nutrient mining		
	(c4) Shortening of the fallow period in shifting cultivation		
	(c5) Inappropriate irrigation		
	(c6) Inappropriate use of water in rainfed agriculture		

(c7) Bush encroachment and bush thickening		
(c8) Occurrence and spread of weeds and invader plants		
(c9) Other (specify:)		
iii. Deforestation and removal of natural vegetation		
(f1) Large-scale commercial forestry		Check (X) only those that apply
(f2) Expansion of urban / settlement areas and industry		
(f3) Conversion to agriculture		
(f4) Forest / grassland fires		
(f5) Road and rail construction		
(f6) Other (specify:)		
iv. Over-exploitation of vegetation for domestic use		
(e1) Excessive gathering of fuel wood, (local) timber, fencing materials		Check (X) only those that apply
(e2) Removal of fodder		
(e3) Other (specify:)		
v. Overgrazing		
(g1) Excessive numbers of livestock		Check (X) only those that apply
(g2) Trampling along animal paths		
(g3) Overgrazing and trampling around or near feeding, watering and shelter points		
(g4) Too long or extensive grazing periods in a specific area or camp		
(g5) Change in livestock composition		
(g6) Other (specify:)		
vi. Industrial activities and mining		
(i1) Industry		Check (X) only those that apply
(i2) Mining	X	
(i3) Waste deposition	X	
(i4) Others (specify)		
vii. Urbanisation and infrastructure development		
(u1) Settlements and roads		Check (X) only those that apply
(u2) (Urban) recreation		
(u3) Other (specify:)		
viii. Discharges from		
(p1) Sanitary sewage disposal	X	Check (X) only those that apply
(p2) Waste water discharge		
(p3) Excessive runoff		
(p4) Poor and insufficient infrastructure to deal with urban waste	X	
(p5) Other (specify:)		
ix. Release of airborne pollutants leading to		
(q1) Contamination of vegetation/ crops and soil		Check (X) only those that apply
(q2) Contamination of surface and ground water resources:		
(q3) Other (specify:)		
x. Disturbance of the water cycle leading to		
(w1) Lower infiltration rates / increased surface runoff		
(w2) Other (specify:)		
xi. Over-abstraction / excessive withdrawal of water		
(o1) Irrigation		

(o2) Industrial use		Check (X) only those that apply
(o3) Domestic use	X	
(o4) Mining activities	X	
(o5) Decreasing water use efficiency		
(o6) Other (specify:)		
xii. Natural causes		
(n1) Change in temperature	X	Check (X) only those that apply
(n2) Change of seasonal rainfall	X	
(n3) Heavy/extreme rainfall (intensity and amounts)		
(n4) Windstorms / dust storms		
(n5) Floods		
(n6) Droughts	X	
(n7) Topography		
(n8) Other (specify:)		
3.d. What are the indirect drivers/causes of land degradation? Indicate (X) only those that apply		
i. Population pressure	X	Check (X) only those that apply
ii. Consumption pattern and individual demand	X	
iii. Land Tenure		
iv. Poverty	X	
v. Labour availability		
vi. Inputs and infrastructure		
vii. Education, awareness raising and access to knowledge and support services and loss of knowledge	X	
viii. War and conflict		
ix. Governance, institutions and politics	X	
x. Other (specify:)		
4. What are the effects of land degradation on ecosystem services? Please refer to the guidelines for description of the impacts. Select all that apply and then use rating provided below to indicate nature of the impact. 1: High negative effect: land degradation contributes negatively (more than 50%) to changes in ES 2: Negative effect: land degradation contributes negatively (10-50%) to changes in ES 3: Little or no effect: contribution of land degradation to changes in ES is modest or negligible (0-10%) 4: Positive effect: land degradation contributes positively (10-50%) to the changes in ES 5: High positive effect: land degradation contributes positively (more than 50%) to changes in ES.		
a. Productive services		
(P1) Production (of animal / plant quantity and quality including biomass for energy) and risk	1	Rating
(P2) Clean water supply for human, animal and plant consumption	1	
(P3) Land availability (area of land for production per person)	1	
(P4) Other (specify:)		
b. Water services		
(E1) Regulation of excessive water such as excessive rains, storms, floods	2	Rating
(E2) Regulation of scarce water and its availability	2	

