REPORT

FOR THE TERMINAL EVALUATION (TE) OF THE PROJECT

RIDGE TO REEF - TESTING THE INTEGRATION OF WATER, LAND, FOREST AND COASTAL MANAGEMENT TO PRESERVE ECOSYSTEM SERVICES, STORE CARBON, IMPROVE CLIMATE RESILIENCE AND SUSTAIN LIVELIHOODS IN PACIFIC ISLAND COUNTRIES

ATLAS AWARD ID: 84701

PROJECT ID: 92601

PIMS ID: 5221

GEF ID: 5404

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Project title:

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Evaluation time frame: September 2021 – January 2022

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GEF Focal Areas: Biodiversity/Climate Change Mitigation/International Waters/Land Degradation/MFA (SFM)/Climate Change Adaptation (SCCF)

Executing Partner: The Pacific Community (SPC)

Implementing Agency: UNDP

Other UN Partners: FAO, UNEP

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DISCLAIMER

This document represents the analysis of the authors and does not necessarily reflect the views and opinions of the Project, governments or institutions involved.

III. ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
CBOs	Community Based Organisation (s)
CC	Climate Change
CCA	Climate Change Adaptation
CCCPIR	Coping with Climate Change in the Pacific Island Region
CRGA	Committee of Representatives of Governments and Administrations
CTI	Coral Triangle Initiative
DRM	Disaster Risk Management
EC	European Commission
EGS	Ecosystem Goods and Services
EMIS	Environmental Management Information System
ENSO	El Niño Southern Oscillation
ERC	UNDP Evaluation Office Evaluation Resource Centre
EU	European Union
FAO	Food and Agriculture Organisation
FSM	Federate States of Micronesia
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEM	GeoScience Energy and Maritime Division (of SPC)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICM	Integrated Coastal Management
IDA	Island Diagnostic Assessment
IMC	Inter-Ministry Committee
IUCN	International Union for the Conservation of Nature
IWCAM	Integrating Watershed and Coastal Area Management
IW	International Waters
IWECO	Integrating Water, Land and Ecosystems Management
IW:LEARN	International Waters Learning Exchange and Resource Network
IW R2R	The GEF International Waters Ridge to Reef Project (Ridge to Reef - Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries)
JCSP	Joint Country Strategy Programmes
JCU	James Cook University, Australia
LDCF	Least Developed Countries Fund
LDCs	Least Developed Countries
MYCWP	Multi-Year Costed Work Plan
MPA	Marine Protected Area
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
PACC	Pacific Adaptation to Climate Change
Pacific RAP	Pacific Regional Action Plan of Sustainable Water Management
PacIWRM	Pacific Integrated Water Resource Management
PICs	Pacific Small Island Developing States Participating in the R2R Programme

PIMS	Project Information Management System
PIR	Annual Project Implementation Report
PNG	Papua New Guinea
PPR	Project Progress Reports
PSC	Project Steering Committee
R2R	Ridge to Reef
RapCA	Rapid Coastal Assessment
RBM	Results Based Management
REDD+	Reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RMI	Republic of the Marshall Islands
RPC	Regional Programme Coordinator
RPCU	Regional Programme Coordination Unit
RPCG	Regional Programme Coordinating Group
RSC	Regional Steering Committee
RSTC	Regional Scientific and Technical Committee
SAP	Strategic Action Programme
SCCF	Special Climate Change Fund
SDS-SEA	Sustainable Development Strategy for the Seas of East Asia
SIDS	Small Island Developing State
SFM	Sustainable Forest Management
SLM	Sustainable Land Management
SoC	State of the Coast
SoE	State of the Environment
SOPAC	Applied Geoscience and Technology Division
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
STAR	System for Transparent Allocation of Resources
ToR	Terms of Reference
ToC	Theory of Change
UNDP	United Nations Development Programme
UNDP RCU	UNDP Regional Co-ordinating Unit
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

1. EXECUTIVE SUMMARY

BRIEF DESCRIPTION OF THE PROJECT

The objective of the Project was to test the mainstreaming of 'ridge-to-reef' (R2R) approaches for climate resilient methods to integrated land, water, forest and coastal management in the Pacific Island Countries (PICs) through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services. This International Waters (IW) project was implemented by the United Nations Development Program (UNDP) through the Applied Geoscience and Technology Division of the Secretariat of the Pacific Community in partnership with 14 Pacific Island Countries to improve the integration of water, land, forest, and coastal management required to fashion sustainable futures for island communities. The project aimed to address the recent high-level recognition and calls for results-based approaches to the management of development assistance programmes and projects, with support provided in areas of coordination, capacity building, technical assistance, and monitoring and evaluation for the operation of the broader Pacific R2R program. Testing the mainstreaming of 'ridge-to-reef' (R2R) approaches for climate resilient processes to integrated land, water, forest, and coastal management in PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services was to take place through the regional Project. This regional project intended to provide the primary coordination vehicle for the national R2R STAR Projects that are part of the Pacific R2R Program.

To achieve its objective, the project focussed on five components:

- *Component 1.* National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability
- *Component 2*. Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation
- *Component 3.* Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks
- *Component 4.* Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management
- *Component 5.* Ridge-to-Reef Regional and National Coordination.

Fourteen countries took part in the Regional R2R project. They include the Cook Islands, Federated States of Micronesia, Fiji Islands, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu. Through this project there were regionally implemented activities as well demonstration activities in each country which were led by respective national executing agencies.

The Regional R2R (PIMS #5221) was implemented through the Pacific Community (SPC). Planned financing by GEF was of USD 10,317,454 while co – financing was planned to be in the amount of USD87,708,160.

SUMMARY OF FINDINGS AND CONCLUSIONS

SUMMARY OF FINDINGS

- Design was highly oversized and overly ambitious.
- Project did not have properly imbedded mechanisms to programmatically ensure methodical and strategic coordination between and among the different child projects and the regional intervention.
- Design also did not properly entail process, metrics, and tools to engender nor benchmark outcomes and results.
- Although there was a downsizing of indicators as a result of mid-term analysis, there was no overhauling of the log frame to make up for the above issues.
- Products and outputs were achieved at expected levels for all PICs (particularly after midterm indicator downsizing).
- Expecting national bodies to implement and commit to regional outcomes without the necessary resources, materials and technical capacity and support was not feasible.
- Project faced a large number of challenges that in turn affected implementation and effectiveness.
- The COVID-19 pandemic greatly affected project implementation since many of the technical support aspects could not materialise as expected due to travel restrictions, lockdowns, etc.
- The RPCU showed adaptive management by moving to online delivery as much as a possible due to the mentioned restrictions.
- Governance uptake did not take place at the expected (tacit or explicit) level.
- In the last year of implementation, mainly, RPCU greatly stepped up delivery in order to achieve a number of technical studies, processes, and outputs at the expected product and processes levels.
- Project has delivered a number of technical studies, analysis, studies, and knowledge management products.

SUMMARY CONCLUSIONS

The *Ridge to Reef - Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods Project* is coming to an end very shortly after this evaluation process concludes. Although the Project began with a great deal of expectations it faced a number of internal challenges and externalities that in some ways changed the nature of the anticipated results. The Project was overly ambitious and oversized with a number of challenges that manifested themselves early on. Geographically it was extremely expansive, covering ten percent of the Earth's surface, attempting to draw in fourteen different Pacific Island countries. The design not only was overly ambitious but also convoluted, involving regional activities, national activities, attempting to draw-in other fourteen national projects, coordination with other R2R projects in the PICs, three different GEF-implementing agencies, and other related complexities.

The planning tools set up at design were also lacking in robustness, not only to measure outcomes but also to impel project objectives, outcomes/results. While the professed overall objective was *"To test the mainstreaming of 'ridge-to-reef' (R2R), climate resilient approaches to integrated land, water,*

forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services", there is no conceptual connection nor clear outcome benchmark with the objective indicator which is *"Extent of harmonization of sectoral governance frameworks for integrated 'ridge to reef' approaches achieved through national sustainable development planning"*. Within the log frame and results framework, if both are conceived as planning tools, this discrepancy is evident. Unfortunately, this matter did have repercussions in implementation since the baseline technical studies and capacity building activities to test the premise were or are being achieved, yet as a result of this design misconception as well as due to delays in implementation -- the last step in the "science to policy" spectrum was not achieved.

The programmatic approach that the Regional R2R Project was supposed to generate was one of the most difficult challenges and ostensibly one of the greatest malfunctions of the intervention. Here again, design was not robust enough to impel effective regional and national coordination mechanisms vis-à-vis the nationally-implemented projects. Furthermore, the lack of clarity as to the limits between STAR/Regional interventions and the perceived lack of value added of the Regional R2R Project or perceived overlap between the national-level activities of the Regional R2R Project and the nationally-implemented projects further complicated the expectations and results.

Other challenges, such as the COVID-19 pandemic and challenges internal to the Project such as staff rotation, communication problems between and among the different parties involved, and inter-agency coordination further delayed and/or generated dissonance that affected implementation. Project did achieve a number of products and process that have tried an integrated approach to resource management as well as engendered knowledge management products and capacity within the context of the South Pacific. In particular, the Project created and realised its commitment to implement as much as possible within the last year of operation.

SYNTHESIS OF THE KEY LESSONS LEARNED

Lessons learned represent knowledge generated by reflecting on the actual results of a project until the time of an evaluation and on the experience that has the potential to improve future programming and actions. Lessons learned derive not only from best practices but also from issues identified. The Project gives rise to and motivates a series of lessons learned such as those described below:

- The strength of a properly designed project should not be underestimated, since proper design has a deep-seated impact upon implementation, effectiveness, efficiency and eventually upon sustainability.
- Time and resources spent on designing, planning, on inception and start – up a project are not lost resources since they provide positive yields as a project progresses and even enhance sustainability factors.
- Clearly identified and spelled-out concepts are key when promoting practices via a project.
- The strong point or value-added of an institution vis-à-vis their role within a project is a key determining factor for the results it produces.
- The planned scope and scale of a project is a determining factor for many of an intervention's issues, not only programming but also implementation and results-oriented issues.
- Structures and architecture within a project that are not commensurate to scale and scope hinder integrated and efficient implementation.
- Programs without programmatic approaches do not function in complex situations.

TABLE 1: RECOMMENDATIONS SUMMARY TABLE

Full recommendations are found in the last chapter of this report. Summarized recommendations are in the following table. Since these are recommendations are for future programming the entity responsible would be UNDP / GEF.

Rec Number	TE Recommendation
1	Projects that are intended to be programmatic in nature should have robust strategic mechanisms imbedded in order to truly draw-in the parts that make up the whole intervention. Careful selection, induction/training of whatever institution is to be executing or implementing partner needs to take place in order to have the project align to UNDP/GEF criteria and mandate.
2	Projects or programs such as those that include "child" projects, need to be umbrella projects, avoiding at all costs overlaps with their national counterparts, be exclusively regional or sub – regional avoiding duplications and overlaps between national and regional processes.
3	Communication and the linkages between the partners and associates need to be clearly defined and abided by, together with well-defined decision – making processes.
4	Design and planning processes should not only be focused on technical aspects of an intervention but also in aspects that deal with the operationalisation, in particular when they are complex and involve a number of processes.
5	Programming, planning and implementation needs to be commensurate to the planned scope and scale of a project understanding that this is a determining factor for many intervention issues.
6	Processes for planning of a project need to be done with full preparation and proper lead time.
7	If a project is to build upon a previous intervention, than design as well as implementation needs to establish that this truly takes place and not began anew with already tested processes -or pilots, which have already taken place.
8	Projects need to have clear ideas of what processes or constructs they are promoting.
9	A results based approach needs to be deeply interwoven in a project, from its planning, log frame, indicators, modalities of implementation, and so on
10	Sequential implementation needs to be fostered also for results based management.
11	Design of projects in situations with limited in – country capacity (due a country's size for instance such as in SIDS, but applicable in many developing countries' situations) should very much be taken into account at planning, inception and preparation of an intervention.
12	Much analysis needs to go into a project, not only dealing with the technical aspects or promoting the "what" will be accomplished, but also how change, results, impacts and effects will come about ("how" results will be accomplished and how an interventions will be implemented).
13	Cross-cutting issues (rights-based approaches, SDGs, gender, as well as socio-economic development factors, for example) should be imbedded early on into processes.
14	Job descriptions and duties of different personnel need to be attuned to the multiple roles a particular project staff person needs to fulfil.
15	Learning from innovative solutions and replication should be promoted, not only through best practices but also with other types of lessons learned as well as challenges.

TABLE 2: EVALUATION RATINGS TABLE FOR THE PROJECT

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

Note: Accounts of these ratings are imbedded in this report's narrative in each of the pertinent sections. Also, these ratings are expressed at the end of each relevant section. They are agglutinated here for all ratings. See Annex 10: Rating Scales. When it is not possible to determine sustainability factors or when this is not applicable, the ranking is N/A

2. INTRODUCTION

SUMMARY PROJECT DESCRIPTION

The objective of the Project was to test the mainstreaming of 'ridge-to-reef' (R2R) climate resilient approaches to integrated land, water, forest and coastal management in the Pacific Island Countries (PICS) through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services. This International Waters (IW) project was implemented by the United Nations Development Program through the Applied Geoscience and Technology Division of the Secretariat of the Pacific Community in partnership with 14 Pacific Island Countries to improve the integration of water, land, forest, and coastal management required to fashion sustainable futures for island communities. The project aimed to address the recent high-level recognition and calls for results-based approaches to the management of development assistance programmes and projects, with support provided in areas of coordination, capacity building, technical assistance, and monitoring and evaluation for the operation of the broader Pacific R2R program. Testing the mainstreaming of 'ridge-to-reef' (R2R) climate resilient approaches to integrated land, water, forest, and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services was to take place through the regional Project. This regional project intended to provide the primary coordination vehicle for the national R2R STAR Projects that are part of the Pacific R2R Program.

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The Regional R2R Project (PIMS #5221) was implemented through the Secretariat of the Pacific Community (SPC) by a Regional Project Coordination Unit. Planned financing by GEF was of USD 10,317,454 while co – financing was planned to be in the amount of USD87,708,160. The full financing planning at the time of project signature is as follows:

Total resources required:	USD 98,025,614
Total allocated resources:	USD 98,025,614
GEF:	USD 10,317,454
UNDP In-kind:	USD 8,300,000
Other:	
National Governments:	USD 47,926,605
SPC:	USD 31,481,555

INTRODUCTION TO THE EVALUATION

The Terminal Evaluation (TE) of the *Ridge to Reef - Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods Project* (commonly known as the Regional Ridge to Reef (R2R) Project) was to be carried out in accordance with UNDP and GEF Monitoring and Evaluation policies and procedures. These specify that all full and medium-sized UNDP implemented, GEF financed projects, are required to undergo a terminal evaluation upon completion of implementation. This report lays-out the general objective(s), scope, methodology and structure of the evaluation and its related deliverables.

EVALUATION APPROACH AND SCOPE

The TE was conducted according to the guidance, rules and procedures established by UNDP and GEF. Specifically, as reflected in the *UNDP Evaluation Guidance for GEF Financed Projects (2020)*. Other UNEG and UNDP guidance was also followed, in particular guidance on conducting evaluations within the COVID-19 pandemic. The evaluation is also a means to promote accountability and transparency from an external and independent source.

The Terminal Evaluation assesses the extent to which planned project results have been achieved since the beginning of the project implementation to the time of this assessment. Also, the TE assessed the monitoring and evaluation aspect of the project and its compliance with UNDP and GEF minimum standards, including SMART criteria for indicators.

The Terms of Reference for this exercise lay out a series of specific purposes, as follows. According to these, the TE focused on the delivery of the project's results as initially planned (and as amended after the mid-term evaluation). It analysed impact and potential sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals, regional and national goals. The evaluation assessed the achievement or not of project results against what was expected to be achieved, and drew lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Further to this, the objectives of the evaluation stated in the Terms of Reference were also:

- assess the achievement of project results supported by evidence (i.e., progress of project's outcome targets as per the approved project document and corresponding updated log frame),
- assess the contribution and alignment of the project to relevant national development plan or environmental policies;
- assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) and the United Nation's Pacific Strategy (UNPS), being the SRPD is a UNDP specific strategy which supports 14 pacific island countries achieve national priorities and sustainable development. it is linked to regional and international frameworks. the UNPS represent a collective efforts of UN agencies.
- assess the positive and negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy framework for resource allocation and distribution, regeneration of natural resource for long term sustainability);
- assess the extent which the project outcomes have contributed to better preparations to cope with disasters or mitigate risk, and / or addressed climate change mitigation and adaptation as relevant
- assess the extent to which poor, indigenous, persons with disabilities and other disadvantaged or marginalised groups benefitted from this project;
- assess the effectiveness and quality of gender related results contributed by the project using the gender results effectiveness scale (GRES)
- examine on the use of funds and value for money.

The evaluation scope is the whole project up to the time of the terminal evaluation. That is the time period of evaluation is from April 2015 to the end of December 2021 (i.e. the time when data gathering ended). The unit of analysis for this evaluation is the project in and of itself, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the project document and follow up programming documents. The terminal evaluation also analysed the different stages of the initiative: design, implementation, and possibilities of sustainability. The geographic scope of the evaluation is the whole of the area of intervention (i.e. all PICs involved in this Project). The interview and dialog sample size was twenty – two. [1]

EVALUATION METHODOLOGY

In order to carry out this evaluation exercise, several data collection tools for analysing information from the principles of results-based evaluation (including relevance, ownership, efficiency and effectiveness, impact and sustainability) were used. Ratings were provided for each of the following criteria as defined in guidance and are found in annexes:

i) Relevance – the extent to which the results and activities are consistent with local and national development priorities, national and international conservation priorities, and GEF's focal area and operational program strategies,

[1] In annexes a list of the stakeholders that this terminal evaluation engaged with through interviews, questionnaires, and dialogues is included.

ii) Effectiveness – how the project's results are related to the original or modified intended outcomes or objectives, and

iii) Efficiency – whether the activities are being carried out in a cost-effective way and whether the least cost option is achieving the results. The results, outcomes, and actual and potential impacts of the project were examined to determine whether they were positive or negative, foreseen or unintended. Finally,

iv) Sustainability of the interventions and results were examined to determine the likelihood of whether benefits would continue to be accrued after the completion of the project. The sustainability will be examined from various perspectives: financial, social, environmental and institutional.

The intervention's logical framework with Outcomes, Outputs and Indicators, which guided the implementation processes, formed one of the bases of the Evaluation. The evaluation process examined the achievements (results) of the project. These were analysed at the levels of outputs, outcomes, products and processes (expected and unexpected, planned and unplanned) that the Project attained throughout its implementation process.

The tools chosen for the evaluation, with a mixture of primary and secondary data as well as a combination of quantitative and qualitative material, have been selected in order to provide a spectrum of information and to validate findings. These methods allow for in-depth exploration and yield information that facilitates understanding of observed changes in outcomes and outputs (both intended and unintended –such as unexpected effects) and the factors that contributed to the achievements or lack of accomplishments. Also, through a combination of methods used feedback was sought between the various tools and validation between different levels and types of data collection. These aggregation methods can also triangulate the information, and thus ensuring the validity of the data that give rise to reliable results out of the evaluation process. The proposed approach taken and the rationale makes explicit underlying assumptions of project evaluation and carry out the review keeping in mind challenges, strengths and weaknesses of evaluation methods and approach. Therefore, the approach chosen represents an array of methods, because the different instruments, when used together as a set, allow for triangulation and validation.

This evaluation process took place in the midst of the Covid-19 pandemic. This, undeniably, not only has and will have an effect on the Project itself, it also impacted upon the current evaluation. It has had an impact already due to the, understandable lack of in-country missions and travel prohibitions for the international evaluators authors of this report. For carrying out the review, therefore, UNDP guidance on evaluation planning and operation during Covid-19 and the revised strategy for this evaluation was followed for the design and implementation of the assessment process. Therefore, these directives were considered in order to gather and provide evidence-based information that is credible, reliable and useful, even within this situation. The data and information was gathered through a desktop review (as originally planned yet considering the emergency situation), yet the personal interviews were done using remote mechanisms (video conferences, telephone calls, etc.) as necessary. When interviews could not be carried out, information was harnessed through questionnaires.

The team that developed this terminal evaluation report in a collaborative manner was made – up of the following persons:

- Governance Specialist and Development Management Consultant (Elmer Mercado) and author of the section named Governance.
- Team Leader - International Consultant (Maria Onestini) and author of the rest of this report.

A first guiding tool developed was an evaluation matrix. This matrix guided the data collection process and, as the evaluation proceeds, the matrix was also used to collect and display data obtained from different sources that relate to relevant evaluation criteria and questions. This tool was developed not only as a guide for systematizing the data collection process but also an aid in making the evaluation process transparent. The matrix contained Evaluative Criteria Questions (that is, questions and sub questions related to each of the evaluation criteria contained in the evaluation); Indicators; Sources; and Methodology. The evaluation questions in this matrix covered each of the assessments criteria. They are based on the evaluation questions presented in the Terms of Reference and amended [as necessary] to expand or rectify the instrument and its questions as needed.

Regarding specific methodologies to gather assessment information, the following tools and methods were used:

- *Document analysis: In-depth analysis of documentation.* The documentation analysis examined documents prepared during the preparation phase (i.e. PIF, Project Document, annual Project Implementation Reports (PIRs), Project Inception Report, finalized GEF focal area Tracking Tools, Project Steering Committee meetings' minutes, Mid-Term Review Report, project budget revisions, Financial and Administration guidelines used by the Project Team, project files, and any other materials as available). Other outputs, such as research documents, knowledge management products, and strategic plans, were also consulted.
- *Key informant/stakeholders' interviews:* Interviews were conducted through a series of open and semi-open questions raised to stakeholders directly and indirectly involved with the Project. Key actors were identified as the evaluation processes began. As indicated above, due to the COVID-19 pandemic these interviews as well as dialogues were conducted online. Interviews targeted the entire spectrum of key stakeholders who have been involved in the project. A list of stakeholders with whom the international consultants engaged with in this process (through interviews and questionnaires but also through dialogs and presentations in which the international consultants engaged with) is found as an annex. This methodology included national-level validation.

Evaluation criteria and ratings. The evaluation of project performance was carried out based against expectations set out in the Project Logical Framework/Results Framework as well as other analysis. The results log frame provides performance indicators for project implementation along with their corresponding means of verification. These as well as other qualitative analysis processes were used to generate ratings according to the UNDP/GEF proposed scales. Rating scales used as well as rating table are included in Annexes (see Annex 10: Rating Scales).

Methodology used and other analysis besides the above. The methodology used are indicated above (mainly in depth document analysis and engagement by different means –interviews, dialogs, questionnaires, with different stakeholders). The sources of data, therefore, originated from a variety of stakeholders and this aided in cross – validation and maximum reliability of data through these varied documentation as well as through the varied engagement of different stakeholders. This also lead to validation from national level inputs given that a large number of documentation and dialogs/interviews dealt with in countries' inputs.

The approach and methods used were implemented in a manner as to promote reflection and learning through the evaluation process. Quantitative and qualitative evaluation methods (as indicated above, were used, such as: document analysis, interviews (applied online), dialogues, questionnaires). The variety of data sources, primary, secondary, qualitative, quantitative, etc., which were extracted from document analysis and desk review, as well as interactions with stakeholders, supported information validity. Also, through this combination of methods, feedback between the various tools and validation

between different levels and types of data was sought to triangulate the information, and thus ensuring the validity of the data that give rise to the assessment process and to this report. Quantitative analysis was carried by using logical framework and related indicators as benchmarks to tally project progress in implementation. Qualitative analysis was mainly applied to the information harnessed by using thematic analysis of interviews' and dialogues responses. All of these analytical tools were triangulated and validated internally.

The Evaluation also assessed the key financial aspects of the project, including the extent of co-financing planned and realized. Other analysis regarding cross-cutting issues (including gender) mainstreaming, impacts and effects also took place. The evaluation used gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues (including disaster risks, poverty alleviation, human rights framework) and SDGs were incorporated as relevant into report. The gender-responsive evaluation assessed how gender issues are included in the project (from design/planning to implementation processes, Gender Marker, etc.) [2] [3]. Given that UNDP-supported GEF-financed projects are key components in UNDP programming, as well as regional and global programmes, the evaluation analyses how the initiative fits into the agencies' programming. UN – wide relevant operational mainstreaming, such as relevance vis-à-vis corporate programming were also analysed.

ETHICS

Rights of stakeholders were respected throughout the whole of the evaluation process. In particular the right to anonymity of responses, and other ethical considerations were also abided by, as well as their right to refuse to engage in interviews or dialogues. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'. A code of conduct signed by both consultants, upon acceptance of the assignment, is found in annexes.