c. Soil services			
(E3) Organic matter status	2	Rating	
(E4) Soil cover	2		
(E5) Soil structure surface and subsoil affecting infiltration, water and nutrient holding capacity	2		
(E6) Nutrient cycle (N, P, K) and the carbon cycle (C)	2		
(E7) Soil formation (including wind-deposited soils)	2		
d. Biodiversity			
(E8) Biodiversity (specify:)	2	Rating	
e. Climate services			
(E9) Greenhouse gas emission (CO2, methane)	3	Rating	
(E10) (micro)-climate (wind, shade, temperature, humidity)	2		
(E11) Others (specify)			
f. Socio-cultural services / human well-being and indicators			
(S1) Spiritual, aesthetic, cultural landscape and heritage values, recreation and tourism,	2	Rating	
(S2) Education and knowledge (including indigenous knowledge)	2		
(S3) Conflict resolution	2		
(S4) Food & livelihood security and poverty	2		
(S5) Health	2		
(S6) Net income	2		
(S7) Protection / damage of private and public infrastructure	2		
(S8) Marketing opportunities	2		
(S9) Others (specify)	2		
5. Measurable global environmental benefits in the project target area			
a. Land cover			
i. Vegetative cover	693 ha	Hectares	
ii. Biomass - Net Primary Productivity (NPP)	n/a	Kg C/ha/year	
iii. Tree density	n/a	Number/ Hectare	
b. Avoided emissions			
i. Carbon stocks	n/a	Tons/Hectare	
ii. Other GHG gases	n/a	Tons CO2 e/ Ha	
c. Carbon sequestration			
i. Above ground biomass	n/a	Tons CO2 e/ Ha	
ii. Soil Carbon	n/a	Tons CO2 e/ Ha	
d. Biodiversity conservation			
i. Ecosystem status e.g. Biodiversity intactness index; sustained systems diversity	n/a	Index	
ii. Habitat protected	693 ha	Hectares	
iii. Conservation status of target species	n/a	Percent Change	
e. Surface and groundwater resources			
i. Improved irrigation flow -land area	n/a	Hectares	
ii. Improved/increased water availability - land area	693 ha	Hectares	
6. Development benefits in the project target area			

a. Productivity of crops (main crop only)	693 ha	Tons/Hectare
b. Livestock productivity	n/a	Number or Value
c. Average annual income from crop and livestock production	n/a	US\$
d. Average annual household income from forest and tree products - \$\$ value	n/a	US\$

ANNEX 7: Site Verification Asset's Register

R2R Nauru Project - Terminal Evaluation

Site Verification of Physical Outputs by National Evaluation Consultant

November 2020

Acronyms

- Canoes
- Composting Toilets (CT)
- Water Systems (WS)
- Kitchen Gardens (KG)

Notes:

There is a significant difference in the numbers in the Project Progress Matrix completed by the PMU and physically verified during the TE site inspections, e.g.:

PMU reports that a total 43 Water Systems were put in by the project, but a total of only 29 were physically verified during the TE site inspections (14 missing).

PMU reports the following numbers for Kitchen Gardens, which differ from what were physically verified during the TE site inspections

- Anabar 19 versus only 4 verified (11 missing).
- Ijuw 15 versus only 5 verified (10 missing).
- Anibare 19 versus only 6 verified (13 missing).
- Buada 15 versus only 5 verified (10 missing).
- Mng 17 versus only 11 verified (6 missing).

This means that a total of 14 Water Systems and 50 Kitchen Gardens that the PMU reports were implemented by the project, could not be verified by the TE.

Additionally, as shown in the photos in Annex 2, most Kitchen Gardens that were able to be inspected, have already died, raising serious questions about value-for-money from project investment and sustainability of project activities.

Apart from canoes, the TE did not undertake physical verification of marine activities implemented by NFMRA (FADs, clam hatchery etc)(PMU provided photos since).

Miniva Harris
National Evaluation Consultant

Pilot Site: Anabar (Anbr)

Canoes x 2			
Canoe No. Anbr 1	Location: Anabar Community Leader residence	Lat/Long: -0.506353 / 166.950766	Custodian (Name & Contact No.): Jeb Bop – 557 3810
Canoe No. Anbr 2	Location: Tiana Waidabu, Boe District	Lat/Long: -0.544491 / 166.913424	Custodian (Name & Contact No.): Tiana Waidabu – 558 5887
Comments	Canoe 1 still being made (photo titled 'Anabar 2 nd canoe') / Canoe 2 relocated to Boe for easier launching (photo Anabar 1 st canoe).		

Composting Toilets (CT) x 1			
CT No. Anbr 1	Location: Brenda Waidabu residence	Lat/Long: -0.506674 / 166.950190	Custodian (Name & Contact No.): Brenda Waidabu
Comments	Yet to be built – materials on site - photo ref: Anbr CT		

Water Systems (WS) x 4			
WS No. Anbr 1	Location: Ludwig Scotty residence	Lat/Long: -0.508977 / 166.953632	Custodian (Name & Contact No.): Ludwig Scotty
WS No. Anbr 2	Location: Kamala Batsiua residence	Lat/Long: -0.507108 / 166.949214	Custodian (Name & Contact No.): Kamala Batsiua 5588258
WS No. Anbr 3	Location: Jennifer Ika residence	Lat/Long: -0.507190 / 166.949812	Custodian (Name & Contact No.): Jennifer Ika
WS No. Anbr 4	Location: Julie Olsson residence	Lat/Long: -0.508689 / 166.953770	Custodian (Name & Contact No.): Julie Olsson
Comments	Photo titled according to numbers (Anbr WS1 – 4)		

Kitchen Gardens (KG) x 4			
KG No. Anbr 1	Location: Norman Quadina residence	Lat/Long: -0.506961 / 166.948809	Custodian: Norman Quadina
KG No. Anbr 2	Location: Sally Dageago residence	Lat/Long: -0.505721 / 166.948187	Custodian: Sally Dageago
KG No. Anbr 3	Location: Julie Olsson residence	Lat/Long: -0.508645 / 166.953499	Custodian: Julie Olsson
KG No. Anbr 4	Location: Anabar Community	Lat/Long: -0.510788 / 166.955017	Custodian: Jeb Bop (Community Leader)
Comments	Photo titled according to numbers (Anbr KG1-4)		

Pilot Site: Ijuw (Ijuw)

Canoes x 1			
Canoe No. Ijuw 1	Location (Description): Unknown	Lat/Long: Unknown	Custodian (Name & Contact No.): John Tagamoun 556 5382
Comments	This canoe was relocated to the other side of the island for easy launch. Last known residence was in Denig District. In this area of Denig half of the previous access to the sea has been closed off due to construction works of the new port – the Ijuw community leader has not been informed of its new whereabouts.		

Composting Toilets (CT) x 1			
CT No. Ijuw 1	Location: Joan scotty residence	Lat/Long: -0.519501 / 166.957739	Custodian: Joan Scotty
Comments	Photo ref: Ijuw CT 1		

Water Systems (WS) x 3			
WS No. Ijuw 1	Location: Sylvannia Engabate residence	Lat/Long: -0.519502 / 166.957913	Custodian: Sylvannia Engabate
WS No. Ijuw 2	Location: Doreen Caleb residence	Lat/Long: -0.524149 / 166.955985	Custodian: Doreen Caleb 556 5382
WS No. Ijuw 3	Location: Akibwib Akibwib residence	Lat/Long: -0.521099 / 166.957255	Custodian: Akibwib Akibwib
Comments	Photo ref according to numbers (Ijuw WS 1 – 3)		

Kitchen Gardens (KG) x 5			
KG No. Ijuw 1	Location: Sylvannia Engabate residence	Lat/Long: -0.519502 / 166.957913	Custodian: Sylvannia Engabate
KG No. Ijuw 2	Location: Doreen Caleb	Lat/Long: -0.524149 / 166.955985	Custodian: Doreen C 556 5382
KG No. Ijuw 3	Location: Donald Apad residence	Lat/Long: -0.522727 / 166.956998	Custodian: Donald Apad
KG No. Ijuw 4	Location: Mike Kam residence	Lat/Long: -0.520153 / 166.958441	Custodian: Mike Kam
KG No Ijuw 5	Location: Walter Detenamo residence	Lat/Long: -0.519317 / 166.958499	Custodian: Walter Detenamo
Comments	Photo ref according to numbers (Ijuw KG 1-5)		

Pilot Site: Anibare (Anbe)

Canoes x 1			
Canoe No. Anbe 1	Location: Jonathan Peter residence	Lat/Long: -0.529628 / 166.951695	Custodian: Jonathan Peter 554 0042
Comments	Photo ref: Anbe Canoe1		

Composting Toilets (CT) x 1			
CT No. Anbe 1	Location: Jonathan Peter residence	Lat/Long: -0.529298 / 166.951860	Custodian: Jonathan Peter 554 0042
Comments	Photo ref Anbe CT1		

Water Systems (WS) x 6			
WS No. Anbe 1	Location: Kero Thoma residence	Lat/Long: -0.533663 / 166.950450	Custodian: Kero Thoma
WS No. Anbe 2	Location: Sepe Raidinen	Lat/Long: -0.539402 / 166.950224	Custodian: Sepe Raidinen
WS No. Anbe 3	Location: Maren Herman residence	Lat/Long: -0.535252 / 166.950224	Custodian: Maren Herman
WS No. Anbe 4	Location: Miriam Smith residence	Lat/Long: -0.528671 / 166.95209	Custodian: Miriam Smith 556 5428
WS No. Anbe 5	Location: Triensha Rodiben residence	Lat/Long: -0.535255 / 166.950203	Custodian: Triensha Rodiben
WS No Anbe 6	Location: Deral Akua residence	Lat/Long: -0.541427 / 166.949751	Custodian: Deral Akua
Comments	Photo ref according to numbers (Anbe WS 1-6)		

Kitchen Gardens (KG) x 6			
KG No. Anbe 1	Location: Peter Akubor residence	Lat/Long: -0.528953 / 166.951561	Custodian: Peter Akubor 558 8177
KG No. Anbe 2	Location: Jonathan Peter residence	Lat/Long: -0.529273 / 166.951874	Custodian: Jonathan Peter 554 0042
KG No. Anbe 3	Location: Miriam Smith residence	Lat/Long: -0.528671 / 166.95209	Custodian: Miriam Smith – 556 5428
KG No. Anbe 4	Location: Marie Agigio	Lat/Long: -0.541087 / 166.948688	Custodian: Marie Agigio
KG No. Anbe 5	Location: Taala Deireragea	Lat/Long: -0.538763 / 166.949606	Custodian: Taala Deireragea
KG No. Anbe 6	Location: Victoria Scotty	Lat/Long: -0.526135 / 166.953473	Custodian: Victoria Scotty
Comments	Photo ref according to numbers (Anbe KG 1-6)		

Pilot Site: Buada (Bda)

Canoes x 1			
Canoe No. Bda 1	Location: Boat Harbour - Aiwo district	Lat/Long: -0.529980 / 166.910179	Custodian: Pesky Bingham (Community council member) - 556 7441
Comments	Photo ref – Bda Canoe 1		

Composting Toilets (CT) x 1			
CT No. Bda 1	Location: Rosalie Fritz Residence	Lat/Long: -0.534682 / 166.919933	Custodian: Rosalie Fritz – 556 8585
Comments	Photo ref: Bda CT1		