LIMITATIONS AND EVALUABILITY AND IMPACT OF COVID-19 PANDEMIC

All evaluations of this type normally face limitations, such as those regarding time, resources, data availability. Yet this terminal evaluation has faced further limitations, especially by having it take place in the midst of the COVID-19 pandemic, but also due to late distribution of some documents, staffing issues, and in harnessing contacts with stakeholders who were no longer involved with the Project. The main functional impact is the lack of in-country missions for the international consultants. For carrying out the review, therefore, UNEG's Guidance on Evaluation Planning and Operation During COVID-19 as well as UNDP guidance regarding COVID-19 and evaluations were followed for the design and implementation of the assessment process. The data and information was gathered through a desktop review (which is normally done at a distance in these processes even before the pandemic), yet the personal interviews were done using remote mechanisms (through video conferences and questionnaires mainly).

However, there were a set of limitations that were identified which to some degree can be associated to the lack of mission for the international evaluators (i.e. the authors of this report). The lack of face-to-face interactions and lack of specific site visits to the pilots might have hindered some of the richness that is expected out of these sort of methodologies. Notwithstanding the emergency, the review did follow a collaborative and participatory approach while using remote engagement with key

[2] UNDP. *Evaluation Guidelines. The Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note*.

[3] Independent Evaluation Office, 2015. *How to Manage Gender Responsive Evaluation*. UN Women. pp 4.

stakeholders. Therefore, it is understood that this final evaluation has not been overly affected by the situation and that the methodologies used are pertinent and appropriate and capture the development of evolution of this project.

Another limitation was the lack of ownership by several partners regarding this process. There was little ownership from some partners and limited backstopping to the whole evaluation process. Nevertheless, the international evaluators/authors of this report were able to engage with a robust number of stakeholders (at the global, regional as well as at the national level) to incorporate adequate inputs (again at all of these levels) to successfully bypass this matter and other limitations mentioned above to support and validate findings. Furthermore, the Project as well as UNDP produced and shared a robust number of documents which also allowed for quantitative and qualitative data harnessed to substantiate findings as well as to support analysis and forward looking explorations such as those presented by the authors in conclusions, lessons learned and future programming recommendations.

STRUCTURE OF THE EVALUATION REPORT

This evaluation report is structured beginning with an executive summary, an introduction and an evaluation scope and methodology section. A second section contains an overall project description within a developmental context, including an account of the problems the project sought to address, as well as its initial objectives. Furthermore, indicators and main stakeholders involved in the projects are described, as well as what were the expected results. Essentially, this segment of the report deals with the design stage and design concept of the project. A third core section of this report deals fundamentally with the evaluation findings, analytically observing the results framework, and linkages with other projects and interventions in the sector. Furthermore, this segment also deals with findings relating to the actual implementation of the project, including strategic issues such as adaptive management and partnership agreements, and monitoring. This section concludes with findings on project overall results and findings related to the criteria established for evaluations such as relevance, effectiveness and efficiency, ownership at the national level, mainstreaming and sustainability. A fourth core section of the present report entails overall conclusions as well as forward looking issues and recommendations. Lastly, an annex section includes project and evaluation support documentation.

3. PROJECT DESCRIPTION

ISSUES MOST PERTINENT THAT THIS EVALUATION FOCUSED ON

The most pertinent issues that this evaluation has focused on have been those related to the overall architecture of the Project (that is the potential coordination role it was expected to achieve vis-à-vis child projects that integrate the programmatic approach) and coordination with other activities; involvement of the different stakeholders and partners in the different activities and governance; and the effectiveness plus efficiency with which the Project achieved its expected outputs and outcomes. A particular focus of this evaluation has been governance. Based on the critical assumption that project interventions (which are the identified outputs) undertaken aim to actually deliver the required change (improved socio-economic outcomes) has also been a key focus. In the context of governance, the 'desired changes' or 'improvements" are defined as the application, mainstreaming and/or institutionalization of relevant R2R Project outputs into the national resource governance systems of PICs. This matter is closely related also to the uptake and/or effectiveness that the Project may have had and the potential for scaling up if this should occur.

PROJECT START AND DURATION, INCLUDING MILESTONES

The *Ridge to Reef - Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries Project* (also referred to as the Regional Ridge to Reef (R2R) Project) had an official start date of April 2015 (and an implementation start date of September 2015)[4] with a planned duration of five years. The Project received two no – cost extensions (the first one granted until September 1, 2021 and the second until March 1, 2022).

DEVELOPMENT CONTEXT: ENVIRONMENTAL, SOCIO-ECONOMIC, INSTITUTIONAL, AND POLICY FACTORS RELEVANT TO THE PROJECT OBJECTIVE AND IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT

The area of planned interventions has a great deal of varied environmental, socio – economic, institutional and policy factors and contexts which can be associated to the Project's objective. Regarding geographic and environmental factors, it can be stated that the Pacific Small Island Developing States (PICs) are distributed throughout an oceanic area covering ten per cent of the Earth's surface. They vary considerably in their size and geomorphology with over six thousand islands and islets ranging from high volcanic islands to small low coral atolls. Some Pacific Island Countries (PICs) consist of a few sparsely inhabited islands while others are more densely populated island groups, while some have no confirmed freshwater (dependent on rainwater and desalination). Many of the small islands can source limited water supplies from fragile shallow water lenses. The PICs do have some common ecological and environmental features. The majority are small, low-lying and isolated, with very high vulnerability to climatic influences such as storms, drought and sea level rise, although many are globally significant with regards to

[4] April 2015 is the CEO approval date. However, UNDP treats the last signature date in the Project Document as the implementation/official start date (i.e. September 2015).

biodiversity. These fragile island ecosystems are increasingly exposed to external and internal anthropogenic impacts threatening terrestrial and coastal biodiversity.

Although many PICs have low population numbers, a number have high population growth rates with some islands having population densities greater than many large cities around the world. PICs are becoming increasingly urbanized and making increasingly aggressive demands of the environment. With the majority of people dwelling at the coast, serious degradation occurs in those areas and in the estuarine environment and inshore marine areas.

The ability of PICS to manage their resources and ecosystems in a sustainable manner while sustaining their livelihoods is crucial to their social and economic well-being, and is clearly directly related to GEF's mandate for protection and sustainable management of biodiversity and international waters[5] and of UNDP's mandate regarding equitable sustainable development. PICs have specific needs and requirements when developing their societies. These are related to small population sizes and human resources, small GDPs, limited land area and natural resources. The small size of the catchments, shallow aquifers and lack of storage affects all water users from urban and rural water supplies, commercial forestry, subsistence agriculture, and fisheries/reefs and tourism.

Consequently, there is a need for a variety of different governance and resource management strategies and approaches focusing on different scales, and different levels of capacity. Nevertheless, the PICs face similar challenges managing coastal resources as other developing countries, including access to sanitation and safe drinking water, protecting sensitive ecosystems and productive use of limited resources. All fourteen of the PICs have development challenges in common as Small Island Developing States (SIDS). Agriculture, fisheries and tourism are the primary economic sectors in most PICs.

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

The Project attempted to address a number of problems or barriers. Albeit the variability among the different PICs they face similar water and environmental problems. Furthermore, they are similar in many ways as some of the developmental issues they face are related to small population sizes and human resource limitations, limited capacity to deal with these problems in an integrated manner, small GDPs, limited land area and limited natural resources. Competing land pressures, the choice of whether to use precious and scarce land for agriculture, water reserves, or for other uses, are found at the household, village and wider community level. In particular, every coastal village community understands the connection between activities on the land and in the sea, as they impact on freshwater, coastal interface, lagoons and coral reefs. The small size of the catchments, shallow aquifers and lack of natural storage, affects all water and coastal resource users from urban and rural water supplies, commercial forestry, subsistence agriculture, and the fisheries/reefs and tourist developments.

Project planning exercises for this project identified the main barriers that have hindered the introduction of more integrated approaches to environmental and natural resource management in PICs. These were:

[5] Although the emphasis on international water is correct, however, in the context of the R2R Program, the focus is not on 'international' but on coastal waters, and more so on 'coastal' or possibly nearshore waters.

- Fragmented, single sector development efforts (including donor funded) across different landscapes and government levels that do not include needed spatial management techniques due to unclear institutional responsibilities, weak policies, communication & coordination;
- Limited knowledge and application of ICM and IWRM, SLM and SFM practices and tools in the Pacific Islands;
- Limited human and institutional capacity for ICM in the PICs with much capacity lost to emigration;
- Limited experience and capacity in linking sustainable land management in watersheds through IWRM with the livelihood needs of downstream coastal residents and ecosystems through ICM;
- Limited PICs knowledge and national/local capacity on SLM, IWRM and ICM as well as carbon sequestration opportunities;
- Insufficient involvement of key civil society and other stakeholders spanning the 'ridge' to the 'reef':
- Rising development pressures on a small taxation base, and environment and natural resource management provided with inadequate resources;
- Weak governance structures and lack of government/donor interest in supporting integrated approaches across sectors, which are more difficult to achieve; and
- Insufficient political and public awareness of the role water, land, and biological diversity play in economic development, public health and environmental protection.

EXPECTED RESULTS

At design the Project had a number of expected results. It aimed to test the mainstreaming of 'ridge-to-reef' (R2R) climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services. The expected results, or outcomes as they are defined throughout project planning, implementation and specificized in the project results log frame, were as follows:

Component 1 National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability

Outcome 1.1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network]

Outcome 1.2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments

Outcome 1.3 Multi-stakeholder leader roundtable networks established for strengthened 'community to cabinet' ICM/IWRM

Component 2 Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation

Outcome 2.1 National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and CC adaptation

Outcome 2.2 Incentive structures for retention of local 'Ridge to Reef' expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated

Component 3 Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks

Outcome 3.1 National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally

Outcome 3.2 Coordinated approaches for R2R integrated land, water, forest and coastal management and CC adaptation achieved in 14 PICs

Component 4 Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management

Outcome 4.1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects

Outcome 4.2 National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established

Component 5 Ridge-to-Reef Regional and National Coordination

Outcome 5.1 Effective program coordination of national and regional R2R projects.

MAIN STAKEHOLDERS: SUMMARY LIST

As can be expected from such a large project that involves 14 countries plus regional institutions, it identified an extensive list of potential stakeholders a priori of implementation. The summary list is presented in the chart below.

FIGURE 1: SUMMARY LIST OF STAKEHOLDERS AS IDENTIFIED AT DESIGN

National Government Agencies
Cook Islands: Ministry of Infrastructure and Planning FS Micronesia: Kosrae Island Resource Management Authority Fiji: Land and Water Resource Management Division of the Ministry of Primary Industry Kiribati: Ministry of Public Works and Utilities Marshall Islands: The Republic of the Marshall Islands Environmental Protection Authority (RMIEPA) Nauru: Ministry of Commerce, Industries and Resources (CIR) Niue: Department of Environment Palau: Office of Environmental Response and Coordination (OERC) Papua New Guinea: Department of Environment and Conservation Samoa: Ministry of Natural Resources and Environment Solomon Islands: Ministry of Environment, Conservation and Meteorology Tonga: Ministry of Lands, Survey, Natural Resources and Environment Tuvalu: Department of Environment - Ministry of Natural Resources, Energy and Environment Vanuatu: Ministry for Climate Change Adaptation, Meteorology, Geo-Hazards, Environment, Energy and Disaster Management
Non-Governmental Organizations
International Union for Conservation of Nature (IUCN) Pacific Islands News Association Live and Learn Pacific Water & Wastes Association (PWA) Pacific Islands Association of Non-Governmental Organisations (PIANGO). Pan Pacific and Southeast Asia Women's Association (PPSEAWA) Pacific Foundation for the Advancement of Women (PACFAW) Pacific Youth Council
Private Sector
Pacific Islands Private Sector Organisation (PIPSO
Academic organizations
University of the South Pacific (USP) University of Papua New Guinea (UPNG) University of Guam University of Hawaii International Water Centre (IWC)
GEF Agencies
United Nations Development Programme (UNDP) Food and Agriculture Organisation (FAO) United Nations Environment Programme (UNEP)
Other UN Agencies
UNESCO UNICEF
Multilateral organizations
Asian Development Bank World Bank European Union (EU)
Pacific Regional Organisations
Secretariat of the Pacific Regional Environment Programme (SPREP)

THEORY OF CHANGE

The Project did not have a specific defined Theory of Change (ToC) as such. At the time of design this was not mandated for GEF-funded UNDP-implemented projects, however. Nevertheless, there is a tacit concept of change in the development and in the implementation of the Regional Ridge to Reef Project that *positive changes are to be reached achieving improved efficiency and equity in natural resources management and use (and leading to improved sustainable development outcomes) in an integrated manner.* Whilst, the project did not explicitly imply that it is a resource governance project, the objectives and many of the identified results implicitly were understood that they should contribute to improving R2R governance, as the phrase above exemplifies. Although, as indicated above, the design did not include a ToC, many of the traditional components of this project planning and implementation tool were included, such as baseline information and indicators, assumptions as well as risks, some intermediate stages, etc. These are analysed in the pertinent sections of this report.

4. FINDINGS

PROJECT DESIGN/FORMULATION

PROJECT LOGIC AND STRATEGY, ANALYSIS OF RESULTS FRAMEWORK, INDICATORS

As all projects of this sort, a key aspect of its design is the inception log frame/results framework which includes the project strategy and the intervention's logic as well as baseline and target indicators, among other factors. The Project's logic and strategy at the design and formulation level was fitting. The formulation documents effectively identify key issues, threats, root causes and barriers that hinder proper natural resource management and integrated approaches.

Integrated approaches fall under different terminology within the Project design. Different terminology, and ostensibly, different tools are proposed such as: Ridge-to-Reef, Sustainable Land Management or Sustainable Forest Management, Integrated Water Resources Management, Integrated Coastal (Zone) Management (ICM). These tools are imbedded at design somewhat loosely. Although there are inherent differences of course in each of these approaches, they are understood to be cohesive methods for sustainable resource management or natural resource governance. Furthermore, climate change adaptation issues are also entrenched in many of the activities and outputs of this project. A reflection of these multiple approaches is the fact that the GEF Focal Areas the Project is aligned with are also manifold. That is, GEF Focal Areas for this Project are six: Biodiversity; Climate Change Mitigation; Climate Change Adaptation; International Waters; Land Degradation; and Sustainable Forest Management.

Although perhaps figurative, but even the title of the Project is indicative of the very broad spectrum of what this project was meant to confront. The title indicates not only that the Project intended to test integration of water, land, forest and coastal management. This was to be done to preserve ecosystem services, but also to store carbon, improve climate resilience as well as sustain livelihoods.

Based on the analysis of threats, barriers, root causes and other such matters, the project strategy has been to explore potential solutions to these issues. The resulting design, however, has been by all accounts deemed to be highly convoluted, unnecessarily complex, overly ambitious and extremely encompassing (conceptually and geographically), as well as with overlaps with other interventions.

The Regional R2R Project was supposed to act at multiple levels as set by design. From pilots or demonstrations to theoretically test integrated approaches to natural resource management within the 14 PICS and to carry out scientific based technical diagnostics and analysis of the different issues in the different islands. From community-based articulation to higher governance effect and expected achievements.

The Project not only had pilot demonstrations and a presence in the different PICS, but also had ostensibly a coordination role for the 14 national STAR projects (also called "child projects") which were or are being implemented in the 13 PICS. This has been one of the most difficult areas to contend with as will be seen in the implementation section of this report. However, even at design this supposed coordination role was difficult to apprehend or translate into action since design does not have robust articulation components that could lead to inter-linkages or coordination with the STAR projects. This is further complicated by the fact that the coherence of the national interventions of the Regional R2R Project vis-à-vis the interventions of the national STAR Projects was not well established, and that they were and are at different stages of implementation while the Regional R2R Project unfolded.

Articulation was also an issue regarding the involvement of different UN agencies. The Project has UNDP as its programmatic lead agency. FAO and UNEP are other UN agencies involved at different levels. In the first place, FAO and UNEP were the implementing agencies for several national STAR projects. [6] Although some stakeholders assess that the role of others UN Agencies besides UNDP was well articulated in planning documents (such as the Project Document), it was weak in the sense that the national STAR project were functionally "autonomous". Furthermore, although a separate program coordination budget was requested upon planning (that is a budget to implement a more programmatic approach) this was not accepted by GEF.

Furthermore, although FAO and UNEP are also GEF-implementing agencies, their mandates and comparative advantages are different as are their monitoring, evaluation and reporting modalities. Regarding these agencies, it was also not specified clearly at design how they would participate in the governance structure and decision making processes of the Regional R2R Project within the Regional Project Coordinating Group (RPCG).

The above are linked to the fact that the design concentrated to a large degree on technical issues, outputs, etc., but there was no thorough analysis and imbedding of operationalisation of a project. That is, it is deemed that the project design concentrated on "what" should be achieved but not "how" this would come about.

Furthermore, the intricacy of design (and eventually of implementing a project such as this) is manifested by the sheer geographical area that this Project intended to cover. As it was well stated at design, the intervention zone is distributed through an oceanic area covering ten percent of the Earth's surface, which is an absolute indicator of the intervention's ambitiousness.

Several of these, although not all, complexities are manifested in the results framework. As indicated previously the results framework articulates indicators (baseline, output, end of target) in order to –through intermediate stages—achieve results and outcomes as well as to monitor their achievement as a consequence of the project/intervention.[7]

The Results Framework had two indicator levels: baseline and end of project target. Indicator analysis for these sorts of reviews are based on whether these are SMART (*Specific, Measurable, Achievable, Relevant, Time-bound*) leading to the following breakdown for outcome and sub – outcome indicators as expressed in the log frame. [8]

S •Specific: Indicators must use clear language, describing a specific future condition:

Although several of the Log Frame indicators are specific, some of them are not. For instance some indicators are not specific to future condition (that is, change). That is, several indicators define products (number of pilots achieved for example) but not results in the sense of how these improve situations or alter (for the better) issues that the PICs and the region contend with, nor what are the results of the products or outputs. Although some indicators (for instance, those who deal with environmental stress and reduction from pilots) are specific and specify change, most others do not. Yet,

[6] FAO for Kiribati, Tonga, and Vanuatu and UNEP for Palau and Marshall Islands.

[7] This section deals with design and therefore it includes information of the log frame as stated at planning. It is understood that the Project went through a revision of indicators after the Mid-Term Review. Those matters will be dealt with in the proper section of this report up ahead.

[8] This breakdown is greatly in agreement with the assessments made in the mid-term review.

how these lead to the adoption and implementation of wholistic R2R approaches is unclear (which has also been a matter that manifested itself in implementation). That is, intermediate state between product (for example, pilot/demonstration) and uptake is not specified as an outcome.

M • Measurable: Indicators, must have measurable aspects making it possible to assess whether they were achieved or not:

Indicators have measurable aspects, however –as stated above—the subject is not what they do or don't measure, but *what* it is that they measure. For instance, when it is stated that there will be roundtables there are metrics associated to the number of these events expected to take place, but there are no metrics to indicate what the effect of these are beyond just holding the events, or obtaining a product.

A• Achievable: Indicators must be within the capacity of the partners to achieve:

Several of the expected results are beyond the viability of being achievable as designed[9]. Similarly, many of the indicators that should measure expected outcomes are outside the Project's scope and some are unattainable within the scope of the Project given that the types of change indicated takes a longer time to attain beyond the timeline for an intervention such as this. And, perhaps as importantly, causality between the Project's outputs and this outcome cannot be fully determined.

R• Relevant: Indicators must make a contribution to selected priorities of the national development framework:

All of the project indicators are relevant since they are aligned with development priorities.

T• Time-bound: Indicators are never open-ended; there should be an be an expected date of accomplishment:

All of the project indicators are time-bound given that they have horizon of when it is expected that they would be achieved (i.e. end of project).

The main issue with indicators (not only within planning documents but also within the 2019 revision) is that they are mostly product indicators (or output indicators) but they don't attempt to capture effect nor impact. In Annexes there is a chart with a breakdown a SMART analysis indicator by indicator based on the results framework as updated in 2019 and where the above mentioned indicators are fully displayed.

The Objective Indicator merits a different analysis however. Keeping in mind that the overall project objective is *"To test the mainstreaming of 'ridge-to-reef' (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services",* there is no generic conceptual link nor clear outcome benchmark expressed as such with the objective indicator. This is expressed as *"Extent of harmonization of sectoral governance frameworks for integrated 'ridge to reef' approaches achieved through national sustainable development planning".* That is, planning documents do not have a Theory of Change, nor is there is no an intermediate state explained / strategy as to *how* the Project would go from testing the approaches to uptake in national development planning nor a concrete SMART metric exclusively for the objective indicator.

[9] Again, this was acknowledged at the implementation midpoint and metrics were changed. This will be dealt in the sections on monitoring.

Although some stakeholders seem to perceive that the design process was not thorough nor long enough to adequately plan this project in a robust manner, timelines, PIF, PPG and development of the Project Document contradict this perception which cannot be validated. The development of planning documents took quite some time, and was started by the previous Pacific IWRM Project (2009 - 2014). The design process was a concentrated integrated and extended effort with consultative discussions and a number of negotiations between and among different stakeholders (such as the SCP and the Project Management Unit of the previous IWRM project, GEF, and UNDP).

Gender matters have been imbedded within Project design. Conceptually design incorporated several sections on why gender related issues are important regarding the

The gender-related aims were integrated as follows in the project planning documents:

- Advance gender equality and social inclusion (gender awareness)
- Balance women and men's participation in decision making
- Respect the different roles and responsibilities of men and women and the different values they may hold
- Strive for inclusiveness and cooperation/partnerships
- Document how gender and diversity concerns were made central
- Provide for appropriate implementing of arrangements at all levels (planning, management, monitoring and evaluation).

Gender responsive analysis and other such tools were proposed in planning documents, including the Project Document. The Atlas Gender Marker Rating was GEN1: some contribution to gender equality. This assigned marker was backed up by gender analysis (at design as well as further along at implementation).

ASSUMPTIONS AND RISKS

Project design identifies several assumptions and risks that could, conceivably, have an impact upon the Project. The Project Document contained a very thorough assumptions breakdown, itemised by expected outputs and sub – outputs. A number of the assumptions and risks manifested themselves throughout the implementation process. The main assumption was that STAR Projects and the regional project would collaborate, yet this not work as well as presumed.[10] This assumption became one of the biggest risks.

Even within countries, there were different executing agencies for STAR projects and national IW projects as well as these having separate steering committees and/or boards. Also, in some cases, demonstration sites were also far apart e.g. Federated States of Micronesia and Fiji. In Federated States of Micronesia, the IW demonstration site was in Kosrae whilst STAR projects had demo sites in all four states. In some cases, the sites chosen were not deemed to be the best to demonstrate the integrated approach. All of this added to risks that, even if the different partners wanted to manage, was not possible to do so once project interventions started without a major overhaul or change, which overall was not feasible. In some cases it was deemed that the pilot sites were not the best areas to truly test or

[10] The causes for this are presented in the section on implementation.

demonstrate what the Project was trying to test or demonstrate. Furthermore, many of the processes that were promoted are or were already in use in the South Pacific (for instance, the processes utilised for waste management) and although positive endeavours in and of themselves, their demonstration value and/or innovation value was diminished as such.

The endorsement of STAR project documents by GEF was at different times as well as inception/start up. Trying to make connection, between STAR and IW was not thoroughly worked out, however.

The Project Document contained a risk analysis with the identification of some key risks as below:

- Capacity limits of PICs institutional and human resources
- Continued political will and capacity of the PICs at different levels to remain committed / involved in the further integration of water, land and coastal management.
- R2R is accepted at a national level as a legitimate coordination framework for a multi focal area approach to demonstrate integrated water, land and coastal management
- Successful adaptation demonstration not sustained or scaled up due to a lack of financial resources
- ICM is recognized as being multi-sector and involve the whole of community
- Communities and wider stakeholders are willing to participate in Policy development and Demonstration projects
- Civil society is concerned about water, land and coastal management;
- Effects of climate change on water, land and coast and the effectiveness of measures.

LESSONS FROM OTHER RELEVANT PROJECTS (E.G. SAME FOCAL AREA) INCORPORATED INTO PROJECT DESIGN AND PLANNED LINKAGES BETWEEN PROJECT AND OTHER INTERVENTIONS WITHIN THE SECTOR

As established in a number of planning documents, in products originating from this project, as well as in the communication processes that the intervention has had, this Project was meant to build upon a number of interventions (previous and ongoing at the time of design) which have constructed upon international water governance issues and integrated approaches to equitable natural resource management. The main, immediately previous, relevant project that the Pacific R2R was meant to build upon and incorporate its lessons, or even give continuity, was the previous Pacific IWRM Project (2009 - 2014). The Regional R2R Project was meant to foster the promotion of integrated landscape management practices adopted by local communities building on lessons learned from community-based and participative interventions from the former GEF/UNDP/UNEP Pacific IWRM Project. In that previous intervention, the demonstration initiatives ranged from investments in integrated watershed management through forest rehabilitation and conservation of degraded upland areas as well as conservation of riparian corridors and of coastal/mangrove ecosystems.

The intention was to build upon the Pacific IWRM approach to catalyse transformational change, support PICs in the replication and scaling up of IWRM approaches within a broader “Ridge to Reef” and “Community to Cabinet” framework designed to guide the integration of water, land, forest and coastal

management required to fashion sustainable futures for island communities.[11] The linkage with the previous IW project was deemed as an appropriate entry point for testing of innovative approaches and measures to integrate land, forest, water and coastal management, including climate change adaptation in the Pacific.

The planning documents also reference a number of other interventions in the sector with which the Project would or could potentially link. Some of those, of a more regional nature, were:

- SPC/GIZ 'Coping with Climate Change in the Pacific Island Region (CCCPIR)' Programme
- IUCN's Mangrove Ecosystems for Climate Change Adaptation and Livelihoods (MESCAL).

Design documents also reference other planned linkages between the Project and other interventions within the sector at the national levels. These are projects supported by different donors, such as the Asian Development Bank, the EU, New Zealand's bilateral cooperation, etc.

PLANNED STAKEHOLDER PARTICIPATION

As can be expected from such a large project that involves 14 countries plus regional institutions, it identified an extensive list of potential stakeholders *a priori* of implementation (as indicated in the previous section regarding this specific matter in this report). A stakeholder analysis was drawn up at the design stage. In addition to the mapping mentioned above, potential interests and probable roles of different stakeholders in the implementation of the Project were also drawn in the planning stages following consultations during project preparation. The stakeholders identified cover the broad range of actors involved in the Pacific in areas pertinent to those the Project aimed to work on, in different capacities, such as from governments, academia, NGOs, the private sectors, from beneficiaries and so on.

The planned participation indicates that here also (as in many other areas of this project) there would be explicit links and building upon previous project(s). The potential roles and planned participation was specified ranging from implementation of some components or products of the Project to communication roles, and in capacity building capacities.

Beyond the mapping or identification, however, there was no specific participation plan or strategy as such at design.[12] Retrospectively, if this would have been clearly laid out at design it could potentially have had a positive impact upon the participation issues that arose as implementation unfolded (which are considered in the section on actual stakeholder participation).

SOCIAL AND ENVIRONMENTAL SCREENING PROCEDURE (SESP)

A *Social And Environmental Screening Procedure* (SESP) took place upon design attempting to identify potential social and environmental opportunities and risks/impacts in the design and implementation of the Project and in line with UNDP SESP standards.

Only one risk was identified in this exercise, however, which is indicated below.

[11] Source: Project Document.

[12] The project reports that for national stakeholder engagements, each national IW R2R project staff were trained to carry out stakeholder engagement mapping and plan preparation.

- Does the proposed project include activities and outputs that support upstream planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change? This was specified as follows:
    - Support for the elaboration or revision of national-level strategies, policies, plans and programmes.
    - Support for the elaboration or revision of sub-national/local-level strategies, polices, plans and programmes.

No other social and/or environmental risks were identified. The SESP, furthermore, does not contain concrete mitigating measures to contain risks.

PROJECT IMPLEMENTATION

ADAPTIVE MANAGEMENT (CHANGES TO PROJECT DESIGN AND PROJECT OUTPUTS DURING IMPLEMENTATION)

Adaptive management is defined as the project's ability to adapt to changes to the project design (project objective, outcomes, or outputs) during implementation resulting from: (a) original objectives that were not sufficiently articulated; (b) exogenous conditions that changed, due to which change was needed; (c) the project's restructuring because the original expectations were overambitious; or (d) the project's restructuring because of a lack of progress.

The Regional Ridge to Reef Project went through a number of adaptive management procedures in order to attempt to adapt to or correct some of the design matters that manifested themselves throughout implementation. One of the main adaptive management as understood in the above definition has been the modification of end of project target indicators. This was a result, of mid-term review recommendation. The indicators were changed in the metrics and some of the wording, and this processes was approved by the parties with decision – making over this matter (i.e. UNDP, RPCU, SPC, board, etc.) and endorsed by the proper committees in 2019.

Although this change was adaptive in the sense that it adjusted metrics to be more workable within the scope of remaining implementation, the changes were not profound in the sense that product indicators were not changed to outcome or effect/impact/result indicators. Furthermore, no restructuring took place regarding project objective nor outcome/outputs in and of themselves, nor of project design as a whole. It must be pointed out that these profound changes were not truly recommended by the mid-term review, however. And the Project did not change these on their own decision, apparently due to the lack of recommendations to that effect from the mid-point assessment.

Furthermore, since all activities in the region were extremely affected by the COVID-19 pandemic the Project had to adapt to the impact of COVID-19 upon the countries involved as well as upon the institutions. For this, and attending to international travel restrictions as well as each of the countries' states of emergency, there were several adaptation measures taken, such as activities that were to be face-to-face were implemented online (for instance committee meetings, training, etc.) and by adjusting work planning, etc. The adaptation did take place but was not without challenges, such as communication challenges inherent in the South Pacific. Although adaptation took place, there were also challenges in the retention of governance and technical committee group members as reported by the Project due to the pandemic's effect.

This was also mirrored at the national level in the respective IW projects implemented in the PICs. Not only the PICs moved to online and virtual process, but also national consultants were engaged in order to carry out baseline studies and data gathering, conduct assessments, etc.. This was done via contracting of national personnel. That is, when it was not possible to hire international consultants to support technical work, local consultants were hired instead.[13] Training and capacity building was also done remotely, yet with connectivity challenges likewise.

[13] This evaluation could harness supporting evidence that this took place at the time of this evaluation in at least in 10 of the 14 target PICs (Cook Islands, Fiji, FSM, Kiribati, Niue, Palau, PNG, Samoa, Salomon Islands, and Tonga).

Another matter has been the sheer impact on the socio – economic make-up of the countries involved. Although not as affected as other regions regarding health, these countries were greatly impacted upon in economic terms, in particular those that depend on tourism as their main source of income, labour and livelihoods. These countries were extremely affected by the lack of tourism in the islands and their policy and institutional attention, understandably, shifted to attending the emergency in detriment of long term planning of natural resource management process.

Adaptation by the Project to online modalities was done rather quickly. Yet, there is an overall awareness by a number of stakeholders that many issues (such as technical support, negotiations, exchanges, upstream policy work) cannot be fully carried out in this modality. The PICs with the smaller in-island capacity base were perhaps those that were more affected by this since travel restrictions implied that they could not receive external technical and consultancy support. Furthermore, without ongoing personal interactions, face-to-face meetings and even without the possibility of carrying out missions or trips, a great deal of the participation at the national level vis-à-vis the Regional Project elapsed and diminished.

Nonetheless, project management was able to persist and persevere to obtain a number of outputs within this context, adapting as possible to the situation. This was also done in a context of changes in the RPCU and even after periods where the Unit was lacking in staff in leadership roles. In addition to the original extension, a second extension was also granted in order to accommodate to delays in implementation related to the COVID-19 pandemic.

ACTUAL STAKEHOLDER PARTICIPATION AND PARTNERSHIP ARRANGEMENTS

The general actual stakeholder participation and partnership arrangements has followed to some degree what was planned, but not in all spheres, as several stakeholders indicated. The Project was able to promote stakeholder participation of different sorts of actors in its activities such as community members and local leaders as well as stakeholders from local and national and local governments. This took place in capacity building activities, pilot projects, roundtable dialogues. There was little participation of the private sector to date. It has also been noted by several stakeholders that the harnessing of academic and technical backstopping could have been enhanced by engaging with a broader number of academic institutions either from the Pacific region or from other regions that do work in the Pacific in areas and in approaches similar to the ones the Project aimed to work with.

The greatest challenge and issues with participation that has been signalled by all stakeholders at all levels (and is thoroughly validated by a number of documents) have been the issues with the participation, involvement, and dialogue and overall inclusion of the national STAR (child) projects vis-à-vis the Regional R2R Project. The relation between these two types of interventions has been imprecise at best and has caused a number of strains at different levels. The linkage to national STAR projects via the larger Pacific R2R network, and therefore the mutually supportive participation that was expected, did not materialize.

Actors within the STAR projects indicate that this linkage was unclear, particularly in the beginning of implementation of the Regional R2R Project. There was also a perceived overlap or potential duplication between many of the national-level pilots that were apparently testing the integrated approaches to natural resource management within the Regional project vis-a-vis the national STAR projects. This was indicated by national-level stakeholders as well as by several of the agencies involved in STAR projects implementation. Furthermore, many governments did not fully agree on this tiered approach in particular due to the apparent overlap and also due to the perception that the value-added of the national-level Regional R2R Project interventions was not evident to them.

The fluidity of cooperation between the different levels of interventions was not solidified. Although some cooperation took place, the bottom up / demand driven approach was not complete. For example, there were no fluid requests for backstopping or support from STAR projects to the Regional Project, only ad-hoc circumstances when this occurred. Also, reporting (again from the national to the regional level) was done in an ad-hoc manner, meaning that the STAR projects were not required or mandated to report to the Regional Project. As indicated by several stakeholders, therefore, and as reinforced by documentary support, many times the relation and harmonisation of work between the two interventions was at times based on mutual trust engendered from previous work between a particular PIC and SPC/RPCU, but this did not occur in all cases. Stakeholders have assessed that the coordination and/or dialogue appeared to work well in some countries (particularly those where representatives of the respective national projects were in the same agency or even just physically close to the IW Project), whereas there was almost a complete lack of coordination in other countries.

Since the programmatic approach was not included as part of managerial and oversight mandates of the regional intervention, this was left to the free will of the parties at all levels. As key partners illustrated with the following quoted phrase, the Regional R2R Project "had no legal oversight" upon the STAR projects; oversight, reporting and even collaboration was done at an ad hoc or based on the willingness of the parties to do so.

Reporting was also a differing issue between the national STAR Projects being implemented by other GEF Agencies. Several of these projects (over a third) were or are carried out by FAO and UNEP, and therefore their reporting systems are quite different than UNDP's. Thereby, it was found that reporting was not comparable between the different agencies.

Furthermore, the implementation periods of the STAR Projects varied in several cases from the overall chronological arrangement of the Regional R2R Project. That is, some projects began --and therefore ended-- later than others. Therefore, several participatory processes could not be fully harnessed by national projects because of this and even some capacity support could not be actioned since it took place at a time when the STAR Projects were not active.

Some of these issues can also be attributed to unclear and/or ad-hoc partnership arrangements. The design did not have a robust spelled-out participation strategy and the relation between the national STAR projects and the Regional R2R Project was not thoroughly scripted, neither at design nor at the inception stages, to make participation a guided process during implementation.

PROJECT FINANCE AND CO-FINANCE

The Project had a total planned cost of USD 98,025,614. Planned GEF financing was to be USD 10,317,454. The planned co-financing in the amount of USD 8,300,000 from UNDP (in-kind), USD 31,481,555 from SPC and USD 47,926,605 from National Governments. Materialised co – financing from national governments and from SPC --as of June 30 2021-- was USD 1,716,957. Although this tallying takes place a few months before project final closure, with only 4 percent of mobilized co – financing, this falls extremely short of committed sources upon approval. The information on amounts per source as reported by the Project is found in a table in annexes (see Annex 8: Co-financing). The enormous variance of 98 percent between what was committed at design and what actually materialised at project end is indicative of several of the issues presented throughout the evaluation as seen above (such as participation issues, lack of congruency between STAR projects and IW pilots, etc.). The lack of buy – in from many countries and the related complications of a purported programmatic approach that did not materialise as such are two of some of major issues presented for this variance.

There are indications that adequate financial controls were established to allow for project management to make informed decisions regarding budget. However, even in the last year of implementation timely financial liquidation continued to be an issue with bottlenecks. For this, UNDP used networks in countries to follow up on pending documentation required to complete overdue acquittals.

MONITORING & EVALUATION: DESIGN AT ENTRY(*), IMPLEMENTATION(*), OVERALL ASSESSMENT OF M&E(*)

Imbedded in design there was a Monitoring and Evaluation (M & E) plan; this included a series of standard activities for this sort of project. The monitoring framework indicated that there would be an inception workshop/report, mid-term review, project implementation reports, audits, a final evaluation process (i.e., the process that gives rise to this report), etc. Therefore, for M&E design at entry, the ranking is *Highly Satisfactory (HS)* since there were no shortcomings in the quality of M&E design.

The implementation of the Monitoring and Evaluation plan was followed to some degree. An independent external mid-term review was commissioned at nearly three-fourths of the way in the original implementation process. Review's findings and recommendations were used for management, mainly for reforming the indicators benchmarks and –based on this—for input to planning. Therefore, feedback between this assessment tool provided information that was used to some degree to monitor performance. However, the mains issue with indicators remained. That is, indicators reflected mostly expected outputs but not expected outcome()s. In Annexes there is a chart with a breakdown a SMART analysis indicator by indicator based on the results framework as updated in 2019. The Project steering committee was involved in several of the M&E activities, this is documented by its role, for example, in approving the changes to the indicator set.

Furthermore, the Project developed final reporting templates that were used by national IW R2R interventions. The information in these final reporting templates as completed was also used by the Regional IW R2R project for its reporting obligations to UNDP.

Five PIRs were produced, from 2017 to 2021, although in several of them there were discrepancies in self-evaluation ratings with other ratings within PIRs, and ratings by MTR and TE. Country visits were affected by travel restrictions due to the COVID-19 pandemic. In the strictly monitoring sense, i.e. benchmarking outputs/products vis-à-vis indicators –be them original or reformed indicators in 2019— the RPCU carried out a thorough follow through. There was compliance with progress and financial reporting requirements and discussions of this and other reporting took place with relevant stakeholders, such as committee members.

Only one risk was identified in the SESP exercise (see that section of this report). Complete SESP updating did not take place within implementation. However, as part of some of the PIR exercises, there was some monitoring of what were considered new and additional social and environmental risks as implementation took place (internal and externalities). In PIR 2018 the following were identified as escalated social and/or environmental risks and the ways and means that the Project attempted to manage these risks[14]:

[14] Source Project Implementation Report June 2018.

Risk 3: Challenges and costs associated with demonstrating environmental benefits of technologies and management measures may constrain replication and up scaling. The general cost of materials, particularly in more remote countries has risen, thus securing additional funding for up scaling becomes problematic. (From I=3, P=3 to I=3, P=4)

Risks 10: Securing advice and support from HR specialist familiar with systems of government and barriers to sustainable development in PIC context. The project will engage a capacity-building specialist to provide professional advice in handling functional competency studies, etc. This is one of the Target End of Project indicators. (From I=2, P=1 to I=2, P=3)

Risk 16: Lack of appropriately qualified national staff available to provide adequate secretariat support to IMC work. One of the strongest development measure in this project is the capacity-building component on both the technical and the managerial aspects. The complex-nature of the project also necessitates that a strongly qualified staff will be able to provide the Secretariat support to the IMC for which it requires strong technical and managerial/facilitative skills. (from I=3, P=2 to I=3, P4)

Risk 17: Adequate cooperation is not fostered among IW pilot project and national STAR project staff to build stakeholder confidence in benefits of integration. As indicated in the risks log, the GEF implementing agencies must ensure that the national STAR projects incorporate solid cooperation outcomes and funding. The Multi-Year Costed Workplan could have been an instrument to jointly plan following the programmatic approach. The use of the MYCWP indicating joint-implementation and collaborative/integrative approach should be advocated by the RPCG and also by the respective GEF implementing agencies. (From I=5, P4 to I=5, P5).

Risk 19: Design of national STAR projects does not include targets and related indicators aimed at achievement of R2R program goals and outcomes. There are even STAR projects that were already completed; the design indeed misses this integrative and collaborative nature of the various projects into the Pacific Ridge to Reef Programme initiative. (From I=4, P=4 to I=5, P=5)

Risks 26: Adequate resourcing available to program coordination unit to meet support requests of national STAR projects. No rating indicated in the project document. However, this poses a threat in the successful delivery of the Target End of Project indicators. Additional expertise shall be needed at the RPCU to timely respond to technical matters as required in the project document. An example is the engagement of full time Environmental Governance specialist, a Capacity-Building Specialist, Data Analyst and a graphic designer. (From I=0,P=0 to I=3,P3).

Risk 28: Internet connectivity in national and regional offices of program/project stakeholders adequate to support use of online training tools. No risk rating indicated. Internet connectivity is not sufficient in all countries to facilitate the online learning component of the Post Graduate Certificate. This has been addressed by James Cook University sending out course materials on a USB to all countries. On the other hand face to face coaching, mentoring and backstopping support are needed by the project managers in several PICs to respond to the technical complexity and stringent managerial requirements of the project. This may mean increase in travel budget as well by the RPCU staff. (From I=0,P=0 to I=3,P=5).

Although the above are identified as risks and mitigating measures related to SESP (as expressed in the PIRs) they are not truly aligned with social and environmental risks as SESP catalogues them. Even the Project states in this PIR that they cannot provide SESP-related updates. Therefore, these risks identified in the 2018 PIR, although placed as SESP related risks, are more implementation risks or issues, more attuned to the risks identified in the Project Document in the section 2.5 *Key Indicators, Risks And Assumptions*, than SESP risks. They mostly relate to managerial and implementation risks and issues and not social and environmental issues *per se* as defined in SESP tool. For PIRs 2020 and 2021 COVID-19 was identified as an escalated social risk. Mitigating measures to deal with COVID-19 restrictions were applied to the extent possible as stated in that document, and as validated throughout this report.

Therefore, the achievement of the monitoring plan at implementation is considered to have been *Satisfactory (S)* since there were some shortcomings, yet the quality of M&E implementation met expectations to a great degree. A composite ranking that considers monitoring and evaluation design at entry together with the M&E plan's implementation for the overall quality of M&E is *Satisfactory (S).*

IMPLEMENTING AGENCY(UNDP) (*) EXECUTING AGENCY (*), OVERALL PROJECT OVERSIGHT/IMPLEMENTATION AND EXECUTION(*)

The Project Document sets up coordination and operational structures as well as proposed management arrangements. Management arrangements at design, management/implementation/execution and oversight for this Project has been multi – layered and it involved a number of different institutions in different countries. This reflects the multi-institutional and multi-layered issues that the Project had to deal with in order to properly reflect the complexities of the national, bi-national, regional and international aspects of integrated national resource management within the context of PICs. The structure as set at design as indicated in Annexes.

The Executing Agency for the project was The Pacific Community (SPC). This entity, as the principal scientific and technical organisation in the Pacific region, is an international development organisation owned and governed by 26 country and territory members.

A Regional Project Coordination Unit (RPCU) ran the project.[15] This was done under the guidance and support of the Project's lead GEF-Implementing Agency (i.e. UNDP). The UNDP Fiji MCO and UNDP APRC (Asia Pacific Regional Centre) were mandated with providing oversight in the implementation of this Project, quality assurance, oversee monitoring and evaluation, assist in planning and monitoring expenditure, etc. The Regional Technical Adviser for Coastal Marine and Island Ecosystems from UNDP APRC provided technical oversight.

Two layers of governance were part of the planned structure at the regional level: a Regional Programme Steering Committee (RSC) and a Programme Coordination Group (PCG). The RSC was mandated with providing managerial and governance advice to the project, and to guide the RPCU in the implementation and monitoring of the overall Regional R2R Project. These structures were generally mirrored at the national level, certainly taking into account the dimension of decision – making process that were to take place at the national levels versus the regional level.

The Programme Coordination Group was to provide a coordination function between the GEF implementing agencies. This group was chaired by UNDP with FAO and UNEP as members. SPC through the RPC provided the secretariat function of the Group. This Group and its functions were established as indicative that UNDP was the lead Pacific R2R Program Coordinating Agency and oversaw final design and implementation of national demonstration projects in several of the PICs (Cook Islands, Fiji, FSM, Nauru, Niue, Samoa, Tonga and Tuvalu). UNEP served as GEF agency for the national projects in Palau and RMI and FAO was the GEF agency for projects in Kiribati, Tonga and Vanuatu. In addition, UNDP served as GEF agency for ICM/IWRM linkage, policy development and capacity building regional project financed primarily under the International Waters (IW) focal area.

[15] Originally this was defined as a "Project Coordination Unit (PCU)", yet to identify the regional nature of the project as well as of its regional coordination roles, the name was expanded to Regional Project Coordination Unit (RPCU), although some documents still refer to this entity as PCU.

The involvement of the other national STAR implementing agencies (i.e. FAO and UNEP) besides UNDP was to be articulated through their participation in the annual IW R2R Regional Project Steering Committee meetings – although it was not scripted as to what level of representation of the agencies would be invited to participate and how they would take part in decision-making processes since they were catalogued as observers in some instances. This implied that these agencies also participated in an ad-hoc manner since their involvement was unclear to them to some extent as they clearly stated throughout this evaluation process. Although as reflected in minutes of different types of meetings, and by the fact that FAO and UNEP are GEF Implementing Agencies and whereas STAR implementing agencies are respective national government departments, their role at the regional tranche was at times not clear. At the Regional Steering Committee Meetings each national IW and STAR project managers provided updates and information on progress, challenges and lessons learnt.

Implementation and execution faced a quantity of challenges and issues. In the first place, there were a number of start-up delays at the national levels as well as at the regional level. Evidence of this is that the inception workshop and corresponding report for the Project as a whole were delayed significantly (more than a year after planned start-up).

At the regional level there was a very high staff and leadership turn over within the SPC and within the RPCU, hindering continuity of processes and implementation fluency. The Project also faced problems and delays in staff recruitment. A number of stakeholders also considered that staffing –at times—was not properly attuned with the needs nor familiar with processes regarding implementation of a project such as this and –although staff might have been highly technically qualified as it pertains to employment in an institution that is technical in nature—were not properly in concurrence with other requisites of project management and implementation besides technical work.

Also, the Project characteristic vis-à-vis those of the SPC were confused in many terms. For instance, in several documents and in self – assessments or in manifestations (such as management responses, etc) the SPC appears as the sole entity that ran the Project. However, SPC was the executing partner while the Project had a unit that was supposed to run the project under the oversight of UNDP and in accordance in accordance with UNDP formats and guidelines being UNDP the main GEF implementing agency of this intervention.[16] As stated above, the RPCU is the entity that was supposed to ran the project with the UN Agencies' guidance and oversight and abiding to the different agencies rules, procedures, and mandates as it is clearly stated in the Project Document and other planning documents. Yet this was not wholly perceived as that by SPC and neither by the RPCU The RPCU continues to contend the they were not guided by UNDP, which is continuing a source of contention between and among the multiple partners that were involved in this project. The Project is more than the executing partner (i.e. is more than the SPC). The Project is not the SPC nor UNDP nor an agency, it is a composite of all of these stakeholders and actors. The RPCU is under the guidance and governance of a number of institutions beyond SPC. This was not presented as such, as the documentation suggests, and not only reflects on the role that the SPC gave itself and presented but also led to confusion vis-à-vis a number of partners. At times this also hindered proper flows of communication with other partners outside of SPC, hindered the treatment of the other institutions as partners in their own right, and even misaligned expectations.

In accordance, to the above, there were a number of misinterpretations of multiple roles of UNDP (as lead agency for the whole programme, as a GEF-implementing agency, and with its technical and

[16] For instance, as indicated in the Project Document "The UNDP Fiji MCO and UNDP APRC (Asia Pacific Regional Center) will provide oversight in the implementation of this project"

managerial oversight as defined in project planning documents, project assurance). These implied an active involvement in programmatic aspects of the Project, but also –as seen above—it led to confusion to some partners and stakeholders.

What are perceived as bureaucratic or rigid procurement rules (both with UNDP and with SPC) have been pointed out as problematic in operational terms. Other issues encountered have been the lack or weak project and financial management training at the national level, within the overall context of national government systems that have very few human resources to deploy for these sort of interventions, and therefore hinder or delay day-to-day implementation procedures.

Given the above, the quality of UNDP implementation/oversight is deemed as *Satisfactory (S)* given that it had some shortcomings, the quality of implementing partner execution is deemed as *Moderately Satisfactory (MS)* given that it had moderate shortcomings. Therefore, the overall quality of implementation/execution *Moderately Satisfactory (MS)*.