Water Systems (WS) x 8			
WS No. Bda 1	Location: Jensa Dowiyogo residence	Lat/Long: -0.538316 / 166.921121	Custodian: Jensa Dowiyogo
WS No. Bda 2	Location: Lorinda Demauna residence	Lat/Long: -0.531948 / 166.922174	Custodian: Lorinda Demauna
WS No. Bda 3	Location: Deidre Degia residence	Lat/Long: -0.533895 / 166.921219	Custodian: Deidre Degia 554 4307
WS No. Bda 4	Location: Miniva Depaune residence	Lat/Long: -0.534078 / 166.921073	Custodian: Miniva Depaune 558 6018
WS No Bda 5	Location: Charm Depaune residence	Lat/Long: -0.534457 / 166.923427	Custodian: Charm Depaune
WS No Bda 6	Location: Humble Peo residence	Lat/Long: -0.532507 / 166.923413	Custodian: Humble Peo
WS No Bda 7	Location: Viola Detenamo residence	Lat/Long: -0.536967 / 166.920964	Custodian: Viola Detenamo
WS No Bda 8	Location: Lucy Duburiya residence	Lat/Long: -0.537575 / 166.921118	Custodian: Lucy Duburiya 557 9296
Comments	Photo ref according to numbers (Bda WS 1-8)		

Kitchen Gardens (KG) x 5			
KG No. Bda 1	Location: Rejoice Agir residence	Lat/Long: -0.538270 / 166.922345	Custodian: Rejoice Agir 557 3128
KG No. Bda 2	Location: Ruth Garabwan residence	Lat/Long: -0.531843 / 166.922005	Custodian: Ruth Garabwan
KG No. Bda 3	Location: Janson Agir	Lat/Long: -0.532564 / 166.923877	Custodian: Janson Agir
KG No. Bda 4	Location: Lawanda Clodumar residence	Lat/Long: -0.532421 / 166.921296	Custodian: Lawanda Clodumar 557 3287
KG No Bda 5	Location: Rocco Detabene	Lat/Long: -0.535888 / 166.920911	Custodian: Rocco Detabene
Comments	Photo ref according to numbers (Bda KG1-5)		

Pilot Site: Meneng (Mng)

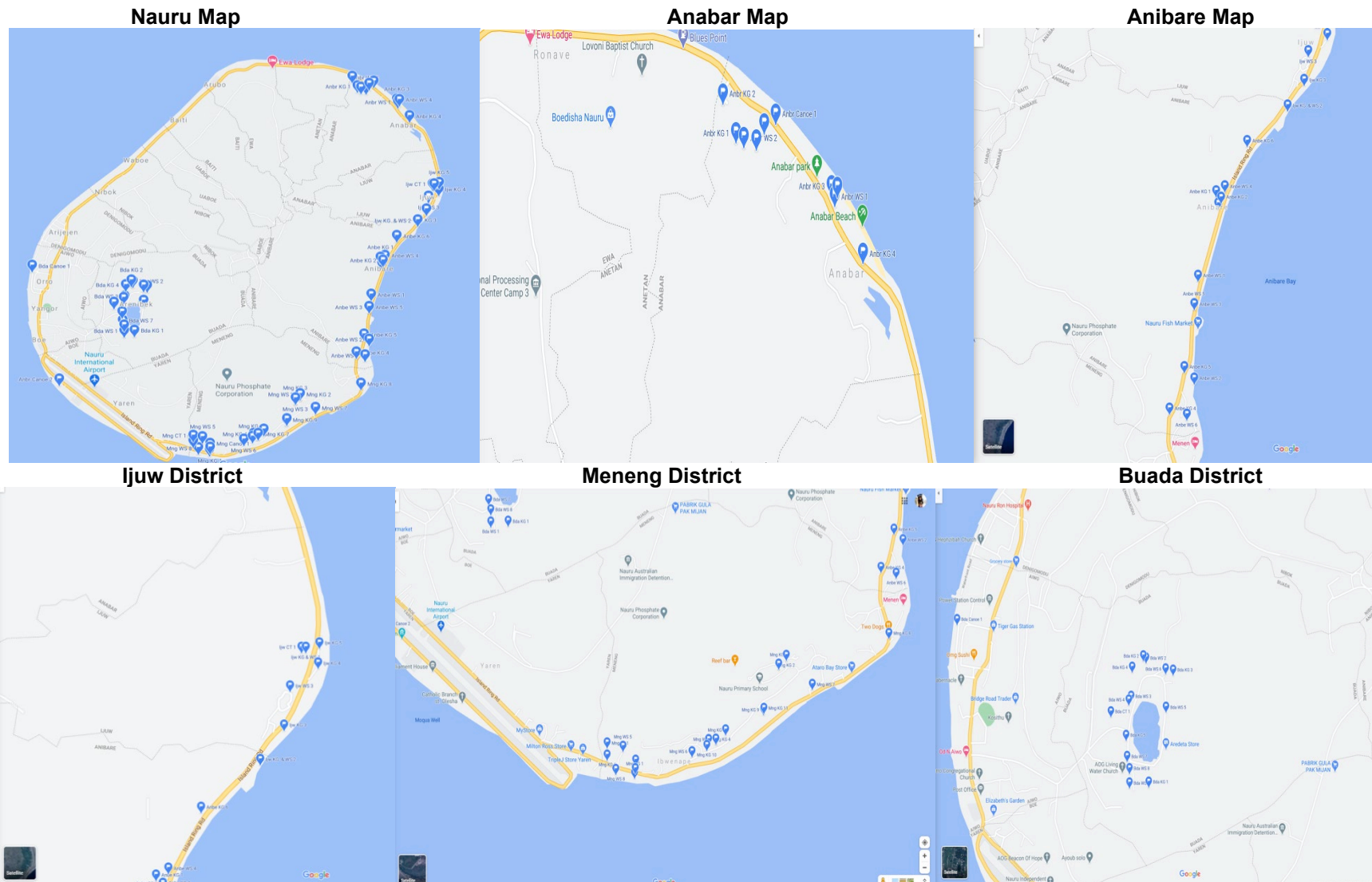
Canoes x 1			
Canoe No. Mng 1	Location (Description): Temaki Village	Lat/Long: -0.552756 / 166.931342	Custodian: Dagerere Temaki
Comments	Photo ref: Mng Canoe 1		