RISK MANAGEMENT, INCLUDING SOCIAL AND ENVIRONMENTAL STANDARDS

The Project had a series of risks and assumption identified as seen earlier in this report.[17] The monitoring tools (PIRs and MTR) identified these risks as still valid and occurring during implementation, although the mid-term review provided different definitions of what these risks were. The original risk table in the Project Document is below.

TABLE 3: RISK TABLE (SOURCE: PROJECT DOCUMENT)

Risk	Rating Impact/ Probability	Response
Capacity Limits of PICs institutional and human resources	I=3 P=5	Capacity determines implementation scope and pace. Project design recognizes this and there are several innovative approaches proposed to promote rapid learning whilst doing. This approach was successfully demonstrated in the PacIWRM project and the current proposal progresses the approach still further. A significant lesson learnt in the PacIWRM was the value of a technically strong and supportive regional PCU that is able to assist and mentor national counterparts this lesson has been recognized in the design of the complement of staff in the PCU.
Continued political will and capacity of the PICs at different levels to remain committed / involved in the further integration of water, land and coastal management.	I=3 P=2	The engagement of the regional and sub-regional organizations reduces the risk of a failure to engage at a national level. The PacIWRM has successfully established functional inter-ministerial committees, which can readily be expanded to include a higher level of representation from institutions responsible for Land and Coastal management. In many instances these agencies are already represented but their status needs to be increased. The Project design emphasizes leadership development and awareness to drive high-level support.
R2R is accepted at a National Level as a legitimate coordination framework for a multi focal area approach to demonstrate integrated water, land and coastal management	I=3 P=2	The R2R concept is not entirely new in many of the countries where PacIWRM has watershed based demonstration projects. But R2R is in general not well understood and the project design addresses this through investing significantly in public education and awareness approaches to rapidly develop a fundamental knowledge of the concept and to garner widespread support. This approach has proved successful in the PacIWRM project.

[17] See section Assumptions and Risks.

Successful adaptation demonstration not sustained or scaled up due to a lack of financial resources	I=3 P=2	There are many opportunities presented by climate change financing mechanisms to develop sustainable financing arrangement for PICs, In addition appropriately valued coastal environmental service supporting food security, tourism and blue carbon have the potential to yield sustainable financing opportunities
ICM is recognized as being multi-sector and involve the whole of community	I=2 P=2	A community to cabinet and back approach will be fostered at all levels of project development and implementation so as to ensure multi-sector and full community participation. This combined with timely and targeted media awareness campaigns will minimize the risk of sector silos developing.
Communities and wider stakeholders are willing to participate in Policy development and Demonstration projects;	I=2 P=1	The lesson learnt from PacIWRM is that early engagement with community in diagnostic analysis assists in building local level ownership that is readily maintained into project design and implementation provided effective and genuine collaboration is developed. This project design establishes the same proven approach and therefore the risk is viewed as low.
Civil society is concerned about water, land and coastal management;	I=2 P=1	Civil Society attitudes are important drivers of leadership response. The project design has adopted a push pull approach to achieving change. By targeting leadership at National and Community levels plus the delivery of well-resourced public education and awareness campaigns sufficient energy should be created to ensure acceptance of the need to effectively manage water, land and coasts.
Effects of Climate Change on water, land and coast and the effectiveness of measures	I=2 P=5	Climate change could substantially affect vulnerable water, land and coasts. The project has as a specific focus improving the management on a R2R basis to enable adaptive strategies that increase resilience to climate change. Attention is being given to promoting ecosystem services for resilience. Climate change will only demonstrate the need for appropriate adaptive responses that strengthen R2R resilience.

The risks identified are ranked. Yet there is no clear mitigation strategy presented there. The section called Response is more of an explanatory listing than an action plan to identify, prioritise, monitor and/or manage those risks. The RPCU monitored risks and assumptions in some ways and provided a number of details as to why the risks were valid, even within the period of concluding the project. The main reasons for the validity of the risks were indicated to be: (a) weak collaboration between agencies; (b) weak collaboration between national STAR and IW projects; (c) insufficient resources to address institutional and social challenges, and associated costs; (d) weak engagement processes to engage appropriate expertise; and (e) lack of proper structures to deal with an integrated approach at the national level. Although risks were tallied and designated as still mostly valid upon project end, there is no evidence of programmatic wholistic (i.e. by RPCU and agencies involved) in implementing robust risk management processes as a plan. In PIR 2018, several of the risks had their rating upgraded.[18]

UNDP's Social and Environmental Standards (SES) screening was carried out at design so that project programming would maximize social and environmental opportunities and benefits as well as to ensure that adverse social and environmental risks and impacts are avoided, minimized, mitigated and managed. However, no major social and environmental risks were identified through this tool. Therefore, accordingly, no mitigating measures were developed. No updating of SESP was carried out.

[18] See section on Monitoring and Evaluation of this report where this information is placed.

GOVERNANCE

I. Background

The 2000 UN Millennium Declaration described the core values and principles of 'democratic governance' are: participatory, equity, non-discriminatory and inclusiveness, gender equality, rules based (or consistent with the rule of law), transparent, accountability, responsiveness.[19] They are consistent with key human rights principles that can be summarized in 3 core HR principles – "participation and inclusion, accountability and rule of law, and, equality and non-discrimination".[20]

In the field of natural resource management, governance is widely recognized as a critical determinant of the effectiveness, sustainability, and social equity of natural resources management, use, and conservation. Improving natural resource governance, including securing rights and sharing power and responsibilities, benefits both people and biodiversity, e.g., through improved ecosystem health and human well-being. [21]

IUCN Natural Resource Governance Framework (2017) refers to natural resource governance "to the norms, institutions and processes that determine how power and responsibilities over natural resources are exercised, how decisions are taken, and how citizens – women, men, indigenous peoples and local communities – participate in and benefit from the management of natural resources"[22] While the concept of 'governance' is used in different ways, it generally deals with questions on how and by whom decisions are made, and with the contested arenas of power, values and relationships.[23]

The Project Document describes, the required improvements in the governance (institutional and policy) landscape, that is "ridge-to-reef" (R2R) resource management framework, are a means to achieve the desired change in sustainable development outcomes, and are not an end in themselves (MTR, 2019). It highlights how the project will "also focus much attention on harnessing support of traditional community leadership and governance structures to improve the relevance of investment in integrated land, water, forest and coastal management, from 'community to Cabinet'".[24]

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[19] UNDP (2010). "Chapter 8: Governance Principles, Institutional Capacity and Quality". Towards Sustainable Human Resilience: Sustaining MDG Progress in an Age of Economic Uncertainty. UNDP, p.279.

https://www.google.com/search?q=undp+governance+principles&client=safari&rls=en&ei=i3rmYbuAIoWvmAXxpaWQAw&ved=0ahUKEwj78Y-b8br1AhWFF6YKHfFSCTIQ4dUDCA0&uact=5&oq=undp+governance+principles&gs_lcp=Cgdnd3Mtd2l6EAMyBggAEBYQHjoHCAAQRxCwAzoGCAAQBxAeOgUIABCABDoJCAAQyQMQFhAeSgQIQRgASgQIRhgAUM4DWKIwYLQxaAFwAHgAgAH4AYgBzRiSAQY0LjE5LjGYAQCgAQHIAQjAAQE&sclient=gws-wiz. Accessed 17 January 2022.

[20] Ibid. UNDP (2010)

[21] IUCN (2019). An Introduction to the IUCN Natural Resource Governance Framework (NRGF),IUCN Commission on Environmental, Economic and Social Policy (CEEP) NRGF Paper (version 1, 2019). Gland, Switzerland: IUCN and CEESP. https://www.iucn.org/commissions/commission-environmental-economic-and-social-policy/our-work/knowledge-baskets/natural-resource-governance. Accessed 17 January 2022.

[22] Ibid. IUCN (2019).

[23] Op. cit. IUCN (2019)

[24] UNDP (2015). Project Document: Ridge to Reef – Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries.

The critical assumption in the above is that the project interventions (which are the identified outputs) undertaken actually deliver the required *change* (improved socio-economic outcomes). In the context of governance, the 'desired changes' or 'improvements" will be in the application, mainstreaming and/or institutionalization of relevant R2R Project outputs into the national resource governance systems of PICs.

II. Regional IW R2R is a governance project.

It wouldn't be inaccurate to state the IW R2R Project is a natural resource governance project. It's stated objectives and outcomes:

> *"intended to build on nascent national processes built in the previous GEF IWRM project to foster sustainability and resilience for each participating island nation through: reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management; establishing evidence-based approaches to ICM planning; and, improved consolidation of information and data required to inform cross-sector R2R planning approaches."*

Clearly aims to improve resource governance management systems at the regional and more importantly at the national levels (or in the 14 PICs) through the application of the IW R2R framework in the 14 PICs it covers.

It can be stated all project components have outputs and elements that directly contribute to improving R2R governance. Expected outputs and activities that directly leads to improving resource (R2R governance at the national levels or at the PICs are Components 2: "Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation" and 3:"Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks" (using Project Log frame in MTR 2019)[25].

The other Project component outputs (Component 1 and 4) can be viewed as complementary or inputs to achieving the results and objectives at both national and regional levels. Component 4 and 5 is largely supportive of regional R2R governance efforts.

In terms of expected project outcomes in the Project's Project Implementation Report (PIR) table (i.e. *Annual 2021 PIR*), there are a number of key governance indicators/outcomes (for this see Annex 4: SMART Analysis of Results Frame Indicators (2019 version) from each of the Project's five components that indicates the Project's intended governance outcomes and output indicators based on the key governance principles: on stakeholder participation, informed and inclusive decision-making, institutional responsiveness, and knowledge and information generation/sharing and access, capacity building; enabling policy environment.

III. Terminal Evaluation (TE) approach for governance

The 2019 MTR emphasized that it was important to recognise that the project design of the IW R2R Project was to "test" R2R in order "to gain experience and lessons learned with R2R and to continue to build capacity in R2R". (*MTR, 2019*). The TE acknowledges and considers this important context of the

[25] MTR 2019

Project. But more importantly, the MTR 2019 further stresses that IW R2R Project builds on a stepwise approach to "catalysing transformational change".

Whilst it is undeniable that the Regional IW R2R Project is a resource governance project. It is unclear though what level of governance status, (i.e. set of governance indicators) was needed to be achieved at the regional and national levels. This is not described in the Project document or Project Log frame but an assumption that all project outputs and indicators needs to be achieved or delivered in order to achieve the project objectives or 'desired changes' in R2R governance in the PICs much more at the regional level. Such desired changes will take a longer period of time than the project's scope and life and will be achieved at different paces given the complexities and context of each PICs.

However, the project outcomes and output indicators in the Project's Log frame do provide an indication, if not direction, of what the Project wants to achieve in terms of governance elements/principles on participatory governance, informed and inclusive decision-making, enabling policy environment, knowledge and information sharing, and capacity building, among others. The project has delivered specific outputs and input activities that could serve as building blocks to improving R2R governance in the PICs. As presented earlier, the project's identified outcomes and output indicators (see Table 1) do represent key principles and elements in R2R governance.

In this context, the achievement of the output indicators identified in the Project Log frame and as reviewed and reported in the Project's Annual Project Implementation Review (PIR) can be seen as a presentation of what the Project has achieved in terms of 'desired changes' or 'improvements in the governance landscape' in the PICs. The TE will use these indicators and its delivery as basis for the TE on governance.

As seen in the section "*project logic and strategy, analysis of results framework, and indicators*", however, these mainly are output or product and not necessarily outcome indicators. Therefore, measuring outcomes with these indicators is not wholly feasible.

IV. Key Findings and Observations[26]

STAKEHOLDER PARTICIPATION AND INCLUSION.

For stakeholder participation and inclusion, it's clear that the Project was able to foster stakeholder participation and inclusion of community members, women, vulnerable groups, local leaders and local government representatives among others in project activities and created venues for participation specially in planning, multi-sectoral roundtable fora and implementation activities.

As pointed earlier in this report, the Project was able to identify an extensive list of potential stakeholders *a priori* of implementation. A stakeholder analysis and mapping, including potential interests and roles of different stakeholders in the implementation of the Project were also drawn. The stakeholders identified, at the regional and national levels, cover the broad range of actors involved in the Pacific in areas pertinent to those the Project aimed to work on, in different capacities, from governments, academia, NGOs, the private sectors, from beneficiaries and so on.

However, the extent, consistency and the quality of participation is unclear, specially that immediately previous GEF Pacific IWRM project (2014-2019) R2R program also promoted participatory

[26] Data used under this section mostly came from the 2021 Annual PIR, PowerPoint Presentation (PPP) on Overview and Results Snapshots – Terminal Evaluation Briefing Meeting on 08 November 2020, selected interviews from UNDP Fiji and RPCU, and selected National and Regional Final Reports.

governance and stakeholder participation. It is also noted that efforts to involve private sector groups has been limited. How this participation fulfilled governance expectations or had an effect on governance variables (if at all) is also unknown. As indicated in the previous section on planned stakeholder participation, these issues can be attributed to the absence of a participation strategy and the relation between the national projects and the Regional R2R Project was not thoroughly scripted, neither at design nor at the inception stages to make participation a guided process

INSTITUTIONAL ARRANGEMENTS AND MECHANISMS

The IMC can be considered as the main institutional mechanism for R2R governance in the PICs. The TE recognizes the difficulty in establishing IMCs governance bodies in any country given the different institutional, policy, political and societal context of a country. The situation among the PICs is no different.

However, it is relevant to clarify the objectives for creating IMCs for R2R governance in PICs is NOT THE SAME with an IMCs as project implementation mechanism for R2R projects, whether IW R2R or Star Projects, in PICs. They are two different governance structures. One is a resource governance body and the other is a project governance body. The inter-changeability in the translation of what the IMC and PSCs roles and responsibilities in the project and in mainstreaming R2R in the PICs has to be distinguished and differentiated in the context of national R2R governance body. The post-MTR interpretation that the IMCs and PSCs perform the same tasks provides the ambiguity and confusion on creating a robust R2R national governance institution that would exist even beyond the Project or donor-funding ends.

It is clear from the Project Document that one of the project's major aim was " to test the mainstreaming of 'ridge-to-reef' (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services". This meant institutionalization of national R2R IWRM resource governance bodies in each participating PICs and *not only* for project implementation purposes, specially that previous IWRM projects have successfully created multi-agency bodies in the PICs.

In this context, it can be stated that the Project has not fully institutionalized R2R governance mechanisms in the PICs through the IMCs. The roles and responsibilities of the IMCs are also ambiguous as they are expected to perform project-related responsibilities such as "planning of national pilot activities" (i.e. demonstration projects) and preparation of national strategic action frameworks. Such confusion in the functioning of the IMC and subsequently of a national PSC that was intended to coordinate IW R2R project activities as well. This has been raised in the MTR and have been clarified by the RSC by agreeing that IMCs/PSCs functions are one and the same.

The limited funding provided by the Project for these IMCs compared to other projects such as the STAR project may have dampened PICs motivation to establish and/or operationalize the IMCs. However, it should be noted that three PICs, namely Cook Islands, Niue, and PNG, used existing institutional bodies to integrate IMC/PSC functions and roles that can serve as 'seeds' for a national R2R governance body.

The TE also notes that there are already existing but different types of governance structures in the 14 PICs, as mentioned in the MTR 2019, that were created/established of the previous GEF IWRM Project and other donor-assisted projects (i.e. GIZ and UNDP) and successfully functioned as IWRM governance structures with the same national government agencies as partners. It will be interesting to note the difference and appreciation of program partners on why these previous bodies were organized and worked better than the IMCs.

A appropriate test of the sustainability and institutionalization of the IMCs/PSCs created as well as the 'networks' established under the Project is whether national PIC agencies will provide/commit to provide annual budget support for its continued existence and functioning after the end of the Project or without donor funding.

ENABLING POLICY ENVIRONMENT FOR R2R MAINSTREAMING AND INSTITUTIONALIZATION

One of the critical steps in institutionalization and mainstreaming effective and good R2R governance in the Pacific will the establishment and/or adoption of a favourable enabling policy environment for R2R in the PICs. In this Project this is represented the two output indicators: *3.3.1 - Number of sectoral governance framework harmonized and strengthened through national and regional development frameworks* and *3.3.2 - Inter-ministerial agreements and strategic action framework for 14 PICs developed and submitted for endorsement on integration of land, water, forest and coastal management and capacity building in development of national ICM/IWRM reforms and investment plans* under Outcome 6 of Component 3. These two indicators can be considered the essential building blocks that would move forward and achieve the project objectives of 'improvement in governance' at the national and regional levels. Unfortunately, as the project has reported these outputs have yet to be completed and has not been achieved in any of the 14 PICs and consequently, the failure to formulate a regional R2R strategic framework plan.

The delivery of these two outputs are dependent on the completion/non-completion of two other outputs under Component 1, namely the Island Diagnostic Analysis (IDAs) and subsequent national State of the Coasts (SoCs) report for each PIC. Issues include delayed and prolonged procurement, dependence on international/external consultants vs mobilizing and hiring local specialist and experts; limited, if not lack, of local consultation and stakeholder engagements; limited participation of national implementing agencies and bodies; and low uptake of PICs for the full application of Science to Policy (S2P) continuum, among others.

Likewise, the MTR 2019 noted that there are various national ecosystem baseline reports and studies in the 14 PICs that could have been used as basis or baselines for the conduct of the RapCAs (Rapid Coastal Assessment) and IDAs instead of preparing a 'new' study. It was also suggested that the existing ecosystem studies and baselines could have been enhanced or updated instead of coming up with a separate study altogether.

INFORMED, INCLUSIVE AND SCIENCE-BASED DECISION-MAKING

In improving governance, especially natural resource governance, informed decision making and access to science-based information and databases by key stakeholders, policy makers, local and community actors are critical inputs in their participation in governance bodies and providing feedback and inputs to policies and decisions. Thus, the work on improving national and regional R2R baselines and analyses are important.

In this context, the Project has struggled to complete the basic diagnostic and subsequent baseline analysis needed for the national and even regional R2R governance bodies to formulate, develop and approve R2R-related policies, plans and programs at the regional and national levels. The bottleneck caused by the delayed completion of the RapCAs/IDAs/SoCs has led to the non-completion of R2R regional and national policy frameworks and plans. Such regional and national R2R policy frameworks provide the enabling policy environment for R2R to be institutionalized and mainstreamed in the PICs. Unfortunately, the Project has failed to fulfil and deliver them.

KNOWLEDGE, INNOVATION AND CAPACITY BUILDING

In terms of capacity building and knowledge sharing and development, the Project can be complimented for providing continuing and relevant technical assistance and support to PICs specially in terms of demonstration projects, technical knowledge and skills and relevant higher academic degrees for agency staff and project staff, . These are all well received and appreciated by partners. Likewise, the Project has been noted by national and regional partners has produced a lot of tool kits, guidance notes, policies and studies that has been made accessible to all through the Pacific R2R website (https://www.pacific-r2r.org.)

Some of these include Pacific State of the Coast Spatial Data Infrastructure for R2R, HR Capacity Assessment Report (2020), Mainstreaming Framework for R2R approach in the Pacific Region and Practitioner's Guidebook (2021), Regional Guidelines for the Application of R2R Spatial Prioritization and Planning Procedures (2021), Results-based Management system and results tracking tool, among others. The next level would be the uptake or application, if not institutionalization, of Project documents, specially tools and methodologies, that have been produced/published as well as trainings conducted into local or national R2R institutions, partners agencies or governance bodies.

Anecdotal evidence and impressions have shown that there has been some application but unclear on the extent of its institutionalization in existing R2R governance bodies or implementing agencies. As mentioned in the 2019 MTR, the relationship of project outputs to the 'desired change' must be clearly laid out. Documentation of how the tools, guidelines and policies produced by the Project has translated into changes such as improving R2R work systems, delivery capacity, policy making and processes, etc. would help establish not only the link of project outputs to expected outcomes but its contribution to 'improved governance' in R2R.

REGIONAL R2R GOVERNANCE STRUCTURE AND SYSTEM.

One of the project objectives was to "facilitate coordinate exchanges of experiences and results" from GEF projects into a "broader regional R2R programme for PICs" and "to develop more coordinated and integrated approaches to the sustainable development of PICS consistent with many global political declarations". [27] Specifically, regional R2R objectives in the project were focused on - "establishment of regional and national R2R indicators, monitoring and evaluation frameworks" and "strengthened national and regional coordination of investments in ICM". The Project could be deemed to have been successful in achieving these regional objectives, particularly in the adoption of "one simple national and regional reporting template" as part of an integrated R2R results-based management (RBM) system. The Project was also successful in developing a harmonized result reporting tool for project contributions to GEF's focal areas as well developing a web-based regional database and information/knowledge management portal that could be accessed not only by PIC members but by the global publics.

On the other hand, the Project was unable to fully deliver outputs that would be considered as contributions to the establishment or 'take off points' of a regional R2R governance mechanisms in the PICs. These include formulation and adoption of a region-wide enabling policy environment (i.e. regional strategic action framework/plan) and a regional R2R governance body. It is clear from the previous section on enabling policy environment, specially linked to the Project's Outcome 6 and 7, that that no national strategic action framework or plan was completed for the 14 PICs much more a region-wide strategic framework.

[27] UNDP Regional IW R2R Project Document, p.32.

Meanwhile, whilst the Project achieved notable accomplishments in formulating and developing regional and national reporting and monitoring template, the TE notes that these was for 'tracking' of 'child projects' (national demonstration projects?) of GEF implementing agencies and therefore would largely be beneficial to regional project monitoring and evaluation objectives of GEF as a donor or project funder rather than a contribution to strengthening or establishing R2R regional governance management system. It can be said that the main beneficiary of the formulation and adoption of the regional and national reporting and monitoring template was mainly UNDP-GEF and the PICs indirectly benefitting.

Reviewing the project documents and subsequent reports, including the MTR and annual PIRs, there is no clear identification of who or what is the regional R2R governance structure for the PICs that would serve as 'owners' of the Project's outputs at the regional level. Is the GEF-UNDP-FAO-UNEP or Regional Policy Coordinating Group (RPCG), the primary regional R2R body for the PICs? Is it the Regional Steering Committee (RSC) of the IW R2R Project? or is it the SPC (Secretariat of the Pacific Community), that serves as the Project Executing Agency (EA)?

PROJECT RESULTS

PROGRESS TOWARDS OBJECTIVE AND EXPECTED OUTCOMES

Below is a chart with progress towards achieving expected outcomes extracted from reporting by the RPCU[28]. This is extracted from RPCU presentations, further specific information on self-reported achievements are found in annexes. [29] After the figure there is a narrative on progress towards achievements, several of these beyond the product level.

FIGURE 2: PROGRESS TOWARDS ACHIEVEMENTS AS REPORTED BY RPCU ON NOVEMBER 8 2021

Component 1 National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability
Outcome 1 1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network]
▪ 9 national pilot area diagnostics conducted and local governance of water, land, forests & coasts reviewed
▪ 14 national pilot projects are testing innovative technologies are in various stages of implementation
Outcome 1 2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms/ investments
▪ Conducted Island Diagnostic Analysis (IDA)to the 8 priority countries (coinciding with RapCA)
▪ Successfully trialled refined methodology for procedure and required indicator sets driving linked land sea model
▪ Established enhanced procedures for characterizing island coastal areas for Integrated Coastal Management (ICM)

[28] Regional International Waters Ridge to Reef Project. November 8, 2021. Overview & Results Snapshots Terminal Evaluation – Briefing Meeting. PPT.

[29] For instance, Annex 4: Key governance outcomes and indicators (based on Annual PIR) by Project Components and in Annex 5: Project outcomes/indicators contributing to key governance principles

Outcome 1 3 Multi-stakeholder leader roundtable networks established for strengthened 'community to cabinet' ICM/IWRM
▪ 14 national multi-stakeholder networks established/revitalized with local leaders/local governments
▪ One regional investment forum
Component 2 Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for R2R/ ICM/IWRM approaches, incorporating CC adaptation
Outcome 2 1 National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and CC adaptation
▪ 16 persons (8 women) have successfully completed the post graduate diploma
▪ 32 persons (17 women) completed post graduate certificate
▪ 14 community stakeholder groups engaged in various R2R planning and CC activities
Outcome 2 2 Incentive structures for retention of local 'Ridge to Reef' expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated
▪ Human capacity needs assessment for R2R implementation and competencies of national and local government units
Component 3 Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks
Outcome 3 1 National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally
▪ A framework for mainstreaming R2R approach in the Pacific Region published ▪ Preparing complementary Practitioners' Guide for R2R mainstreaming
▪ National Strategic Action Framework/Plans (SAF/P) proceed once the RapCA and IDAs are completed to lead to Regional Strategic Framework/ Program (SAF/P)
▪ 4 SAF/P and 3 State of the Coast (Soc) reports (in various stages of completion)
Outcome 3 2 Coordinated approaches for R2R integrated land, water, forest and coastal management and CC adaptation achieved in 14 PICs
▪ Two tech-exchange visits held (American Samoa and the CoastSnap in Fiji)
▪ PSC members participated in the Most Significant Change (MSC) products
Component 4 Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management
Outcome 4 1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects
▪ Results-based management System was established – in it are various planning tools and reporting templates
▪ A simple, harmonized multi-focal area results tracking tool was developed and endorsed by RSC for adoption by the GEF implementing agencies and its corresponding child projects
▪ Annually, a joint reflection and planning session was conducted Both STAR & IW projects actively participated
Outcome 4 1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects
▪ Results-based management System was established – in it are various planning tools and reporting templates

▪ Simple, harmonized multi-focal area results tracking tool was developed and endorsed by RSC for adoption by the GEF implementing agencies and its corresponding child projects ▪ Annual joint reflection and planning session was conducted with participation of STAR & IW projects
Outcome 4 2 National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established
▪ R2R communications strategy including KM strategy, and the guidance document for programmatic documentation of experience and lessons learned are available and accessible at the GEF Pacific R2R Programme Website ▪ Several national and regional stakeholders selected to participate IW:LEARN activities, and conferences 6 experience notes published and 4 more being finalized ▪ GEF Pacific website hosted the roster of experts database, science portal, & repository for best practice R2R technologies
Component 5 Ridge-to-Reef Regional and National Coordination
Outcome 5 1 Effective program coordination of national and regional R2R projects
▪ Various RPCU staff trained in RBM, and other technical subjects Country visits conducted to coach/mentor project managers ▪ Reflection & planning workshops regularly held

The Project achieved a number of anticipated outputs at the time reporting for this terminal evaluation, and indicates that that it is on track of achieving the rest upon final total project closing. Key expected outputs (products, and processes) were delivered fairly to the degree planned after reforming to the log frame took place in 2019. Some analysis at the product level follows and below matters regarding outcome achievements follows.

- *Demonstration pilots.* The demonstration pilots upon which much of the testing of the R2R approach was to be based upon took place at the product level approximately as expected. However, several of them are not integrated analysis or approaches; they are more finite or restricted studies that do have merit in and of themselves yet do not "test" an integrated approach.
- *Technical studies.* Relative to the value added of having a technical institution as the SPC being the implementing partner where the RPCU was embedded, there were a number of technical studies, diagnostics, spatial models, rapid assessments, and technical tools developed.
- *Capacity building.* Formal training took place with a program that sought to impel capacity building (https://www.pacific-r2r.org/capacity-development) and to some degree through IW: Learn activities. Furthermore, informally throughout the different activities (seminars, conferences, workshops, etc.) capacity building was aimed at.
- *Knowledge management.* Through different activities KM products were developed. A webpage presence (https://www.pacific-r2r.org/) agglutinated and disseminated information generated by the Regional R2R Project and some information from the STAR projects, as well as rosters, data bases.

Outcome scrutiny however merits a different sort of analysis. The understanding in result based management models is that outcomes are achieved or achievable through the products/outputs/processes that a project implements. However, Project does not fully report in this vein (in PIRs as well as in the updated achievement mentioned above). For instance, for Outcome 5.1 Effective program coordination of national and regional R2R projects, project reports activities such as training or country visits, but it does indicate what the *outcome or result* of these has been. This is something that originates in planning given that many of the

indicators at design are flawed in that way (i.e. they measure greatly products not outcomes) and also due to the fact that there were no changes or robust overhaul in these indicators to be truly results- based when the log frame metrics were altered at mid-point, just a downsizing of the existing metrics.

Regarding achieving of outcomes, and overall progress towards results, there is also the issue that outcomes are dependent upon the delivery of project outputs. That is, since outputs for many areas –for instance the pilot demonstrations—have being delivered in the last year or are even finalising as this terminal assessment is taking place, the opportunity for uptake is greatly curtailed.

In short, although there has been a good progress toward outputs in several of the expected outcomes, there has been either no plan neither the time to engender uptake and no metrics to measure uptake through the utilisation of KM materials, publications or other capacity building mechanisms. There has been nearly no progress towards the last outcome (*Component 5 Ridge-to-Reef Regional and National Coordination / Outcome 5 1 Effective program coordination of national and regional R2R projects*). These matters are also detailed in the section named Governance found earlier in this report.

RELEVANCE (*)

Relevance is the extent to which a project's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. In the first place, the Project is relevant due to the importance to a number of sustainable development factors in the fourteen PICs involved in the Project. The Project was designed to complement the implementation of relevant national priorities as they relate to the national application of different global environment – related conventions such as the CBD, National Biodiversity Strategy & Action Plan (NBSAP), UNFCCC NAPA, UNFCCC National Communications, REDD+, Policies, UNCCD National Action Plans, National Sustainable Development Strategies and other such instruments vis-à-vis their implementation for each country involved in this project. As such, the Project had the potential to contribute and align with relevant national development plans and/or environmental policies.

The Project is also aligned with (and therefore relevant) with the *Subregional programme document for the Pacific Island Countries and Territories (2018-2022).* This instrument for the United Nation's Pacific Strategy (UNPS) aims to support the fourteen PICS to aid countries in achieving national developmental priorities in an integrated manner. It is indicated here that to strengthen programmatic coherence, UNDP will work across programmes and themes to provide integrated development solutions. The UNPS represents a collective efforts of UN agencies, which is very relevant and aligned with a multi-agency project such as this.

Relevance is also analysed in relation to UNDP's and GEF's strategic priorities. This is exemplified by alignment of the Project with the following:

- UNDP Strategic Plan Environment and Sustainable Development
    - Outcome 2; Output 2.5 – Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems in line with international conventions and national legislation; Output 2.5.2
- UNDP Strategic Plan Secondary Outcome:
- Outcome 1: Output 1.4 – Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented: Output 1.4.2.
- Applicable GEF Strategic Objective and Program:
    - International Waters Strategic Objective 1
    - International Waters Strategic Objective 3.

Therefore, relevance is assessed on a six-point scale as *Highly Satisfactory (HS)* since there were no shortcomings at the national institutional nor agency level regarding the significance of this intervention.

EFFECTIVENESS (*)

The effectiveness of a project is defined as the degree to which the development intervention's objectives is achieved. The valorisation of effectiveness is used as an aggregate for judgment of the merit or worth of an activity, (i.e., the extent to which an intervention has attained, or is expected to attain, its major relevant objectives proficiently in a sustainable fashion and with a positive institutional development impact). As seen in the sections on governance and on progress towards outcomes (and in the section on impact), although there have been achievements at the name of outputs to a reasonable degree (and will be analysed further in the section on efficiency), there have been no major effects (i.e. change/impact) that can be attributed to the Project thus far. Delays and even lack of a common understanding between the parties as to the processes, effect and impact that the Project have influenced this matter.

However, as will be seen below, this is different at the product level (using the metrics which were reformed in 2019). That is, the Project had its greatest achievements at the product levels (demonstration/pilots, analysis, training processes) than at the outcome level since no discernible results related to uptake regarding governance or other similar consequences have been captured.

The contributing and constraining factors to efficiency are varied. The contributing factors have been the SPC as implementing partner due to their scientific and technical expertise and their linkage to all PICs at different levels as well as the suitability of several of the partners involved in carrying out analysis and studies (such as universities, consultants, etc.). Speeding up implementation processes by the Project in the last year in order to attain delivery of products has also been a contributing factor.

Constraining factors were varied include issues with timely delivery, complex design without proper tools to pull all the "child" projects in, design –and therefore implementation—that did not fully include results-based principles and concepts but concentrated more on outputs in and of themselves, lacking accurate financing to articulate the different partners into a cohesive project, misunderstanding amongst the different partners regarding several aspects including internal governance and project expectation have been internal factors that have affected project implementation. Evidently the COVID-19 pandemic has been an external factor in the region and in the PICs that has had impacts regarding implementation but also in relation to the health, social and economic impact the pandemic has had and continues to have in the countries' themselves. All these matters as contributing or constraining factors are also followed through in the different section of this report (such as the design, governance, etc.).

In the case of the Regional R2R Project timely delivery did have an enduring impact upon effectiveness. That is a logical road map was not followed in the sense that –for instance—demonstration pilots were or are being achieved in many PICs at the end of the implementation process, and therefore their value is diminished since there can be no timely uptake processes from these to promote in-island R2R ICM/IWRM approaches since the Project has ended.

The project carried out some gender-related activities (as seen in the gender specific and cross cutting sections of this report). Nevertheless, as also seen there, the achievements in this area have been at the product/output level and not at the outcome level. Therefore, no specific/concrete contribution to gender equality, the empowerment of women and a human rights based approach can or has been captured as such.

Further information can be found above in the section *Progress Towards Objective And Expected Outcomes.* There additional information is found regarding effectiveness vis-à-vis achievements, as is found in the governance section.

Therefore, effectiveness of this project can be rated as *Moderately Unsatisfactory (MU)* since the level of outcomes achieved were much lower than expected. This is factual at the several different levels of intervention and taking into account how effective to date have the outputs been (i.e. what effects and impacts these have had). [30]

EFFICIENCY (*)

Efficiency is defined as the extent to which results have been delivered with the least costly resources possible. Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results. This relates also as to the funding flow, time consumed to amend inefficient practices, as well as the extent to which a project extension could have been avoided.

The Project has been efficient in achieving outputs/products. Particularly after these were retrofitted after the suggestions of the mid – term review. Below is a listing of outputs and products achieved as reported by the Project.

FIGURE 3: OUTPUTS AND PRODUCTS ACHIEVED AS REPORTED BY THE PROJECT

Component 1 National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability
▪ 9 national pilot area diagnostics conducted and local governance of water, land, forests & coasts reviewed
▪ 14 national pilot projects are testing innovative technologies are in various stages of implementation
▪ Conducted Island Diagnostic Analysis (IDA)to the 8 priority countries (coinciding with RapCA)
▪ Successfully trialled refined methodology for procedure and required indicator sets driving linked land sea model
▪ Established enhanced procedures for characterizing island coastal areas for Integrated Coastal Management (ICM)
▪ 14 national multi-stakeholder networks established/revitalized with local leaders/local governments
▪ One regional investment forum
Component 2 Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for R2R/ ICM/IWRM approaches, incorporating CC adaptation
▪ 16 persons (8 women) have successfully completed the post graduate diploma
▪ 32 persons (17 women) completed post graduate certificate
▪ 14 community stakeholder groups engaged in various R2R planning and CC activities
▪ Human capacity needs assessment for R2R implementation and competencies of national and local government units
Component 3 Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks
▪ A framework for mainstreaming R2R approach in the Pacific Region published ▪ Preparing complementary Practitioners' Guide for R2R mainstreaming
▪ National Strategic Action Framework/Plans (SAF/P) proceed once the RapCA and IDAs are completed to lead to Regional Strategic Framework/ Program (SAF/P)
▪ 4 SAF/P and 3 State of the Coast (Soc) reports (in various stages of completion)
▪ Two tech-exchange visits held (American Samoa and the CoastSnap in Fiji)
▪ PSC members participated in the Most Significant Change (MSC) products

[30] The analysis of level of achievements commensurate to metrics (i.e. indicators) is done in the efficiency sector. That is, progress towards outputs vis-a-vis benchmarks is a different sort of analysis which is done in the efficiency section.

Component 4 Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management
▪ Results-based management System was established – in it are various planning tools and reporting templates
▪ A simple, harmonized multi-focal area results tracking tool was developed and endorsed by RSC for adoption by the GEF implementing agencies and its corresponding child projects
▪ Annually, a joint reflection and planning session was conducted Both STAR & IW projects actively participated
▪ Results-based management System was established – in it are various planning tools and reporting templates ▪ Simple, harmonized multi-focal area results tracking tool was developed and endorsed by RSC for adoption by the GEF implementing agencies and its corresponding child projects ▪ Annual joint reflection and planning session was conducted with participation of STAR & IW projects
▪ R2R communications strategy including KM strategy, and the guidance document for programmatic documentation of experience and lessons learned are available and accessible at the GEF Pacific R2R Programme Website ▪ Several national and regional stakeholders selected to participate IW:LEARN activities, and conferences 6 experience notes published and 4 more being finalized ▪ GEF Pacific website hosted the roster of experts database, science portal, & repository for best practice R2R technologies
Component 5 Ridge-to-Reef Regional and National Coordination
▪ Various RPCU staff trained in RBM, and other technical subjects Country visits conducted to coach/mentor project managers ▪ Reflection & planning workshops regularly held

However, since a number of these outputs were mostly achieved in the last tranche of implementation, the capacity of these to induce change in a critical mass of instances or even to generate uptake within the Project's time span has been diminished and as a direct result of the Project (as seen in the section above on effectiveness). The Project had some challenges including delay in inception and start-up which led to an extension.[31] An extension was requested (and granted) which in turn is reflection of lack of timely delivery. Delivery therefore was greatly delayed due to these issues, amongst others.

The Project therefore completed planned activities that met with products and outputs as outlined in relevant documents.

Project reported on Global Environmental Benefits at midpoint and at project end. Since as repeatedly indicated in this report, its achievements are mostly at the output level, not at the outcome level, it must be pointed out that capturing and tracking GEBs is not a robust possibility, and the indicator set also does not have a full group of outcome level indicators associated to GEBs (as seen in the sections on outcome level indicators. In the final end point International Waters Tracking Tool[32] a few indications of possible GEBs are pointed out.

In the IW Tracking Tool at end point, there are some stress reduction indicators (self-reported) as presented by the Project. Some, even at end of project monitoring, remain as potentials. For instance, the

[31] This section refers to the first extension request that was granted. Obviously the second extension in relation to COVID-19's impact is an externality that the Project could not control and therefore not factored in when analyzing efficiency with regard to this extension.

[32] See: Annex 5: IW Tracking Tool, 2021

following three cases (out of 14 PICs) are put forth in the midpoint IW Tracking Tool as examples of potential GEBs. These are as follows[33], (italics point out concrete GEBs and are indicated as such by this terminal evaluation) as expressed in the final IW TT:

- **Cook Islands:** This investment involves local capacity building for sustainable human and animal waste management to enable best practice in integrated land, coastal lagoon, and public health protection; the establishment of public-private partnerships for tourism sector investment in Integrated Coastal Management at Muri Lagoon: and increasing the uptake of effective environmental stress reduction measures and integrated coastal management in the Muri area. It is anticipated that this will result in *516 ha* of the Muri watershed under improved catchment management.
- **FSM**: This investment involves the demonstration of innovative approaches to Integrated Ridge to Reef Catchment Management on Kosrae Island; development and implementation of a Kosrae State Freshwater Resources Management Plan; and capacity building for officials of Kosrae State government and community members for Integrated Ridge to Reef Catchment Management. Expected results of this include *200 ha* of watershed under improved catchment management in Tofol, Kosrae.
- **Kiribati:** This investment involves local capacity development for sustainable on-site sanitation management via effective community engagement and training; demonstration of innovative approaches to integrated sanitation and lagoon resource management in South Tarawa, Kiribati; and information management and community awareness building in support of national policy and planning initiatives for Integrated Coastal Management. 30 wash down piggeries were constructed to the design of dry litter technology, training and testing efforts are ongoing. It is anticipated that this will result in *955 TN kg/yr.* through conversion of 30 wash down piggeries to dry litter technology.

However, it should be clearly pointed out that these are presented as potential global benefits and have not been validated at project-end by tracking tools. Nor has there been an all-inclusive tallying of *actual* GEBs. Therefore, these must remain as possible global benefits that could have occurred as of some interventions. Other stress reduction/environmental benefits indicators were presented in this tracking tool. For instance, indicator on Catchment protection measures - ha under improved catchment is self – reported as increasing from a baseline of 0 hectares to 1374 hectares at end of project overall for the 14 PICs. Additionally, municipal wastewater pollution reduction is expressed to be overall as baseline at 1735 TN kg/year, while at end of project is stated as 955 TN kg/year.

Other In summary, the efficiency of implementation met expectations as placed in the revised log frame mainly at the output/product level, yet it has some issues. Therefore, the overall ranking of efficiency is *Satisfactory (S)* since it met with output level expectations with some shortcomings, yet no ranking on efficiency can be made on outcome level since the tools to capture that are not there (as seen in IW TT, etc.).

OVERALL OUTCOME (*)

Given the high degree of relevance, the moderately unsatisfactory degree of effectiveness, and the satisfactory degree of efficiency, the overall project outcome as a composite is ranked as *Moderately Satisfactory (MS).*

[33] Source: IW Tracking Tool 2019.

COUNTRIES' OWNERSHIP

Countries' ownership has been varied, at times expressed strongly but most of the time not to the degree expected out of a project of potential vital importance. Positive ownership has been articulated by some of the countries regarding specific products and outputs, such as the training processes where governmental officials received post graduate certificates in the ridge to reef approach for sustainable development. However, the lack of programmatic linking with most national STAR Projects is an indicator that national ownership vis-à-vis the regional interventions was not as positive in some of the areas of intervention. As exposed in many different areas of this report, this has been one of the major bottlenecks within the Project. Furthermore, countries' articulated impressions that the value added for them (i.e. at the national level) of the regional intervention was not evident.

Indicators of this weak link vis-à-vis countries' ownership are also the lack of co – financing. That is since only two percent of committed co – financing from the countries was leveraged near project-end, that is an indication that as implementation progressed, ownership diminished and financial commitments also diminished accordingly. Albeit country representatives from governments were deeply involved in implementation at the national level, the overall level of ownership was low. As a cross-reference refer to the *Governance* section of this report which expands upon this matter.

CROSS-CUTTING ISSUE: GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Gender matters have been imbedded within Project design. These were, furthermore, articulated throughout implementation to some degree in different products and processes the Project produced. The Project developed several instruments, such as a gender mainstreaming strategy which included guidance for the intervention to cross – cut and mainstream gender equality issues within the project outcomes.

The Project prepared a GEF Pacific Ridge To Reef Programme Gender Mainstreaming Strategy, Toolkit, and Action Plan. The strategy and other documents attempted to assure that gender inequality is taken into consideration by addressing women's and men's differential needs at all intervention levels and that equal power and access to decision-making, choices and resources is assured. The application of gender mainstreaming principles was to be carried out by targeted analysis of pilots and mainstreaming in programme activities and targeted gender analysis of national demonstration projects.

Project engaged a Gender Equality and Social Inclusion (GESI) expert to assist countries to ensure gender analysis is carried out for activities. Also a Gender Inclusion Guide For Preparing The State Of The Coast Reports And Strategic Action Frameworks (among other documents) was developed aiming to operationalise the strategy and to impel other gender – related equality aims, such as include balanced gender participation in decision – making processes as a way to strive for equity and women's empowerment. Also, these products ostensibly are prepared for ensuring the products and processes need to take into consideration the impact upon women of the different developments that take place within a project as well as within a particular context in order to diminish gender gaps. These documents and other gender-related principles as expressed at design have also been articulated with national level documents. For example, through the Gender Action Plan-Template for Cook Islands, Fiji, FSM, Kiribati, Nauru, Palau, Salomon Islands, Tonga, Tuvalu and Vanuatu.

Project reports that its contributing to gender equality by contributing to closing gender gaps in access to and control over resources and improving the participation and decision-making of women in natural resource governance. Yet, it also reports that it has not targeted socio-economic benefits and services for women. There is no analysis to capture uptake nor if the tools contributed to improving gender equality and women's empowerment by permeating to actual practices in the countries.

The Project reports with gender disaggregated data only regarding women's vs men's participation in activities (such as training and capacity building processes). There was parity or even larger than parity proportions in these activities. Project reports that "the idea is to ensure that project implementation is gender sensitive, and that stakeholders (men, women, children, elderly, and those vulnerable and with disabilities) are given equal opportunities to actively participate in project implementation", yet no specific aim beyond this related to gender equality is imbedded neither as indicators nor as other gender – equality seeking processes.

OTHER CROSS-CUTTING ISSUES

Given that GEF -- financed projects are key elements in UN programming, project objectives and outcomes should align with UN (regional and country level) programme strategies as well as to GEF-required issues. The Regional R2R Project converged environment-related and other development programming, as articulated at design and several as unfolded during implementation. Specifically, some of the most salient cross-cutting issues dealt with were as follows:

Capacity Development. Capacity development has been a focal output of the Regional R2R Project. In addition to individual capacity building, there has been momentum for institutional capacity building. This has been achieved through training courses (formal and informal capacity building processes) as well as through pilot studies and diagnostics that can –potentially-- strengthen policy decisions in the future, and – owing to this- potentially to strengthen institutions for collaboration and integrated natural resource management and application of the R2R approach.

South-South Cooperation. The Project most certainly addressed the cross cutting issue of south-south cooperation given that the very nature of the intervention deals with collaboration and cooperation between and among the fourteen Pacific Islands Countries involved, concerning horizontal exchanges (horizontally among the countries –formally or informally--) as well as vertically through the Regional Project).

Knowledge Management. Knowledge management and accompanying information dissemination have been cross – cutting matters addressed by the Regional R2R Project. KM and communication of this project's has been an element of this project, in basically all of its intended outputs and outcomes. The KM and communication processes are largely based upon the products (studies, diagnostics, demonstrations the Regional Project undertook, publications, etc.). These are agglutinated in the Regional Projects webpage: https://www.pacific-r2r.org/ where there is a dedicated internet presence of this intervention. Unfortunately, there are no indicators as to what the uptake or effect of such products has been which was similarly raised in the Governance section of this report; therefore their influence is not known. At the global level there is no evidence that KM products or communication has outreached beyond the sub – region and the interventions themselves. For instance, there is no evidence that this strategy has upscaled its focus (such as through actively feeding IW: Learn in an agile manner). This could have benefited the visibility of the project and engendered some two – way learning processes between the Project itself and other interventions.

Climate Change Adaptation. Adaptation to climate change was an underlying element of the Project as a whole and a full incorporation in some expected outputs/outcomes (for example, in expected *Outcome 1.1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network*]. This is proper since design accepted that climate change is not only a cross cutting issue but also the crucial challenge PICs in the South Pacific are experiencing in the last few decades. There have been a number of products and activities dealing with adaptation, therefore, and they have been included in the KM and communication processes described above.

SUSTAINABILITY: FINANCIAL (*) , SOCIO-POLITICAL (*), INSTITUTIONAL FRAMEWORK AND GOVERNANCE (*), ENVIRONMENTAL (*), OVERALL LIKELIHOOD OF SUSTAINABILITY (*)

Sustainability of an intervention and its results are examined to determine the likelihood of whether benefits would continue to be accrued after the completion of a project. Sustainability in terms of terminal evaluations of this type are examined from various perspectives: financial, social, environmental and institutional. That is, this sort of evaluation analyses to what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results.

Financial sustainability: Financial risks to sustainability relate to the likelihood of financial and economic resources not being available once the assistance ends. The main risk, therefore, would entail lack of appropriate funding for implementation of the results, effects, etc. The main results of the Project (as tallied by the RCPU, etc.) are products which –if implemented or implementable—will need financial backing. Some activities are taking place at the same time as this terminal evaluation (such as workshops on investments, etc.) which attempt to analyse and impel thinking about needed investments to promote integrated natural resource management approaches, including the role of the private sector in tourism for example, and or catalyse the learning from the demonstration projects. However, the risk of not leveraging enough financial resources to give sustainability to the outputs at each national level is not possible to determine (N/A) since either these are products not outcomes or are taking place in the last few months of implementation.

Socio-economic risks to sustainability: When analysing socio economic risks to sustainability, an examination is made of the potential social or political risks that may jeopardize sustainability of project outcomes. All in all, there are no socio – economic risks per se identified that could jeopardize sustainability from a social perspective. All relevant parties do tacitly and explicitly agree that the results of the Project at the output level are agreeable, there is no conceptual disagreement with the integrated R2R approach that the Project supported. Therefore, the ranking for socio – economic sustainability is *Likely (L).*

Institutional framework and governance risks to sustainability: At the time of the final evaluation it is not possible to determine the institutional or governance risks to sustainability since no governance nor institutional changes have occurred as a direct result of the Project and due to the disconnect between policy uptake and institutional improvement (again as a direct impact of the intervention). Therefore, it is not possible to provide a rating for this (N/A).