Composting Toilets (CT) x 1			
CT No. Mng 1	Location: Helen Dageago residence	Lat/Long: -0.551725 / 166.929337	Custodian: Helen Dageago
Comments	Photo ref: Mng CT1		

Water Systems (WS) x 8			
WS No. Mng 1	Location: Graessa Starr residence	Lat/Long: -0.553267 / 166.931323	Custodian: Graessa Starr
WS No. Mng 2	Location: Pisoni Bop	Lat/Long: -0.546404 / 166.941992	Custodian: Pisoni Bop
WS No. Mng 3	Location: Kabina Dageago residence	Lat/Long: -0.546942 / 166.941460	Custodian: Kebina Dageago
WS No. Mng 4	Location: Louisa Canon residence	Lat/Long: -0.551500 / 166.937023	Custodian: Louisa Canon
W S No. Mng 5	Location: Fay Fay Brechtefeld residence	Lat/Long: -0.551921 / 166.930451	Custodian: Fay Fay Brechtefeld
W S No. Mng 6	Location: Atago Dabwido residence	Lat/Long: -0.552253 / 166.935326	Custodian: Atago Dabwido
W S No. Mng 7	Location: Sanjay Hubert residence	Lat/Long: -0.548181 / 166.943828	Custodian: Sanjay Hubert
W S No. Mng 8	Location: Janette Jeremiah residence	Lat/Long: -0.553321 / 166.929959	Custodian: Janette Jeremiah
Comments	Photo ref according to numbers (Mng WS 1 – 8)		

Kitchen Gardens (KG) x 11			
KG No. Mng 1	Location: Graessa Starr residence	Lat/Long: -0.553567 / 166.931284	Custodian: Graessa Starr
KG No. Mng 2	Location: Pisoni Bop residence	Lat/Long: -0.546440 / 166.941985	Custodian: Pisoni Bop
KG No. Mng 3	Location: Kabina Dageago residence	Lat/Long: -0.546949 / 166.941451	Custodian: Kabina Dageago
KG No. Mng 4	Location: Pieta Kepae residence	Lat/Long: -0.551507 / 166.936511	Custodian: Pieta Kepae
KG No. Mng 5	Location: Suzanne Kepae residence	Lat/Long: -0.550938 / 166.937718	Custodian: Suzanne Kepae 556 4169
KG No. Mng 6	Location; Helen Dageago residence	Lat/Long: -0.552455 / 166.929338	Custodian; Helen Dageago
KG No. Mng 7	Location: Louise Canon residence	Lat/Long: -0.551522 / 166.937047	Custodian: Louise Canon
KG No. Mng 8	Location: Tehani Jeremiah residence	Lat/Long: -0.545074 / 166.949231	Custodian: Tehani Jeremiah
KG No. Mng 9	Location: Dillon Harris residence	Lat/Long: -0.549701 / 166.940382	Custodian: Dillon Harris 554 5966
KG No. Mng 10	Location: Lyn Teleni residence	Lat/Long: -0.551865 / 166.936378	Custodian: Lyn Teleni
KG No. Mng 11	Location: Jordan Kepae residence	Lat/Long: -0.549619 / 166.940420	Custodian: Jordan Kepae 558 5157
Comments	Photo ref according to numbers (Mng KG 1 – 11)		

ANNEX 1: MAP LOCATIONS



Pilot Site: Anabar (Anbr)

Canoe Photos - Anbr

Anabar 2nd Canoe (under construction)



Anabar 1st Canoe - relocated to Boe district

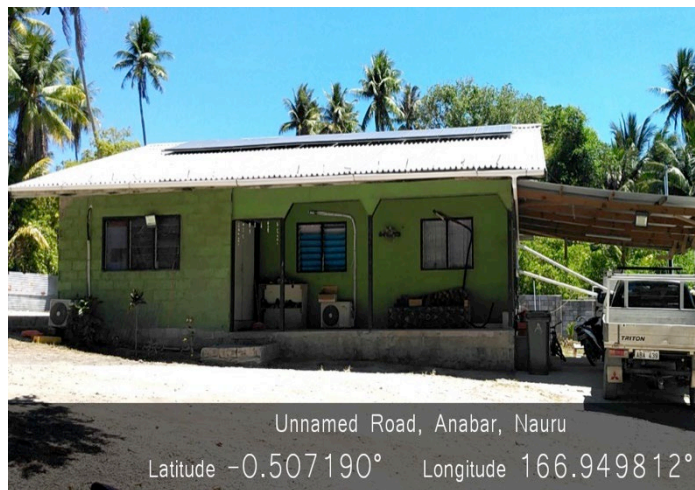


Nauru International Airport, Yaren, Nauru
Latitude Longitude
-0.544491° 166.913424°