Environmental risks to sustainability: Environmental risks to sustainability are not identified, besides the externalities outside of the horizon of the Project that could possibly impair gains, such as climate change for example. Climate change in particular (as a high impacting externality in the region) can pose grave environmental risks to sustainability as an externality and even if the demonstration pilots are adopted in a scale that induces impact or change. Therefore, the ranking for environmental sustainability is *Moderately Likely (ML)*.

Taking a composite view of the rankings for financial, socio – economic, institutional as well as environmental sustainability probabilities is not possible since several of these components of sustainability are not known at the time of the terminal evaluation or are not applicable.

GEF ADDITIONALITY

The Project's outcomes (results, effects, impact) are closely related to incremental reasoning for all components, and basing the GEF-funded intervention as a catalyst for incremental benefits of GEF support. Specifically, if analysing via a scenario without GEF support, it is implied that the sub region would have had a lower capacity to test the different models of integrated natural resource management in the context of

small island developing states in the South Pacific nor to adopt and implement these management modalities in national governance. For example, it was the first time that multi-sector datasets to identify/select priority coastal areas for protection: IWRM + R2R (integrated watersheds/coastal management) + CCA/CCM were modelled.

Following definitions in GEF guidelines[34], the Project falls under the following areas of GEF additionality:

- Specific Environmental Additionality
- Socio-Economic Additionality
- Innovation Additionality.

Since the achievements are at the output/product level and not at the outcome level, there can be no result attributed to the GEF contribution as originally anticipated since –evidently—none were achieved at that level (see other sections of this report for further details on this). Regarding innovation additionality, the pilots have dealt with demonstrations in all PICs (see the section on Catalytic Role / Replication Effect in this report where they are listed for each of the 14 PICs. Yet, they are not deemed truly as innovation additionality as stakeholders in all cases and as indicated in a number of analysis, since they were already tried processes, even in South Pacific Islands. That is, specific demonstrations (such as waste management or water management) used in the local/national interventions were demonstrative but not innovative. This does not disqualify them as demonstrations but they cannot be truly classified as innovation within the GEF additionality construct.[35]

CATALYTIC ROLE / REPLICATION EFFECT

The potential catalytic and replication effects of the Project were established in project design. Explicitly, project planning documents point out that the project has potential reproduction through applications of successful approaches and for scaling up. As specified in planning documents, the aim was to build upon stepwise approaches for catalysing transformational change and to support participating countries in the replication and scaling up of IWRM approaches within a broader "Ridge to Reef" and "Community to Cabinet" framework designed to guide the integration of water, land, forest and coastal management required to fashion sustainable futures for island communities. Also, design documents specified that there is an explicit aim to demonstrate best practice measures and approaches to guide the planning of replication and scaling-up.

It is of interest, therefore, to note that –even at design—there is an aim to potentially replicate achievements within the countries involved. This was mainly to be the approach of the demonstration projects. However, it should be pointed out that this remains as a potential effect of the project, nevertheless not an actual one thus far in many cases mainly due to the timing (i.e. these demonstration pilots were only delivered in the last tranche of the Project and there was no time for upscaling, replication, nor for policy uptake).

As seen in the section on cross-cutting issues, subsection on knowledge management, the Project could have had better tracked better visibility and impact a catalytic role if it could have had more of a

[34] As stated in '*An Evaluative Approach to Assessing GEF's Additionality*', https://www.thegef.org/council-meeting-documents/evaluative-approach-assessing-gef-s-additionality

[35] As seen in other sections of this report, such as the Governance sector for instance.

presence in platforms that do exchange information on international waters issues, including its demonstrations as well as its lessons learned being them positive or negative (such as IW: Learn).

The replication/catalytic potentiality of the Project is found mainly, therefore, in the demonstration of pilot interventions. These pilot interventions were demonstration activities in national pilot projects to test what the Project considered were innovative approaches and technologies and what was practical as well as socially acceptable to the local population. Several of these are listed below for each of the 14 PICs involved in this project:

- Cook Islands. Improving catchment management and waste water management at Muri lagoon through building local capacity for waste management implementation and environmental protection to enable best practice in coastal waters, land and public health protection.
- Fiji. Reducing stress on vulnerable freshwater resources by developing and implementing watershed management plans and Developing the enabling environment for the replication and scaling-up of best practices in watershed management planning.
- Federated States of Micronesia. Demonstration of innovative approaches to Integrated Ridge to Reef Catchment Management in Kosrae, (two sustainable farming system demonstration sites and one dry-litter piggery demonstration site in Lelu established).
- Kiribati. Demonstration of innovative approaches to piggery waste management on South Tarawa.
- Niue. Coastal and groundwater protection enhanced via targeted reductions in land-based contaminants.
- Palau. Strengthening coordination in support of the implementation and national replication of the 5-Year Airai State Watershed Management Plan.
- Papua New Guinea. Strengthening community livelihoods and resilience through sustainable R2R coastal area use in the NCD Province.
- Republic of the Marshall Islands. Sustained community adoption of appropriate on-site waste management systems to reduce contaminant impacts on environmental and public health at Laura Village.
- Samoa. Increasing capacity for effective environmental stress reduction practices and sustainable watershed management in Apia.
- Solomon Islands. Improving the waste management of Mataniko Catchment and the water quality of Honiara coastal waters through a monitoring program for pollution and nutrients entering Honiara Adjacent Coastal water and Recommend measures for pollution and nutrient sources and environmental impact identified and management.
- Tonga. Scaling-up and donor investments of stress reduction measures and approaches for coordination and management models through local and national capacity building and Establishing Coastal Zone Management Plans via identification of critical fisheries habitats and coastal areas at three priority sites in Tonga.
- Tuvalu. Demonstration of innovative approaches to pig waste management on Funafuti Atoll and Targeted scientific approaches to optimize on-site waste management systems and to identify causal links between land-based contaminants and the degradation of coastal water.

All of these are, by design are pilots or demonstrations that do have potential catalytic capacities. As stated above and as reinforced here, this is potentially so mainly due to their delivery (that is, at project very end) and therefore no catalytic role has been captured as of yet. The catalytic role that potentially could

occur includes scaling up since if or when the different demonstrations are accepted as innovations and are accompanied by successful capacity building and information dissemination, they could conceivably be accepted at the different national levels or uptake could take place. A matter which could have been explored further given the regional and international nature of this intervention would have been replication of successful demonstration pilots that would or could have been repeated outside of the Project nationally and internationally for the 14 PICs as well as for other regions. Given, among other factors, that the Project did not have an exit strategy to fulfil this process, there were no significant robust concrete actions to build upon or expand the demonstrations across and amongst the PICs nor internationally.

Knowledge transfer was impelled through training workshops, information exchange, and regional forum. Knowledge management products are listed in the dedicated project web page.[36]

PROGRESS TO IMPACT

There has been no clear progress towards potential long – term impact attributable to the Project. The progress to impact would have to be associated to environmental stress reduction; environmental status change; contributions to changes in policy/legal/regulatory frameworks; governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.); or contributions to changes in socio-economic status (income, health, well-being, etc.). Issues that could have been captured, such as environmental stress reduction were not captured robustly.

That is there were no specific changes in policy attributable to project contributions in countries, nor in governance architecture attributable to the Project (including access to and use of information such as laws, administrative bodies, trust building and conflict resolution processes, information sharing systems etc).[37]. Furthermore, there has been no captured contribution to changes in socio - economic status (income, health, well-being etc), and openly none was intended to be captured as shown in the indicators set. Although the Project has carried out training and capacity building activities, there is no capture of observed changes in capacities as a direct result of the intervention. Although it could be assumed that the training/capacity building activities that took place raised knowledge skills and awareness, the concrete impact/effect/result of this is not possible to ascertain or capture. That is, the Project does not capture how these activities contributed (if at all) or are translated in observed changes due to training since it captures these matters as outputs and not outcomes or impacts since its indicator set for these is for output and not outcome/impact indicators.

[36] https://www.pacific-r2r.org/resource-library?term_node_tid_depth=13

[37] Refer also to the Governance section of this report where this matter is explored in further detail.

5. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS

MAIN FINDINGS

- Design was highly oversized and overly ambitious.
- Project did not have properly imbedded mechanisms to programmatically ensure methodical and strategic coordination between and among the different child projects and the regional intervention.
- Design also did not properly entail process, metrics, and tools to engender nor benchmark outcomes and results since it generally scripted technical outputs or products.
- Although there was a downsizing of indicators as a result of mid-term analysis, there was no overhauling of the log frame to make up for the above issues.
- At the product/output level these were fully achieved at expected levels for all PICs.
- Expecting national bodies to implement and commit to regional outcomes without the necessary resources, materials and technical capacity and support was not feasible.
- Project faced a large number of challenges (internal and external) that in turn affected implementation and effectiveness. These were challenges associated to human resources, weak insertion of child projects within the overall regional intervention, as well harmonisation and coordination issues of the different level interventions at the national level between and among the multiple partners involved.
- The COVID-19 pandemic greatly affected project implementation since many of the technical support aspects, as well as other processes, could not materialise as expected due to travel restrictions, lockdowns, etc.
- Governance uptake did not take place at the expected (tacit or explicit) level.
- The RPCU showed adaptive management by moving to online delivery as much as a possible due to the above mentioned restrictions.
- In the last year of implementation, mainly, RPCU greatly stepped up delivery in order to achieve a number of technical studies, processes, and outputs at the expected product and processes levels.
- Project has delivered a number of technical studies, analysis, studies, and knowledge management products based on the implementing partners background and expertise in this area, which could conceivably have uptake in the sub – region in order to impel equitable integrated efforts to sustainably manage natural resources in the Pacific Island Countries.

CONCLUSIONS

The *Ridge to Reef - Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods Project* is coming to an end very shortly after this evaluation process concludes. Although the Project began with a great deal of expectations it faced a number of internal challenges and externalities that in some ways changed the nature of the anticipated results.

The Project was overly ambitious and oversized with a number of challenges that manifested themselves early on. Geographically it was extremely expansive, covering ten percent of the Earth's surface, attempting to draw in fourteen different Pacific Island Countries that –with a level of similitude in their

environmental, socio-economic, and political organisation—do also have a degree of variance in several of the issues that they face regarding integrated natural resource management and natural resource governance. The design not only was overly ambitious but also convoluted, involving regional activities, national activities, attempting to draw-in other fourteen national projects, three different GEF-implementing agencies, unclear constructs on what are considered integrated resource management tools, and other related complexities.

The planning tools set up at design were also lacking in robustness, not only to measure outcomes but also to impel project objectives, outcomes/results. While the professed overall objective was *"To test the mainstreaming of 'ridge-to-reef' (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services",* there is no conceptual connection nor clear outcome benchmark with the objective indicator which is *"Extent of harmonization of sectoral governance frameworks for integrated 'ridge to reef' approaches achieved through national sustainable development planning".* Within the log frame and results framework, if both are conceived as planning tools, this discrepancy is evident. Unfortunately, this matter did have repercussions in implementation since the baseline technical studies and capacity building activities to test the premise were or are being achieved, yet as a result of this design misconception as well as due to delays in implementation -- the last step in the "science to policy" spectrum (as the Project names this process) was not achieved.

The programmatic approach that the Regional R2R Project was supposed to generate was one of the most difficult challenges and ostensibly one of the greatest malfunctions of the intervention. Here again, design is not robust enough to impel effective regional and national coordination mechanisms vis-à-vis the nationally-implemented projects. Furthermore, the lack of clarity as to the limits among STAR/Regional interventions and the perceived lack of value added of the Regional R2R Project or perceived overlap between the national-level activities of the Regional R2R Project and the nationally-implemented projects, further complicated the expectations and results. In some countries where the implementing agency and the executing partner had better outreach, there were more linkages with successful board meetings for both IW and STAR projects, yet these were the minority of the cases.

Expecting national bodies to implement and commit to regional outcomes without the necessary resources, materials and technical capacity and support was a challenge, and not achievable. The ability and commitment of relying on national government teams to function consistently and effectively without close technical guidance and engagement from the regional programme unit was overestimated. The much more limited resources allocated at the national level than in previous similar exercises or IW regional projects was also an issue.

Other challenges, such as the COVID-19 pandemic and challenges internal to the Project such as staff rotation, communication problems between the different parties involved, and inter-agency coordination, further delayed and/or generated dissonance that affected implementation. Notwithstanding these, the Project did achieve a number of products and process that have tried an integrated approach to resource management, or demonstrated some natural resource management activities in the PICs setting, as well as engendered knowledge management products and capacity within the context of the South Pacific. In particular, the Project created and realised its commitment to implement products and processes as much as possible within the last year of operation, speeding up delivery to fulfil this commitment. An effect that was unplanned per se but that has potential for future work have been the horizontal linkages created through this intervention between multiple stakeholders (PICs, practitioners, persons with technical expertise).

As most projects of this type, an intervention as this not only leaves products behind, but also lessons learned. In follow up to this section, there are two segments that can help in follow up programming: a section on future programming recommendations and a segment on lessons learned.

RECOMENDATIONS

Following are a set of recommendations for future programming. The recommendations for future programming for GEF and UNDP underscore corrective measures that may be taken to enhance future projects learning from the failings of the current project being evaluated as well as recommend future practices based on achievements or positives processes that may have occurred.

1. Projects that are intended to be programmatic in nature should have robust strategic mechanisms imbedded in order to truly draw-in the parts that make up the whole intervention. A careful selection and induction/training of whatever pertinent institution is to be the executing or implementing partner needs to take place in order to have the project align to UNDP/GEF criteria and mandate. This is particularly important vis-à-vis regional projects, ascertaining that the partner would be suitable and has the right insertion in countries, and understands their role as an implementing or executing partner. This needs to be explicit that the stakeholder is one of the institutions that engenders and promotes the coordination units in an equal footing with several other partners and following guidance and requisites to do so. For this, UNDP should strive to align and induct implementing and executing partners by, inter alia, the following:

    a. Work with and assist implementing/executing partners in order to aid them in applying processes that support projects' technical and implementation capabilities (specially supporting results-based project implementation and efficient decision – making capacities).

    b. Provide information and induct partners on results based management, project management, financial reporting and other such project requisites in order to avoid misunderstandings as well as to generate capacity for implementation.

    c. Share standard operating procedures with implementing/executing partners as guidance in order for them to understand and align with expectations and donor and corporate requisites, as well as to understand and align on how decision making process and governance takes place in an all-encompassing manner.

2. Projects or programs such as those that include "child" projects or similar endeavours, need to be umbrella projects, avoiding at all costs overlaps with their national counterparts, be exclusively regional or sub – regional avoiding duplications and overlays between national and regional processes. All of these should, furthermore, simplify their approach and not be unnecessarily complex.

3. Communication and the linkages between the partners and associates need to be clearly defined and abided by, together with well-defined decision – making processes. Communications and information sharing as well as partners relations (within a project structure and with outside associates) needs to be defined within a collaborative true partnership framework, avoiding hierarchical situations, and avoiding duplication of efforts in implementation, reporting, as well as involving key partners in decision-making processes.

4. Design and planning processes should not only be focused on technical aspects of an intervention but also in aspects that deal with implementation operationalisation, in particular when they are complex and involve a number of processes. They should also include flexibility to adapt while projects are implemented with constant feedback upon what is working and what is not within a particular intervention.

5. Programming, planning and implementation needs to be commensurate to the planned scope and scale of a project. This is a key determining factor for complex and expansive interventions. If the scope and scale of a project is ample, than the implementation should be clustered (for instance, geographically or through some sort sub implementation units).

6. Processes for planning of a project need to be done with full preparation and proper lead time. Furthermore, the right knowledge of current GEF strategic objectives and focal areas needs to be applied. For instance, such in a case when International Waters strategies are being promoted, than current IW knowledge and objectives need to applied in order to pull-in state of the art transboundary water management components, constructs and instruments fully.

7. If a project is to build upon a previous intervention, than design as well as implementation needs to establish that this truly takes place and not began anew with already tested processes -or pilots, which have previously taken place. Follow up projects need to accrue gains / knowledge and learn from the lessons of the intervention they are building upon.

8. Projects need to have clear concepts of what processes or constructs they are promoting. For instance, clear models of what integrated natural management vs R2R concepts vs integrated watershed planning, and other such notions or plans entails. These need to be spelled out as to avoid using these interchangeably or loosely to fit whatever niche a particular sub intervention is carrying out or promoting when these tools or methodologies are indeed diverse.

9. A results based approach needs to be deeply interwoven in a project, from its planning, log frame, indicators, modalities of implementation, and so on. For instance, if the expected result or effect is generating policies and adopting governance tools, then this should be fully incorporated as such, avoiding a disconnect between technical and policy arenas and promoting uptake of governance and institutional strengthening in different contexts.

10. Sequential implementation needs to be fostered also for results based management. That is, if product *A* needs to be achieved with sufficient time to promote uptake and advance result *B*, than this needs to be fostered appropriately in time without having products generated at the very end of a project. A road map with fettered and bound results should also be developed in order to have proper planning when seeking results that are tied to a particular type of product or process.

11. Much analysis needs to go into a project, not only dealing with the technical aspects or promoting the “what” will be accomplished, but also how change, results, impacts and effects will come about (“how” results will be accomplished and “how” an interventions will be implemented). The inception period also needs to be centred upon this and focussed enough to complete any matters that might have been left open in previous planning stages. Inception processes need carried out in the beginning of an intervention, not waiting for a long time to do this.

12. Design of projects in situations with limited in – country capacity (due a country’s size for instance such as in SIDS, but applicable in many developing countries’ situations) should very much be taken into account at planning, inception and preparation of an intervention takes place. Needs assessments should take place to highlight this matter. However, all of the activities need to have as a horizon true capacity building in – country, avoiding processes where technical studies or external consultants developed a product without truly fostering in-country capacity.

13. Cross-cutting issues (rights-based approaches, SDGs, gender, as well as socio-economic development factors, for example) should be imbedded early on into the processes if these are to emerge in the project and not as an addendum or afterthought.

14. Job descriptions and duties of different personnel need to be attuned to the multiple roles a particular project staff person needs to fulfil. That is, most personnel need not be exclusively technically qualified but also have managerial skills as appropriate, including result based management, and at all levels have aptitudes regarding interacting with varied partners from different sorts of institutions.

15. Learning from innovative solutions and replication should be promoted, not only through best practices but also with other types of lessons learned as well as challenges. For this, projects within the international waters focal area of GEF should feed the platforms that deal with such matters, as IW:LEARN International Waters Learning Exchange and Resource Network and similar ones globally.

LESSONS LEARNED

Lessons learned represent knowledge generated by reflecting on the actual results of a project until the time of an evaluation and on the experience that has the potential to improve future programming and actions. Lessons learned derive not only from best practices but also from issues identified. The Project gives rise to and motivates a series of lessons learned such as those described below:

- The strength of a properly designed project should not be underestimated, since proper design has a deep-seated impact upon implementation, effectiveness, efficiency and eventually upon sustainability.
- Time and resources spent on designing, planning, on inception and start – up a project are not lost resources since they provide positive yields as a project progresses and even enhance sustainability factors.
- Clearly identified and spelled-out concepts are key when promoting practices via a project. There needs to be clearly defined conceptions and tools and not use those interchangeably among different process (for example, such in this case where IW, SLM, R2R constructs were used interchangeably when they are different to a degree) or at the very least define these as they fit each particular situation where they are promoted.
- The strong point or value-added of an institution vis-à-vis their role within a project is a key determining factor for the results it produces. If an institution is technical it will have strengths at a technical level; if an institution is weak in governance then it will not have strengths in that arena. When projects try to embrace both arenas (i.e. from technical to policy) than multi stakeholder or multi institutional arrangements are best.
- The planned scope and scale of a project is a determining factor for many of an intervention's issues, not only programming but also implementation and results-oriented issues.
- Structures and architecture within a project that are not commensurate to scale and scope hinder integrated and efficient implementation.
- Programs without programmatic approaches do not function in complex situations.

6. ANNEXES

ANNEX 1: TERMS OF REFERENCE FOR INTERNATIONAL CONSULTANTS

TERMS OF REFERENCE

Reference	PN/FJI/074/21
Location	Resilience Sustainable Development (RSD) Regional Ridge to Reef Project , UNDP Pacific Office, Suva, Fiji
Type of Contract	Individual Contractor
Post Level	International Consultant
Consultancy Title	Governance Specialist and Development Management
Languages required:	English
Duration of Initial Contract:	1 September 2021 – 10 January 2022 (18 days)

BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full -sized* project titled Ridge to Reef - Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods**.** It is commonly referred to as the Regional Ridge to Reef (R2R) project.

The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'

To support the ongoing development of 'Ridge to Reef' and 'Community to Cabinet' approaches in Pacific PICS through the abovementioned multi-focal area R2R program, the GEF Council approved the development of an International Waters project entitled "Ridge to Reef: Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries". This regional project was implemented by the United Nations Development Program through the Applied Geoscience and Technology Division of the Secretariat of the Pacific Community in partnership with the 14 Pacific Island Countries to improve the integration of water, land, forest, and coastal management required to fashion sustainable futures for island communities. The project aimed to address the recent high-level recognition and calls for results-based approaches to the management of development assistance programmes and projects, with support provided in areas of coordination, capacity building, technical assistance, and monitoring and evaluation for the operation of the broader Pacific R2R program.

Importantly, the project was built on nascent national processes from the previous GEF IWRM project to foster sustainability and resilience for each participating island nation through reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management; establishing evidence-based approaches to ICM planning; and improved consolidation of information and data required to inform cross-sector R2R planning approaches. These processes are being sustained. It is envisaged that this project focused much attention on harnessing support of traditional community leadership and governance structures with improving the relevance of investment in integrated land, water, forest, and coastal management. This project also provided coordination functions and linkages with the national GEF STAR multifocal projects and LDCF project and facilitated dialogue and action planning through national Inter-Ministry Committees on responses to emerging issues and threats in environment and natural resource management. Similarly, it will facilitate coordinated exchanges of experience and results of the GEF portfolio of investments in a broader regional R2R programme for PICs. Linkages with co-financed activities on water resource and wastewater management, coastal systems and climate adaptation and

disaster risk management will ensure more targeted capital investment in coastal infrastructure within an integrated management framework. Similarly, the project had fostered solidarity among the PICs, particularly with respect to the political will required in supporting more integrated approaches to R2R in natural resource management.

The purpose of the project was to test the mainstreaming of 'ridge-to-reef' (R2R), climate resilient approaches to integrated land, water, forest, and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services. This regional project provided the primary coordination vehicle for the national R2R STAR Projects that are part of the Pacific R2R Program, by building on nascent national processes from the previous GEF IWRM project to foster sustainability and resilience for each island through: reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management through on-site demonstrations; establishing evidence-based approaches to ICM planning; improved consolidation of results monitoring and information and data required to inform cross-sector R2R planning approaches. This project will also focus attention on harnessing support of traditional community leadership and governance structures to improve the relevance of investment in ICM, including MPAs, from 'community to cabinet'.

To achieve its objective, the project focusses on five components:

Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability

Component 2. Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation

Component 3. Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks

Component 4. Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management

Component 5. Ridge-to-Reef Regional and National Coordination

Fourteen countries participate in the Regional R2R project. They include the Cook Islands, Federated States of Micronesia, Fiji Islands, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu. Through this project there are regionally implemented activities as well demonstration activities in each country which are led by respective national executing agencies.

The Regional R2R (PIMS #5221) is implemented through the Secretariat of the Pacific Community (SPC). A mid Term Review was conducted in March 2019. A first extension was granted until September 1, 2021 and recently, a second extension until March 1, 2022. The project started on the 1 September 2015 and is in its 6th year of implementation.

Through a grant of Global Environment Facility (GEF) of USD 10,317,454, the project was initially implemented over a period of 5 years. The total co-financing commitment from partners amounting to USD87,708,160.

travel and those entering the country must have in possession a Quarantine Certificate and a mandatory negative COVID-19 test result. Travelers entering countries are expected to undergo a 14day quarantine period (in isolation) before they are allowed to move freely. In 2020, there were lockdown periods, with national government priorities focused on a Corvid 19 response strategic plans. Covid-19 severely affected the project implementation from 2020 until to-date.

DUTIES AND RESPONSIBILITIES

1. TE PURPOSE

The TE will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). It will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals, regional and national goals including recommendations for follow-up activities.