Compost Toilet (CT) Photo - Anbr

Anabar CT - awaiting construction



Water System (WS) Photos - AnbrAnbr WS1Anbr WS2Anbr WS3Anbr WS4

Kitchen Garden (KG) Photos - AnbrAnbr KG1 (No longer exist due to construction)Anbr KG2 (dead)Anbr KG3 (appears dead)Anbr KG4
(a few struggling seedling coconut palms only)

Pilot Site: Ijuw (Ijuw)**Canoe Photos - Ijuw**

Canoe photo not available due to unknown location.

Compost Toilet (CT) Photo - Ijuw

Ijuw CT 1



Water System (WS) Photos – Ijuw

IjuWS1
(gutter along front)



IjuWS2
(where is WS?)



IjuWS3
(not affixed)



Kitchen Garden (KG) Photos - Ijuw

Ijuw KG1
(same photo as IjuWS1 -
- where is KG?)



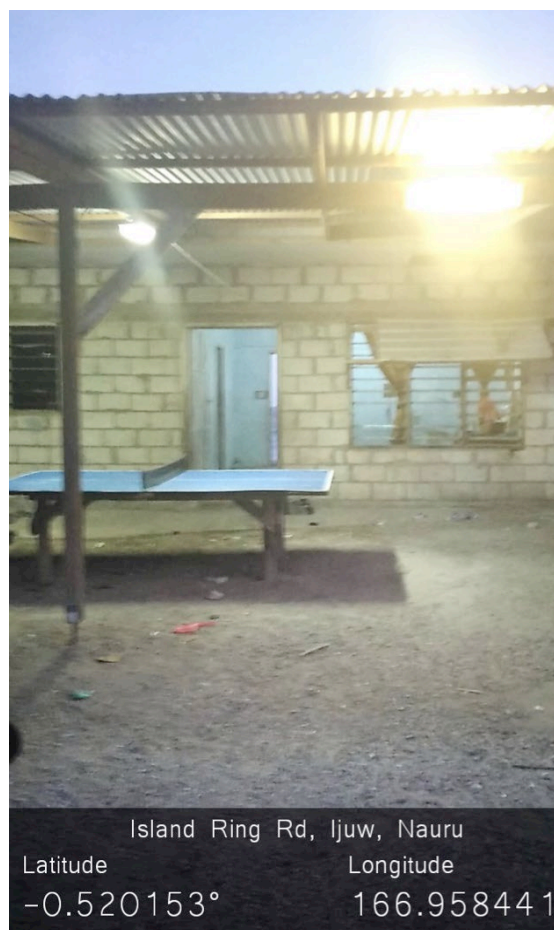
IjuwKG2
(same photo as IjuWS2 -
- where is KG?)



IjuwKG3
(appears dead)



Ijuw KG 4
(where is KG?)



Ijuw KG5
(where is KG?)



Pilot Site: Anibare (Anbe)Anbe Canoe 1Anbe CT1

Water System (WS) Photos – Anbe

Anbe WS1
(where is WS?)



Anbe WS2



Anbe WS3
(gutter not connected to tank)



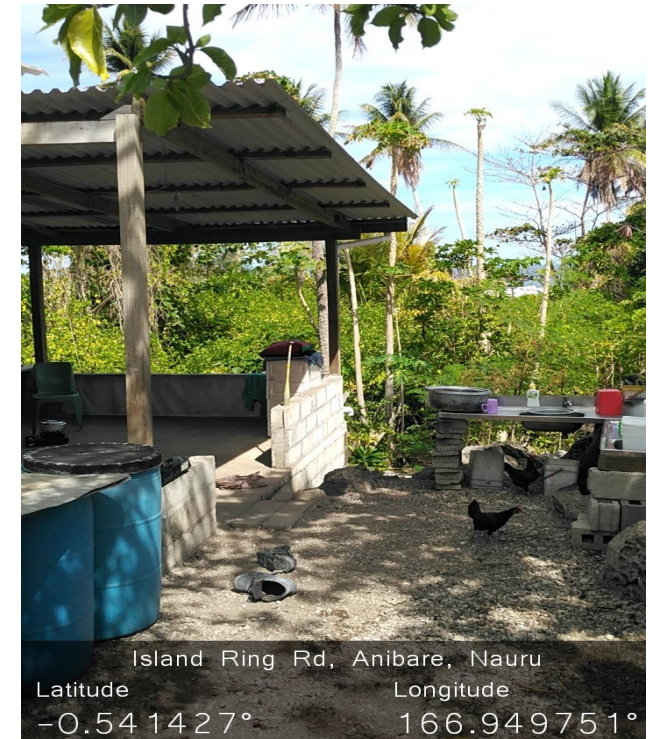
Anbe WS4
(where is WS?)



Anbe WS5
(where is WS?)

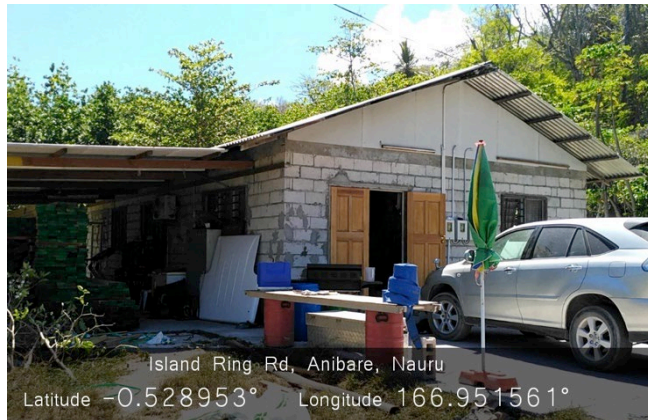


Anbe WS6
(downpipe at rear of roof)



Kitchen Garden (KG) Photos – Anbe

Anbe KG1
(where is KG?)



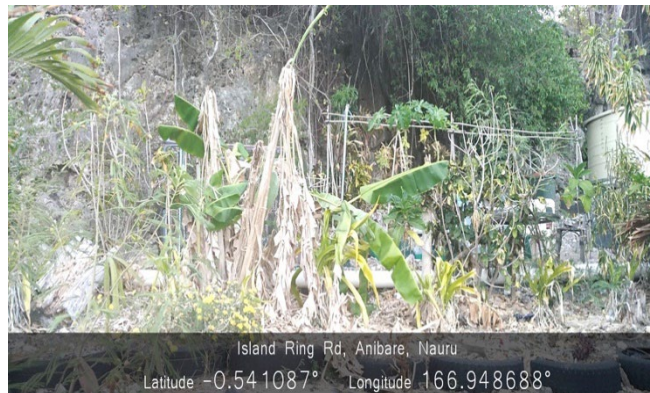
Anbe KG2
(nothing growing)



Anbe KG3
(same photo as WS4 – where is KG?)



Anbe KG4
(poor condition)



Anbe KG5
(nothing growing)



Anbe KG6 (where is KG?)



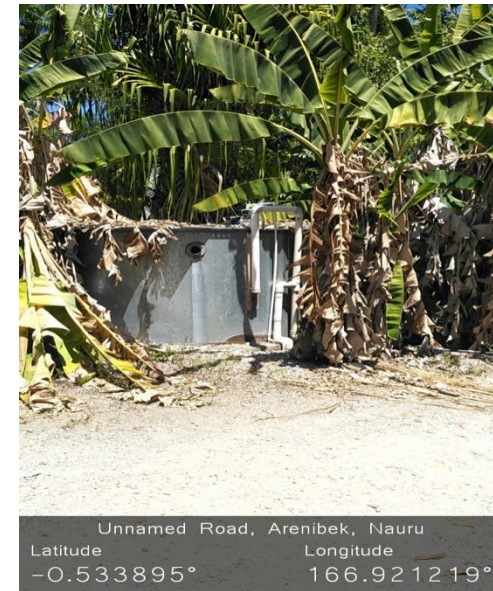
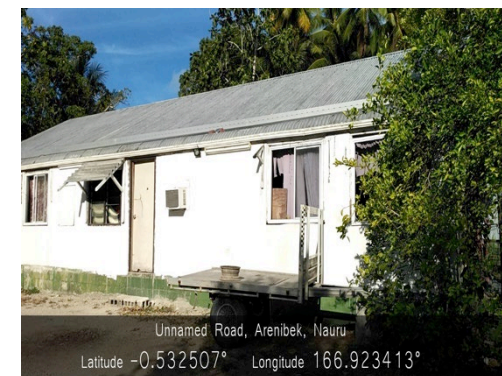
Pilot Site: Buada (Bda)

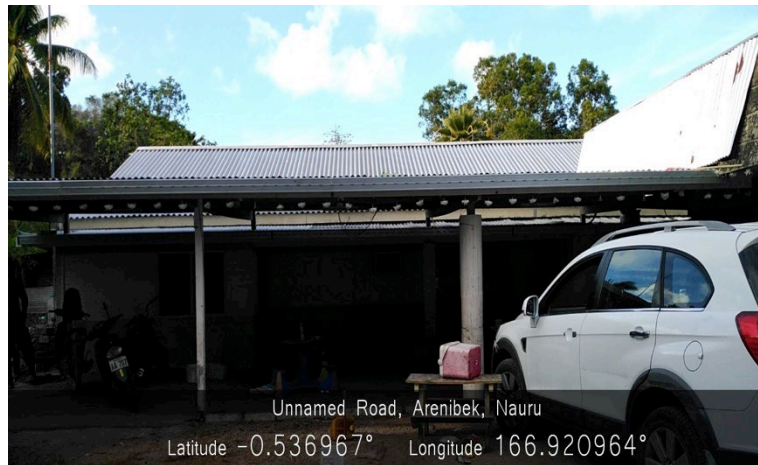
Bda Canoe1 - relocated and parked at the new port development. ` (appears to be a small boat, not a canoe of standard R2R design)