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

Further to this, the objectives of the evaluation will be to:

assess the achievement of project results supported by evidence (i.e., progress of project's outcome targets as per the approved project document and corresponding updated log frame),

assess the contribution and alignment of the project to relevant national development plan or environmental policies;

assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) & United Nation Pacific Strategy (UNPS). The SRPD is a UNDP specific strategy which supports 14 Pacific Island countries achieve national priorities and sustainable development. It is linked to regional and international frameworks. The UNPS represent a collective efforts of UN agencies to.

assess the positive and negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy framework for resource allocation and distribution, regeneration of natural resource for long term sustainability);

Assess the extent which the project outcomes have contributed to better preparations to cope with disasters or mitigate risk, and or addressed climate change mitigation and adaptation as relevant

Assess the extent to which poor, indigenous, persons with disabilities and other disadvantaged or marginalised groups benefitted from this project;

Assess the effectiveness and quality of gender related results contributed by the project using the Gender Results Effectiveness Scale (GRES)

examination on the use of funds and value for money

draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

Scope of Work

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.

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

A full outline of the TE report's content is provided in ToR Annex C. The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

National priorities and country driven-ness

Theory of Change

Gender equality and women's empowerment

Social and Environmental Safeguards

Analysis of Results Framework: project logic and strategy, indicators

Assumptions and Risks

Lessons from other relevant projects (e.g., same focal area) incorporated into project design Planned stakeholder participation

Linkages between project and other interventions within the sector

Management arrangements

ii. Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Actual stakeholder participation and partnership arrangements

Project Finance and Co-finance

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)

Risk Management, including Social and Environmental Standards

iii. Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)

Country ownership

Gender equality and women's empowerment

Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

Expected Outputs and Deliverables.

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	By 16 October	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 30 October	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: 10 November	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit and Regional Program Coordination Group
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex* H)	Within 1 week of receiving comments on draft report: 05 January 2022	TE team submits both documents to the Commissioning Unit

COMPETENCIES

• Professionalism: Ability to perform a “broad range of administrative functions e.g budget/work programme, human resources, data base management, etc. Ability to apply knowledge of various United Nations administrative, financial and human resources rules and regulations in work situations. Experience and knowledge in technical cooperation programme implementation.

Strong interpersonal and communication skills;

Openness to change and ability to receive/integrate feedback;

Ability to plan, organize, implement and report on work;

Ability to work under pressure and tight deadlines;

Demonstrates integrity and ethical standards;

Positive, constructive attitude to work;

Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

REQUIRED SKILLS AND EXPERIENCE

Educational Qualifications:

Education (5%):

At least a Master's degree (MA or MSc. or higher) in natural resource governance or development management, or development studies or closely related field.

Experience (65%):

At least 15 years experience in evaluating international cooperation projects promoting the Ridge to Reef Approach, integrated water resources management (IWRM), integrated coastal zone management (ICM, natural resources governance or similar programs and projects.

Extensive experience in conducting reviews and evaluation following the result-based management evaluation methodologies.

Experience applying SMART indicators and reconstructing or validating baseline scenarios.

Competence in adaptive management, as applied to climate change adaptation projects and ecosystems management.

Experience working in Asia and the Pacific and has a good understanding of the environment and sustainable development in the Pacific;

Work experience in relevant technical areas for at least 10 years.

Demonstrated understanding of issues related to biodiversity conservation, climate change, land degradation, sustainable forest management, international waters, including experience in gender sensitive evaluation and analysis.

Excellent communication skills.

Demonstrable analytical skills;

Experience working with the GEF or GEF-evaluations methodology, preferred;

Project evaluation/review experiences within United Nations system will be considered an asset;

Experience with implementing evaluations remotely will be considered an asset

Other Competencies

Corporate Competencies:

Demonstrates integrity by modeling the UN's values and ethical standards

Promotes the vision, mission, and strategic goals of UNDP

Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

Promotes a knowledge sharing and learning culture in the office

In-depth knowledge on development issues

Development and Operational Effectiveness

Strong IT skills

Management and Leadership

Focuses on impact and result for the client and responds positively to feedback

Consistently approaches work with energy and a positive, constructive attitude

Demonstrates strong oral and written communication skills

Builds strong relationships with clients and external actors

Remains calm, in control and good humored even under pressure

Demonstrates openness to change and ability to manage complexities Language requirements and Computer skills

Fluency of English language

Proven experience in the use of office IT applications, incl. MS Office packages;

Price Proposal and Schedule of Payments

Consultant must send a financial proposal based on the Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC´s duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done according to deliverables/outputs and as per below:

20% payment upon satisfactory delivery of the final TE Inception Report and approval of the Commissioning Unit by 16 October

40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit by 30 November

40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail by 05 January 2022

Criteria for issuing the final payment of 40%:

The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.

The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).

The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

Evaluation Method and Criteria

Individual consultants will be evaluated based on the Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation (Maximum 70 points)

- Master's degree (MA or MSc. or higher) in natural resource governance or development management, or development studies or closely related field - 15%

Experience & skills

- At least 15 years experience in evaluating international cooperation projects promoting the Ridge to Reef Approach, integrated water resources management (IWRM), integrated coastal zone management (ICM, natural resources governance or similar programs and projects. 10%
- Extensive experience in conducting reviews and evaluation following the result-based management evaluation methodologies 5%
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;10%
- Demonstrated understanding of issues related to biodiversity conservation, climate change, land degradation, sustainable forest management, international waters, including experience in gender sensitive evaluation and analysis. Experience working with the GEF or GEFevaluations methodology, preferred; Project evaluation/review experiences within United Nations system will be considered an asset; 10%

- Competence in adaptive management, as applied to climate change adaptation projects and ecosystems management; 10%
- Experience working in Asia-Pacific region and has a good understanding of the environment and sustainable development in the Pacific;5%
- Good communication and Analytical skills 5%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates shall be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

Documentation required

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

- Letter of Confirmation of Interest and Availability using the template provided in Annex II.
- Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- Technical proposal, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment. [Only request b) If applicable. A methodology is recommended for intellectual services, but may be omitted for more support services]
- Financial proposal, as per template provided in Annex II. Note: National consultants must quote prices in United States Dollars (USD).

Note: Successful individual will be required to provide proof of medical insurance coverage before commencement of contract for the duration of the assignment.

Incomplete and joint proposals may not be considered. Consultants with whom there is further interest will be contacted. The successful consultant shall opt to sign an Individual Contract or a Reimbursable Loan Agreement (RLA) through its company/employer with UNDP.

Note: Successful individual will be required to provide proof of medical insurance coverage before commencement of contract for the duration of the assignment.

Incomplete and joint proposals may not be considered. Consultants with whom there is further interest will be contacted. The successful consultant shall opt to sign an Individual Contract or a Reimbursable Loan Agreement (RLA) through its company/employer with UNDP.

TERMS OF REFERENCE

Reference	PN/FJI/075/21
Location	Resilience Sustainable Development (RSD) Regional Ridge to Reef Project , UNDP Pacific Office, Suva, Fiji
Type of Contract	Individual Contractor
Post Level	International Consultant
Consultancy Title	Team Leader - International Consultant/ Integrated Water Resource Management or Integrated Coastal Zone Management (ICM) Specialist
Languages required:	English
Duration of Initial Contract:	1 September 2021 – 10 January 2022 (22 days)

BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full -sized* project titled Ridge to Reef - Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods**.** It is commonly referred to as the Regional Ridge to Reef (R2R) project.

The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'

To support the ongoing development of 'Ridge to Reef' and 'Community to Cabinet' approaches in Pacific PICS through the abovementioned multi-focal area R2R program, the GEF Council approved the development of an International Waters project entitled "Ridge to Reef: Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries". This regional project was implemented by the United Nations Development Program through the Applied Geoscience and Technology Division of the Secretariat of the Pacific Community in partnership with the 14 Pacific Island Countries to improve the integration of water, land, forest, and coastal management required to fashion sustainable futures for island communities. The project aimed to address the recent high-level recognition and calls for results-based approaches to the management of development assistance programmes and projects, with support provided in areas of coordination, capacity building, technical assistance, and monitoring and evaluation for the operation of the broader Pacific R2R program.

Importantly, the project was built on nascent national processes from the previous GEF IWRM project to foster sustainability and resilience for each participating island nation through reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management; establishing evidence-based approaches to ICM planning; and improved consolidation of information and data required to inform cross-sector R2R planning approaches. These processes are being sustained. It is envisaged that this project focused much attention on harnessing support of traditional community leadership and governance structures with improving the relevance of investment in integrated land, water, forest, and coastal management. This project also provided coordination functions and linkages with the national GEF STAR multifocal projects and LDCF project and facilitated dialogue and action planning through national Inter-Ministry Committees on responses to emerging issues and threats in environment and natural resource management. Similarly, it will facilitate coordinated exchanges of

experience and results of the GEF portfolio of investments in a broader regional R2R programme for PICs. Linkages with co-financed activities on water resource and wastewater management, coastal systems and climate adaptation and disaster risk management will ensure more targeted capital investment in coastal infrastructure within an integrated management framework. Similarly, the project had fostered solidarity among the PICs, particularly with respect to the political will required in supporting more integrated approaches to R2R in natural resource management.

The purpose of the project was to test the mainstreaming of 'ridge-to-reef' (R2R), climate resilient approaches to integrated land, water, forest, and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services. This regional project provided the primary coordination vehicle for the national R2R STAR Projects that are part of the Pacific R2R Program, by building on nascent national processes from the previous GEF IWRM project to foster sustainability and resilience for each island through: reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management through on-site demonstrations; establishing evidence-based approaches to ICM planning; improved consolidation of results monitoring and information and data required to inform cross-sector R2R planning approaches. This project will also focus attention on harnessing support of traditional community leadership and governance structures to improve the relevance of investment in ICM, including MPAs, from 'community to cabinet'.
To achieve its objective, the project focusses on five components:

- Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability
- Component 2. Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation
- Component 3. Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks
- Component 4. Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management
- Component 5. Ridge-to-Reef Regional and National Coordination

Fourteen countries participate in the Regional R2R project. They include the Cook Islands, Federated States of Micronesia, Fiji Islands, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu. Through this project there are regionally implemented activities as well demonstration activities in each country which are led by respective national executing agencies.

The Regional R2R *(PIMS #5221)* is implemented through the *Secretariat of the Pacific Community (SPC).* A mid Term Review was conducted in March 2019. A first extension was granted until September 1, 2021 and recently, a second extension until March 1, 2022. The project started on the *1 September 2015* and is in its *6th* year of implementation.

Through a grant of Global Environment Facility (GEF) of USD 10,317,454, the project was initially implemented over a period of 5 years. The total co-financing commitment from partners amounting to

USD87,708,160.

Since the global Covid-19 pandemic has escalated into a global humanitarian and socio-economic crisis in the first quarter of 2020, the Pacific region was amongst those affected and currently national governments of the 14 participating countries have travel restrictions ongoing as a necessary measure to mitigate the spread of the virus. Both international and local travels are limited to only necessary travel and those entering the country must have in possession a Quarantine Certificate and a mandatory negative COVID-19 test result. Travelers entering countries are expected to undergo a 14-day quarantine period (in isolation) before they are allowed to move freely. In 2020, there were lockdown periods, with national government priorities focused on a Corvid 19 response strategic plans. Covid-19 severely affected the project implementation from 2020 until to-date.

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DUTIES AND RESPONSIBILITIES

1. TE PURPOSE

The TE will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). It will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals, regional and national goals including recommendations for follow-up activities.

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, assesses the extent of project accomplishments.
Further to this, the objectives of the evaluation will be to:

- assess the achievement of project results supported by evidence (i.e., progress of project's outcome targets as per the approved project document and corresponding updated logframe),
- assess the contribution and alignment of the project to relevant national development plan or environmental policies;
- assess the contribution of the project results towards the relevant outcome and output of the Sub Regional Programme Document (SRPD) & United Nation Pacific Strategy (UNPS). The SRPD is a UNDP specific strategy which supports 14 Pacific Island countries achieve national priorities and sustainable development. It is linked to regional and international frameworks. The UNPS represent a collective efforts of UN agencies to.
- assess the positive and negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy framework for resource allocation and distribution, regeneration of natural resource for long term sustainability);
- Assess the extent which the project outcomes have contributed to better preparations to cope with disasters or mitigate risk, and or addressed climate change mitigation and adaptation as relevant
- Assess the extent to which poor, indigenous, persons with disabilities and other disadvantaged

or marginalised groups benefitted from this project;

- Assess the effectiveness and quality of gender related results contributed by the project using the Gender Results Effectiveness Scale (GRES)
- examination on the use of funds and value for money
- draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

Scope of Work

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.

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

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

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

Findings

Project Design/Formulation

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

Project Implementation

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

Project Results

-
- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact
    -

Main Findings, Conclusions, Recommendations and Lessons Learned

-

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

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for Regional R2R Project

▪ Monitoring & Evaluation (M&E)	Rating[38]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
▪ Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
▪ Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
▪ Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

Expected Outputs and Deliverables.

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	By 16 October	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 30 October	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report *(using guidelines on report content in ToR Annex C)* with annexes	Within 3 weeks of end of TE mission: 10 November	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit and Regional Program Coordination Group

[38] Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	Within 1 week of receiving comments on draft report: 05 January 2022	TE team submits both documents to the Commissioning Unit

COMPETENCIES

- Professionalism: Ability to perform a "broad range of administrative functions e.g budget/work programme, human resources, data base management, etc. Ability to apply knowledge of various United Nations administrative, financial and human resources rules and regulations in work situations. Experience and knowledge in technical cooperation programme implementation.
- Strong interpersonal and communication skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

REQUIRED SKILLS AND EXPERIENCE

Educational Qualifications:

Education (5%):

- At least a Master's degree (MA or MSc. or higher) in natural resource governance, IWRM, ICM and development studies or closely related field.

Experience (65%):

- At least 15 years' experience in evaluating international cooperation projects promoting the Ridge to Reef or integrated ecosystems management approaches, integrated water resources management (IWRM), integrated coastal zone management (ICZM), natural resources governance or similar programs and projects.
- Extensive experience in conducting reviews and evaluation following the result-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to climate change adaptation projects and ecosystems management.
- Experience working in Asia-Pacific region and has a good understanding of the environment and sustainable development in the Pacific;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to biodiversity conservation, climate change, land

degradation, sustainable forest management, international waters, including experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Experience working with the GEF or GEF-evaluations methodology, preferred;
- Project evaluation/review experiences within United Nations system will be considered an asset;
  ▪

Experience with implementing evaluations remotely will be considered an asset

Other Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:
Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office
- In-depth knowledge on development issues

Development and Operational Effectiveness

- Strong IT skills

Management and Leadership
- Focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

Language requirements and Computer skills

- Fluency of English language
- Proven experience in the use of office IT applications, incl. MS Office packages.

Price Proposal and Schedule of Payments

Consultant must send a financial proposal based on the Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC´s duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

Payments will be done according to deliverables/outputs and as per below:

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval of the Commissioning Unit by 16 October
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit by 30 November
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail by 05 January 2022

Criteria for issuing the final payment of 40%:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

Evaluation Method and Criteria

Individual consultants will be evaluated based on the Cumulative analysis
The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation (Maximum 70 points)

- Master's degree (MA or MSc. or higher) in natural resource governance, IWRM, ICM and development studies or closely related field - 15%

Experience & skills

- Minimum of 15 years' experience in evaluating international cooperation projects promoting the Ridge to Reef or integrated ecosystems management approaches, integrated water resources management (IWRM), integrated coastal zone management (ICZM), natural resources governance or similar programs and projects 10%
- Extensive experience in conducting reviews and evaluation following the result-based management evaluation methodologies 5%
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;10%

- Demonstrated understanding of issues related to biodiversity conservation, climate change, land degradation, sustainable forest management, international waters, including experience in gender sensitive evaluation and analysis. Experience working with the GEF or GEF-evaluations methodology, preferred; Project evaluation/review experiences within United Nations system will be considered an asset; 10%
- Competence in adaptive management, as applied to climate change adaptation projects and ecosystems management; 10%
- Experience working in Asia-Pacific region and has a good understanding of the environment and sustainable development in the Pacific;5%
- Good communication and Analytical skills 5%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates shall be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

Documentation required

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

- Letter of Confirmation of Interest and Availability using the template provided in Annex II.
- Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- Technical proposal, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment
- Financial proposal, as per template provided in Annex II. Note: National consultants must quote prices in United States Dollars (USD).

Note: Successful individual will be required to provide proof of medical insurance coverage before commencement of contract for the duration of the assignment.

Incomplete and joint proposals may not be considered. Consultants with whom there is further interest will be contacted. The successful consultant shall opt to sign an Individual Contract or a Reimbursable Loan Agreement (RLA) through its company/employer with UNDP.

Annexes

- Annex I - Individual IC General Terms and Conditions
- Annex II – Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template

For any clarification regarding this assignment please write to elena.wakolo@undp.org

All applications must be clearly marked with the title of consultancy and submitted by 5:00pm, 24th August 2021, 5pm (Fiji Time) online via UN Jobs website https://jobs.undp.org/

ANNEX 2: EVALUATION QUESTION MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS, INDICATORS, SOURCES OF DATA, AND METHODOLOGY)

Evaluation Questions	Indicators	Sources	Data Collection Method
Evaluation Criteria: Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	Document review of local development strategies, environmental policies, etc.	Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc.	Desk review
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	Project staff Local and national stakeholders Project documents	Interviews Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	GEF strategic priority documents for period when project was approved	Desk review
Was the project linked with and in line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	UNDP strategic corporate documents	Desk review
Does the project's objective support implementation of the Convention on Biological Diversity? Other relevant MEAs?	Linkages between project objective and elements of the CBD, such as key articles and programs of work	National Biodiversity Strategy and Action Plan	Desk review

Evaluation Criteria: Efficiency			
Is the project cost-effective?	Quality and adequacy of financial management procedures (in line with UNDP, and national policies, legislation, and procedures) Financial delivery rate vs. expected rate Management costs as a percentage of total costs	Project documents Project staff	Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	Project documents Project staff	Desk review
Is the project implementation approach efficient for delivering the planned project results?	Adequacy of implementation structure and mechanisms for coordination and communication Planned and actual level of human resources available Extent and quality of engagement with relevant partners / partnerships Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	Project documents Project staff	Desk review
Is the project implementation delayed? If so, has that affected cost-effectiveness?	Project milestones in time Planned results affected by delays required project adaptive management measures related to delays	Project documents Project staff	Desk review Interviews with project staff

What is the contribution of cash and in-kind co -financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	Project documents	Desk review
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	Project documents	Desk review
Evaluation Criteria: Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	Project documents Project staff Project stakeholders	Interviews Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	Project documents Project staff Project stakeholders	Interviews Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	Project documents Project staff Project stakeholders	Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	Project documents	Desk review
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	Level of project implementation progress relative to expected level at current stage of implementation Existence of logical linkages between project outputs and outcomes/impacts	Project documents Project staff Project stakeholders	interviews Desk review

Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	Project documents Project staff Project stakeholders	interviews Desk review
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	Environmental indicators Level of progress through the project's Theory of Change	Project documents Project staff Project stakeholders	Interviews Desk review
Evaluation Criteria: Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	Financial requirements for maintenance of project benefits Level of expected financial resources available to support maintenance of project benefits Potential for additional financial resources to support maintenance of project benefits	Project documents Project staff Project stakeholders	Interviews Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	Project documents Project staff Project stakeholders	Interviews Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	Project documents Project staff Project stakeholders	Interviews Desk review
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits In – country conflicts	Project documents Project staff Project stakeholders	Interviews Desk review

To what extent are the project results dependent on issues relating to institutional frameworks and governance?	Existence of institutional and governance risks to project benefits	Project documents Project staff Project stakeholders	Interviews Desk review
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	Project documents Project staff Project stakeholders	Interviews Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	Project documents Project staff Project stakeholders	Desk review, interviews,
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	Project documents Project staff Project stakeholders	Desk review, interviews,
Is there any potential negative impact on gender equality and women's empowerment? If so, what can be done do to mitigate this?	Existence of logical linkages between gender results and project outcomes and impacts	Project documents Project staff Project stakeholders	Desk review, interviews,
Which areas of the project if any contributed to closing gender gaps in access to and control over resources; o Improving the participation and decision-making of women in natural resource governance; Did any processes target socio-economic benefits and services for women	Level of progress of gender action plan and gender indicators in results framework	Project documents Project staff Project stakeholders	Desk review, interviews,
Are there any further points on the project's gender results in terms of relevance, effectiveness, efficiency, country ownership, sustainability and impact.	Level of progress of gender action plan and gender indicators in results framework	Project documents Project staff Project stakeholders	Desk review, interviews,

Cross-cutting and UNDP Mainstreaming Issues			
Were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	Project document, progress reports, monitoring reports	Desk review, interviews,
Hod did project results have contributed to disasters or mitigation risks and or climate change mitigation and adaptation measures?	Level of contribution to disasters, mitigation risks and or climate change mitigation and adaptation	Project document, progress reports, monitoring reports	Desk review, interviews,
What were scale of project's benefitting poor, indigenous persons with disabilities, and marginalized groups	Level of beneficiaries such as poor, indigenous, persons living with disabilities and marginalized groups from the project	Project document, progress reports, monitoring reports	Desk review, interviews,
How did environmental conservation activities of the project contributed to poverty reduction and sustaining livelihoods	Level of contribution of environmental conservation activities towards poverty reduction and sustaining livelihoods	Project document, progress reports, monitoring reports	Desk review, interviews,
Describe how the project contributed to a human rights based approach	Level of contribution of project to a human rights based approach	Project document, progress reports, monitoring reports	Desk review, interviews,
GEF Additionality			
Are the Project's outcomes (results, effects, impact) are closely related to incremental reasoning for all components, and a catalyst for the incremental benefits of GEF support?.	Level of existence of demonstrating incremental environmental benefits	Project document, progress reports, monitoring reports	Desk review, interviews,

ANNEX 3: LIST OF CONSULTED STAKEHOLDERS

1	Jessica Sanders	FAO
2	Nikheel Sharma	Fiji IW Ridge to Reef Project
3	Rosalinda Yatilman	Federated States of Micronesia IW Ridge to Reef Project
4	Crispina Konelio	Niue IW Ridge to Reef Project
5	Senson Mark	Papua New Guinea IW Ridge to Reef Project
6	Fononga Mangisi- Mafileo	Regional IW R2R Project
7	Jose Antonio	Regional IW R2R Project
8	Samasoni Sauni	Regional IW R2R Project
9	Swastika Devi	Regional IW R2R Project
10	Rhonda Robinson	SPC
11	Andrew Jones	SPC
12	Pesega Lifuka	Tuvalu IW Ridge to Reef Project
13	Jose Padilla	UNDP
14	Floyd Robinson	UNDP
15	Josua Turaganivalu	UNDP
16	Vere Bakani	UNDP
17	Merewalesi Laveti	UNDP
18	Luisa Katonibau	UNDP
19	Timoci Tuivaga	UNDP
20	Nittaya Saengow	UNDP
21	Justin Shone	UNDP
22	Ericksen Packett	Vanuatu IW Ridge to Reef Project

ANNEX 4: SMART ANALYSIS OF RESULTS FRAME INDICATORS (2019 VERSION)

Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability Outcomes 1.1. Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network].			
Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
1.1.1. Number and quality of baseline environmental state and socio-cultural information incorporated in project area diagnostics	Baseline environmental and social data is unconsolidated	Up to 14 national pilot project area diagnostics based on R2R approach including: baseline environmental state and social data incorporating CC vulnerabilities; and local governance of water, land, forests, and coasts reviewed	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
1.1.2. Stress reduction and water, environmental and socio-economic status indicators Municipal waste pollution reduction (N kg/yr) Pollution reduction to aquifers (kg/ha/yr) Area of restored habitat (ha) Area of conserve/protected wetland Area of catchment under improved management (ha) Number of people engaged in alternative livelihoods Status of mechanisms for PM&E Number and quality of demonstration projects that have incorporated gender analysis as part of the community engagement plans	Limited community and cross sectoral participation in the planning of coordinated investments and stress reduction efforts in land, forest, water, and coastal management in PICs (Baseline for water environmental and social economic status indicators for municipal waste pollution, pollution to aquifers, areas of restored habitat, area of conserved/protected wetland, area of catchment under improvement management, and number of people engaged in alternative livelihoods, will be obtained at project start.)	14 national pilot projects test methods for catalysing local community action, utilizing and providing best practice examples, and building institutional linkages for integrated land, water and coastal management and resulting in: Municipal waste pollution reduction (1,595 N kg/yr) Pollution reduction to aquifers (11 kg/ha/yr) Area of restored habitat (4,258 ha) Area of conserve/protected wetland (290 ha) Area of catchment under improved management (15,206 ha) Number of people engaged in alternative livelihoods (30 charcoal producers) Status of mechanisms for PM&E Number and quality of demonstration projects that have incorporated gender analysis as part of the community engagement plans (14 PICs)	Specific and Measurable.

		14 National pilot projects demonstrate gender responsive implementation and results Direct national pilot project beneficiaries equitably shared	

Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability
Outcomes 1.2. National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments.

Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
1.2.1 By the end of project, number of diagnostic analyses conducted for priority coastal areas	Choice of sites for GEF and other donor investment in natural resource and environmental management does not adequately represent the range of biological, environmental, and socioeconomic conditions in PICs	Up to 14 diagnostic analysis for ICM/IWRM and CCA investments conducted to inform priority areas for scaling up in each of 14 participating PICs	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
1.2.2 Number and quality of ICM-IWRM investments incorporating baseline environmental state and socio-cultural information for the prioritization of investments sites	Lack of a scientifically sound and objective procedure for the selection of locations for investment in integrated natural resource and environmental management in PICs	One regional ICM IWRM investments forum to present regional guidelines for characterizing and prioritizing coastal areas for ICM investment.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.

Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability
Outcomes 1.3. Multi-stakeholder leader roundtable networks established for strengthened 'community to cabinet' ICM/IWRM

Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
1.3.1 Number of local leaders and local governments engagement/participating in multi-stakeholder leader roundtable networks	Limited engagement of community-based governance mechanisms in national policy and planning	Up to 14 multi-stakeholder leader roundtable networks established/revitalized comprising local leaders and local governments	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. Not M. Imprecise definition of "revitalized" Measurable: Indicators must be used, must have measurable aspects making it possible to assess whether they were achieved or not:

1.3.2 Number of forums held to discuss opportunities for agreements on private sector and donor participation in PIC sustainable development	Low level mobilization of the private sector in environmental investment and planning in PICs	One Regional investment forum for R2R investment opportunities and planning	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
Component 2: Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation			
Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
2.1.1 Number of PIC-based personnel with post-graduate training in R2R management. (Data will be gender disaggregated).	Zero R2R post-graduate training courses available specific to the Pacific Region	At least 10 people with postgraduate training in R2R management. *At least 5 people will be women, At least one (1) innovative post-graduate training program for the Pacific Region in ICM/ IWRM and related CC adaptation delivered for project managers and participating stakeholders through partnership of internationally recognized educational institutes and technical support and mentoring programme with results documented	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. The indicator does not specify the outcome of this training/capacity, that is does not denote the effect of this training, just that it takes place. Gender disaggregated data sought for participation..
2.1.2 Number of community stakeholders (i.e., catchment management committees, CSOs, etc.) engaged in R2R planning and CC adaptation activities	Limited national and local capacity for ICM and IWRM implementation constrains achievement of best practice in integrated management in PICs	Up to 14 community stakeholder groups (i.e., Catchment management committees, CSOs, etc.) engaged in R2R planning and CC adaptation activities.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. Imprecise or unclear wording (“up to”).
Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
2.2.1 Number of R2R personnel for which functional competencies are benchmarked, tracked, and analysed	Required functional competencies of national and local personnel for environment and natural resource management in PIC contexts undefined and untracked	At least one study completed identifying national human capacity needs for R2R (ICM/IWRM) implementation and benchmarking/ tracking competencies of national and local	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.

		government units for R2R implementation	
2.2.2 Number of recommendations on practitioner retention internalized at national and local government levels	Retention of skilled and experienced practitioners in environment and natural resource management low, particularly in project-based investments, including limited dialogue on human capacity needs for cross-sectoral	At least 1 regional report with recommendations for R2R practitioner retention at national and local government levels completed. The report will analyse existing Public Service Commission salary scales and required functional competencies of key R2R (ICM/IWRM) personnel; appropriate guidelines and incentive structures for retention of local R2R expertise proposed.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.

Component 3. Mainstreaming of Ridge to Reef ICM/IWRM approaches into national development planning
Outcomes 3.1. National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally.

Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
3.1.1 Number of sectoral governance framework harmonized and strengthened through national and regional development frameworks	Constrained and inadequate sectoral planning and investment of natural and social systems in PICs	National recommendations for up to 14 PICs to harmonise and strengthen governance framework through incorporation of R2R	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
3.1.2 Inter-ministerial agreements and strategic action framework for 14 countries PICs developed and submitted for endorsement on integration of land, water, forest and coastal management and capacity building in development of national ICM/IWRM reforms and investment plans	Lack of national and regional policy and plans to support the mainstreaming of R2R approaches in development planning	At least one relevant agreement and/or strategic action framework that incorporates R2R submitted for adoption by the leaders in up to 14 PICs	Specific and measurable.
3.1.3 Number of demonstrable uses of national 'State of the Coasts' or 'State of the Islands' reports in national and regional action planning for R2R investment	Limited application of evidence based approaches in PICs national development planning in the areas of: freshwater use and sanitation; wastewater treatment and pollution control; land use and forestry practices; balancing coastal livelihoods and biodiversity conservation; hazard risk reduction; and	Up to 14 National 'State of the Coasts' or 'State of the Islands' reports completed or SOC information provided for national and regional action planning for R2R investment.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. Imprecise definition ("up to").

	climate variability and change		
Component 3. Mainstreaming of Ridge to Reef ICM/IWRM approaches into national development planning Outcomes 3.2. Coordinated approaches for R2R integrated land, water, forest, coastal management and CCA achieved in 14 PICs.			
Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
3.2.1 Number of networks of national R2R pilot project inter-ministerial committees formed and linked to existing national IWRM committees	National IWRM task forces and local coordinating committees in 12 countries and a need exists for strengthened coordination of IWRM plan implementation within broader R2R frameworks	14 functional inter-ministry committees (one in each PIC) strengthened or organized, building on existing structures, including IWRM committees where feasible	Not M. Imprecise definition of "strengthened or organized". Measurable: Indicators must be used, must have measurable aspects making it possible to assess whether they were achieved or not:
3.2.2 Number of people participating in inter-ministry committee (IMC) meetings conducted including scope and uptake of joint management and panning decisions. (Participation data to be disaggregated by gender)	Limited number and variety of stakeholders participating in national coordinating bodies to ensure community to cabinet planning of investment in sustainable development of PICs	14 functional inter-ministry committees addressing joint R2R management and planning decisions. *50% of participants will be women, youth, and/or from vulnerable groups	Not M. Not M. Imprecise definition of "addressing" Measurable: Indicators must be used, must have measurable aspects making it possible to assess whether they were achieved or not: Gender disaggregated data sought for participation, yet these is an absolute delink between the participation and the sought effect, if any.
3.2.3 Number of networks established between community leaders and local government from pilot projects	Limited exchange between communities on best practices in environment and natural resource management	Community leaders and local government create at least 14 networks via national and regional roundtable meetings complemented by community tech-exchange visits.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
3.2.4 Number of inter-ministry committee members meeting within the 4 pilot PICs that is engaged in learning and change in perception through participatory techniques. (Participation data to be disaggregated by gender)	Limited learning on effectiveness of investments in country-driven, approaches to development assistance in PICs	At least 20 IMC members in total from the 14 pilot PICs engage in learning, leading to change in perception through participatory techniques.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. There is no linkage at the indicator level between the product (i.e. capacity building) and its effects or results.

Component 4. Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and KM Outcomes 4.1. National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects.			
Indicator(s)	*Baseline*	*Targets End of Project*	
4.1.1 Number and quality of national and regional indicator set with the proposed targets and outcomes of the R2R program	Calls from Pacific leaders for strengthened emphasis on results in the planning and financing of development in PICs	One (1) simple and integrated national and regional reporting templates developed based on national indicator sets and regional framework to facilitate annual results reporting and monitoring from 14 PICs.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
4.1.2 Level of acceptance of the harmonized results tracking approach by the GEF, its agencies and participating countries	Lack of results tracking and reporting approach tested via GEF Pac IWRM project, including training of a cadre of national WatSan sector staff	One unified/harmonized multi-focal area results tracking approach and analytical tool developed, endorsed, and proposed to the GEF, its agencies and participating countries.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
4.1.3 Number of national planning exercises in 14 PC SIDS conducted with participants from relevant ministries with a mandate to embedding R2R results frameworks into national systems for reporting, monitoring, and budgeting	An increasingly large myriad of national level reporting requirements for natural resource and environment agencies constrains the timely and accurate reporting of results of development assistance in PICs	On demand, up to 14 national planning exercises in 14 Pac SIDS conducted with participants from relevant ministries with a mandate to embed R2R results frameworks into national systems for reporting, monitoring, and budgeting	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.

Component 4. Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and KM Outcomes 4.2. National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established			
Indicator(s)	*Baseline*	*Targets End of Project*	
4.2.1 Regional communications strategy development and number partnership with media and educational organizations	Absence of public-private partnership in support of communicating benefits of IWRM initiated via GEF Pac	Regional 'ridge to reef' communications strategy developed and implemented,	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition

	IWRM project	and assistance provided to national R2R project, including, as relevant, partnerships with national and regional media and educational organizations	(i.e. it does not specify change), just products/outputs.
4.2.2 Number of IW: LEARN experience notes published	Limited regional and global sharing of information on best practice and lessons learned from the GEF Pacific Alliance for Sustainability	Participation in IW: LEARN activities: conferences; preparation of at least 10 experience notes and interlinked websites with combined allocation of 1% of GEF grant	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. There is no linkage between the output (i.e. capacity building) and effect or results of these outputs.
4.2.3 Number of users, volume of content accessed, and online visibility of the Pacific R2R Network'	Need for media platforms and targeted communications in support of efforts to harness support for inter-ministerial coordination and policy and planning elements of the R2R program	Pacific R2R network established with at least 100 users registered, online regional and national portals containing among others, databases, rosters of national and regional experts and practitioners on R2R, register of national and regional projects, repository for best practices R2R technologies, lessons learned	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs. There is no linkage between the output (i.e. knowledge management) and effect or results of these outputs

Component 5. R2R Regional and National Coordination / Outcomes 5.1. Effective program coordination of national and regional R2R projects.			
Indicator(s)	*Baseline*	*Targets End of Project*	*SMART Analysis*
5.1.1 Program coordination unit recruited and staff retained	No coordination unit and fulltime personnel established	Overall R2R programme coordination unit with alignment of development worker positions contributing to coordinated effort among national R2R projects (Year 1)	Not M. Imprecise definition of "strengthened or organized". Measurable: Indicators must be used, must have measurable aspects making it

			possible to assess whether they were achieved or not
5.1.2 Number of requests for regional-level support to national project delivery and management met by program coordination unit	Limited national level experience and capacity in delivery of large integrated natural resource and environmental projects and programs	Technical, operational, reporting and monitoring unit is operational to provide support to national R2R projects, as may be requested by PICs, to facilitate timely delivery of overall program goals. At least 14 requests per year are met effectively.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
5.1.3 Number of R2R staff trained resulting in effective results reporting and online information sharing	Low-level familiarity with GEF minimum standards for results based management, monitoring and evaluation, and financial progress reporting requirements of GEF and its implementing agencies	At least 14 R2R staff are trained (in harmonized reporting and monitoring and other regional and national and capacity building modules, among others) resulting in effective results reporting and online information sharing.	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.
5.1.4 Volume and quality of information and data contributed by program	Existing GEF IWRM interactive website with a cadre of national project stakeholders trained in its operation	At least 4 quality information and/or data contributed/ updated per year (total of 16 throughout the project) to the online repository, as a result of support provided to PICs for the development and operation of the Pacific R2R Network and regional with national R2R web pages as a repository of information, documentation and for sharing best practices	Not S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.

5.1.5 Number of planning and coordination workshops conducted for national projects teams to ensure timeliness and cost-effectiveness of IW pilot project and STAR project coordination, delivery, and reporting	Limited sub-regional and regional coordination and planning workshops conducted in association with intergovernmental meetings for cost efficiency purposes	At least 4 (one per year) planning and coordination workshops conducted for national project teams in the Pacific R2R network.	S •Specific: Indicators must use clear language, describing a specific future condition: this indicator is not specific since it is a product indicator and does not specify a future condition (i.e. it does not specify change), just products/outputs.

ANNEX 5: IW TRACKING TOOL, 2021

GEF International Waters Tracking Tool

NOTE:
Please address all boxes colored blue

Select GEF Replenishment:	GEF-5

GEF Project ID: 5404	GEF Implementing Agency: UNDP
Project Title: Ridge to Reef: Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries	
GEF Allocation ($USD): 10,317,454	Countries: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu

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:					
	OP/SP/Obj 1		OP/SP/Obj 3			
Indicators	*Scroll down menu of ratings*				*Notes:*	Ratings
Regional legal agreements and cooperation frameworks	N/A				There was no legal agreements targetted for this project. However, in the course of implementation, the RPCU has taken initative of presenting the non-legally binding document - "Declaration and Framework for mainstreaming R2R approach for sustainable Development in the Pacific Region" which was endorsed by the Regional Steering Committee on January 2022. Refer to the R2R website: https://www.pacific-r2r.org/r2r-declaration-open-signatures	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
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

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
National Inter-Ministry Committees (IMCs)	2				The Project has advocated for a joint IMC or Project Steering Committee (PSC) for both STAR and IW projects to ensure programmatic implementation. Three joint STAR & IW IMCs were formed and operational and are at various functionalities, namely: FSM, Palau and RMI. The rest of the PICs has established PSC/IMCs solely guiding the IW project.	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
National/Local reforms	2				At various stages and degree, PICs were already integrating R2R approach into their respective national planning processes and policies. This is largely due to various regional and national presentations advocating R2R and programmatic implementation. Refer to the technical report conducted by an independent team of consultants commissioned by the project - "Options for mainstreaming R2R..."	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

Transboundary Diagnostic Analysis (TDA): Agreement on transboundary priorities and root causes	N/A				While this project will not develop typical TDA produced for transboundary water bodies, it will however produce national State of the Coasts reports contained diagnostic analyses of environmental compromises in priority coastal areas for 14 PICs. Although it is not required, RPCU attempted to engage an expert to update the SAP. This however was stopped by UNDP Bangkok as it is not aligned with the GEF TDA/SAP process.	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
Revised Transboundary Diagnostic Analysis (TDA)/Strategic Action Program (SAP) including Climatic Variability and Change considerations	N/A				See comment on number 6 above.	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
TDA based on multi-national, interdisciplinary technical and scientific (MNITS) activities	N/A					1 = TDA does not include technical annex based on MNITS actives 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
Development of Strategic Action Plan (SAP)	2				Formulation of 2 SAPs or SAFs completed. IDA, RAPCA and SoC formed the basis for the Strategic Action Plans of the PICs.	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)
Proportion of Countries that have adopted SAP	2/6				After the MTR, the project focused on six (6) countries to develop SAP, of which only 2 were completed (Solomon Islands, Tonga). These documents were produced under the close supervision of the	Number of countries adopted SAP / total number of countries - e.g.. 3 countries adopted /10 total countries in project, so 3/10

					national implementing agencies.	
Proportion of countries that are implementing specific measures from the SAP (i.e. adopted national policies, laws, budgeted plans)	2/6				Although there are 2 SAPs or SAFs (Solomon Islands, Tonga) formulated with support by this project, some PICs are already incorporating R2R approaches in their plans and policies (e.g. Samoa, Tonga, PNG, Palau). The project has documented the use of R2R approaches in policy and legislative frameworks thereby ascertaining the degree to which the R2R approach has been integrated into this process, and has led to the sustainable management of its resources.	Number of countries implementing adopted SAP / total number of countries - e.g.. 3 countries implementing /10 total countries in project, so 3/10
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	2				This is still a work in progress and it is expected that the Regional Declaration and Framework for Mainstreaming the R2R approach for Sustainable Development in the Pacific region will be reflected and incorporated appropriately into CAS, PRSPs, UN Frameworks, UNDAF and key agency strategic documents. See details in https://www.pacific-r2r.org/r2r-declaration-open-signatures	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
Are there mechanisms in place to produce a monitoring report on stress reduction measures?	3	The project has established a Results-Based Monitoring (RBM) system that serves as basis for project reporting. Despite continued project advocacy, only 5 (Palau, Solomon, Vanuatu, Samoa and Tuvalu) of 14 PICs has established mechanisms that monitors stress reduction indicators. The other PICs were assisted by RPCU and thus, the latter was able to generate/documented the SRT achieved.		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
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)
	1		~48,000 ha/~220,000 ha	

Please specify the types of technologies and measures implemented in local investments (Column D) and their respective results (Column I):

	Stress Reduction Measurements (Choose up to five)			*Please enter amount/value of respective stress reduction below:*
Local investment #1	11	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		Baseline; 0 ha. End of project: 1374 ha

		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		

	Cook Islands: This investment involves local capacity building for sustainable human and animal waste management to enable best practice in integrated land, coastal lagoon, and public health protection; the establishment of public-private partnerships for tourism sector investment in Integrated Coastal Management at Muri Lagoon: and increasing the uptake of effective environmental stress reduction measures and integrated coastal management in the Muri area. It is anticipated that this will result in 516 ha of the Muri watershed under improved catchment management.			
Local investment #2	*Stress Reduction Measurements (Choose up to five)*			*Please enter amount/value of respective stress reduction below:*
	11	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		Baseline; 0 ha. End of project: 160 ha

		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		
	FSM: This investment involves the demonstration of innovative approaches to Integrated Ridge to Reef Catchment Management on Kosrae Island; development and implementation of a Kosrae State Freshwater Resources Management Plan; and capacity building for officials of Kosrae State government and community members for Integrated Ridge to Reef Catchment Management. Expected results of this include **<u>200 ha of watershed under improved catchment management in Tofol, Kosrae.</u>**			
Local investment #3	*Stress Reduction Measurements (Choose up to five)*			*Please enter amount/value of respective stress reduction below:*

	1	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
				Baseline; 1735 TN kg/yr. End of project: 955 TN kg/yr

		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		
	Kiribati: This investment involves local capacity development for sustainable on-site sanitation management via effective community engagement and training; demonstration of innovative approaches to integrated sanitation and lagoon resource management in South Tarawa, Kiribati; and information management and community awareness building in support of national policy and planning initiatives for Integrated Coastal Management. 30 wash down piggeries were constructed to the design of dry litter technology, training and testing efforts are ongoing. It is anticipated that this will result in **955 TN kg/yr through the conversion of 30 wash down piggeries to dry litter technology**			

C	WATER, ENVIRONMENTAL & SOCIOECONOMIC STATUS Indicators			
	Indicators	*Scroll down menu of ratings*		Ratings
	Are there mechanisms and project indicators in place to monitor the environmental and socioeconomic status of the waterbody?	3	The project published twenty-two (22) priority indicators to monitor the environmental and socio-economic status of the waterbody and general ecosystems. The baselines and indicators are reflected in rapid coastal assessments of participating countries (e.g., Cook Islands, Fiji, FSM, Kiribati, Solomon Islands, Vanuatu, Tonga, PNG and Samoa). The project reports on this with definite facts and figures at the end of the project period in several participating	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
	Participation in IW events (GEF IWC, Community of Practice (COP), IW:LEARN)	3	Two of 14 PICs were able to attend the November 2018 IWC in Morocco. Experience Notes were prepared and available.	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
	Project website (according to IW:LEARN guidelines)	2	The Project website is established but needing additional features to be responsive to the project indicators and IW-LEARN compliant.	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

ANNEX 6: KEY GOVERNANCE OUTCOMES AND INDICATORS (BASED ON ANNUAL PIR) BY PROJECT COMPONENTS

Project Outcomes (by Component)	Key Indicators	Expected Outputs
Component 1 National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability		
• Outcome 2 - National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments	• 1.2.1 By end of the project, number of diagnostic analyses conducted for priority coastal areas • 1.2.2 Number and quality of ICM-IWRM investments incorporating baseline environmental state and socio-cultural information for the prioritization of investment sites	• 1.2.1 14 diagnostic analysis for ICM/IWRM and CCA investments conducted to inform priority areas for scaling-up in each of 14 participating PICs • 1.2.2 Up to 14 ICM-IWRM investments utilizing methodology and procedures for characterizing island coastal areas for ICM investment developed by the project
• Outcome 3 - Multi-stakeholder leader roundtable networks established for strengthened 'community to cabinet' ICM/IWRM	• 1.3.1 Number of local leaders and local governments engagement/ participating in multi-stakeholder leader roundtable networks • 1.3.2 Number of forums held to discuss opportunities for agreements on private sector and donor participation in PIC sustainable development	• 1.3.1 Institutional relationships between national and community-based governance structures strengthened and formalized through national "Ridge to Reef" Inter-Ministry Committees in 14 Pacific SIDS • 1.3.2 Up to 14 new national private-sector and donor partnership forums for investment planning in priority community-based ICM/IWRM actions
• Component 2: Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation		
• Outcome 4 - National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and CC adaptation	• 2.1.2 Number of community stakeholders (i.e., catchment management committees, CSOs, etc.) engaged in R2R planning and CC adaptation activities	• 2.1.2 At least 14 community stakeholder groups (i.e. Catchment management committees, CSOs, etc.) engaged in R2R planning and CC adaptation activities.

• Component 3 Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks		
• Outcome 6 - National and regional strategic action framework for ICM/IWRM endorsed nationally and regionally	• 3.1.1 Number of sectoral governance framework harmonised and strengthened through national and regional development frameworks • 3.1.2 Inter-ministerial agreements and strategic action framework for 14 PICs developed and submitted for endorsement on integration of land, water, forest and coastal management and capacity building in development of national ICM/IWRM reforms and investment plans • 3.1.3 Number of demonstrable uses of national 'State of the Coasts' or 'State of the Islands' reports in national and regional action planning for R2R investment	• 3.1.1 National recommendations for 14 PICs for coastal policy, legal and budgetary reforms for ICM/IWRM for integration of land, water, forest, coastal management and CC adaptation compiled and documented with options for harmonization of governance frameworks • 3.1.2 Agreements and strategic action frameworks for the 14 PICs endorsed by leaders • 3.1.3 National 'State of the Coasts' or 'State of the Islands' reports for 14 PICs completed and launched to Pacific Leaders during National Coastal Summits (Yr. 3) in coordination with national R2R projects and demonstrated as national development planning tool, including guidelines for diagnostic analyses of coastal areas
• Outcome 7 - Coordinated approaches for R2R integrated land, water, forest and coastal management and CC adaptation achieved in 14 PICs	• 3.2.1 Number of networks of national R2R pilot project inter-ministerial committees formed and linked to existing national IWRM committees • 3.2.2 Number of people participating in inter-ministry committee (IMC) meetings conducted including scope and uptake of joint management and planning	• 3.2.1Up to14 national networks of R2R (ICM/IWRM) national pilot project inter-ministry committees formed by building on existing IWRM committees and contributing to a common results framework at the project and program levels

	decisions *Participation data to be disaggregated by gender • 3.2.3 Number of networks established between community leaders and local government from pilot projects • 3.2.4 Number of inter-ministry committee members meeting within the 4 pilot PICs that is engaged in learning and change in perception through participatory techniques • *Participation data to be disaggregated by gender	• 3.2.2 The number and variety of stakeholders participating in periodic IMC meetings in 14 PICS are doubled, with meeting results documented, participation data assembled and reported to national decision-makers and regional forums • *50% of participants will be women, youth, and/or from vulnerable groups • 3.2.3 Community leaders and local government create at least 14 networks via national and regional round-table meetings complemented by community tech exchange visits • 3.2.4 At least 20 ICM members total from the 4 pilot PICs (sub-regional, mix of high island, atoll settings) gauge in learning, leading to change in perception through participatory techniques. • *50% of participants will be women, youth, and/or from vulnerable groups
• Component 4 Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management		
• Outcome 8 - National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects (Regional)	4.1.1 Number and quality of national and regional indicator set with the proposed targets and outcomes of the R2R program	4.1.1 1 simple and integrated national and regional reporting templates developed based on national indicator sets and regional framework

	4.1.2 Level of acceptance of the harmonized results tracking approach by the GEF, its agencies and participating countries 4.1.3 Number of National planning exercises in 14 Pac SIDS conducted with participants from relevant ministries with a mandate to embedding R2R results frameworks into national systems for reporting, monitoring and budgeting	to facilitate annual results reporting and monitoring from 14 PICs 4.1.2 1 unified/harmonized multi-focal area results tracking approach and analytical tool developed, endorsed, and proposed to the GEF, its agencies and participating countries 4.1.3 Up to 14 national planning exercises in 14 Pac SIDS conducted with participants from relevant ministries with a mandate to embed R2R results frameworks into national systems for reporting, monitoring and budgeting
• Outcome 9: National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established (Regional)	• 4.2.1 Regional communications strategy developed and number of partnerships with media and educational organizations • 4.2.3 Number of users, volume of content accessed, and online visibility of the 'Pacific R2R Network'	• 4.2.1 Regional 'ridge to reef' communications strategy developed and implemented and assistance provided to national R2R project including at least 10 partnerships with national and regional media and educational organizations; • 