Bda CT1



Bda Water System (WS) PhotosBda WS1Bda WS2Bda WS3Bda WS4Bda WS5Bda WS6

Bda WS7Bda WS8

Buada Kitchen Garden (KG) PhotosBda KG1Bda KG2Bda KG3
(nothing growing)Bda KG4
(nothing growing)Bda KG5

Pilot Site: Meneng (Mng)Mng Canoe 1 (full canoe not visible)

Island Ring Rd, Ibwenape, Nauru

Latitude

Longitude

-0.552756°

166.931342°

Mng CT 1

Island Ring Rd, Ibwenape, Nauru

Latitude

Longitude

-0.551725°

166.929337°

Mng Water System (WS) Photos

Mng WS1



Mng WS2



Mng WS3



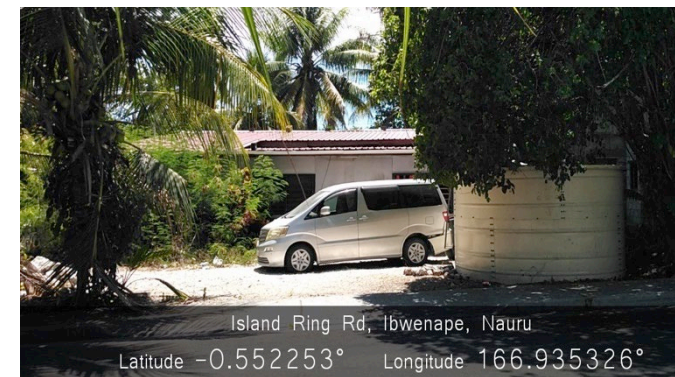
Mng WS4



Mng WS5



Mng WS6



Mng WS7



Mng WS8



Mng Kitchen Garden (KG) Photos

Mng KG1
(nothing growing)



Mng KG2
(breadfruit tree)



Mng KG3
(nothing growing)



Mng KG4
(nothing growing)



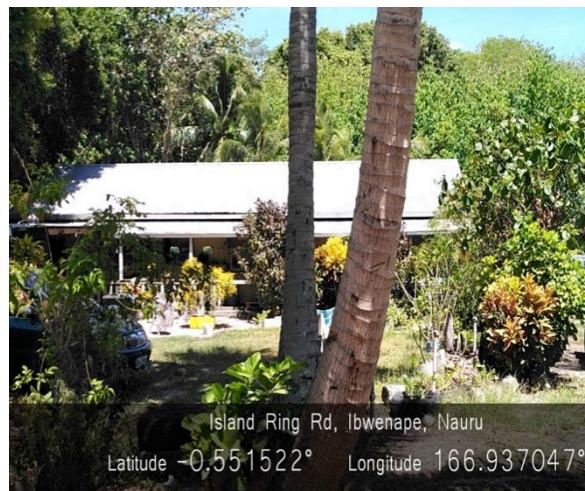
Mng KG5
(nothing growing)



Mng KG6



Mng KG7



Mng KG8
(nothing growing)



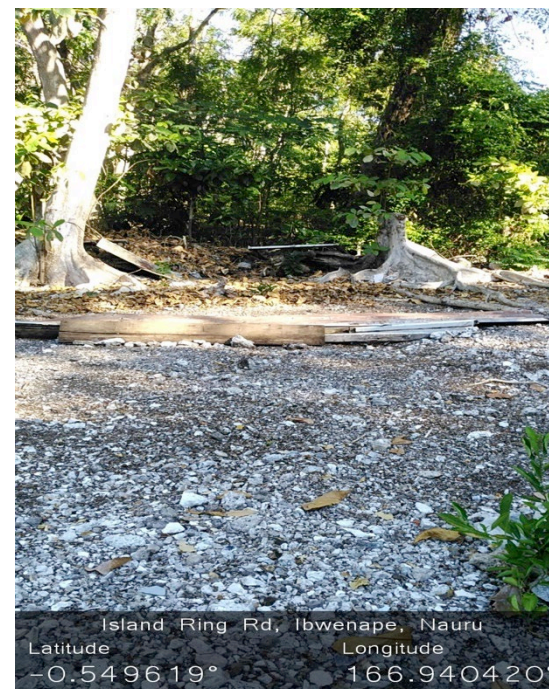
Mng KG9



Mng KG10
(no sign of actual KG)



Mng KG11
(no sign of actual KG)



ANNEX 8: Signed Consultant Agreement Form - S Raaymakers

Evaluators:

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.

Evaluation Consultant Agreement Form

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

Name of Consultant: Steve Raaymakers

Name of Consultancy Organization (where relevant): EcoStrategic Consultants

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

Signed at *Cairns, Australia* on *21 September 2020*

Signature:



ANNEX 8: Signed Consultant Agreement Form - M Harris

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.


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

Name of Consultant: Miniva Harris

Name of Consultancy Organisation (where relevant): _____

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

Signed at (place) on (date)

Signature:  Miniva Harris 9-11-20

ANNEX 9: Signed TE Report Clearance Form

TE Report Clearance Form

Terminal Evaluation Report for: Implementing a “Ridge to Reef” approach to protect biodiversity & ecosystem functions in Nauru (R2R Nauru Project)

Project ID: 00092583. **Atlas Award ID:** 00084678. **PIMS No.:** 5218

Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

NOTES: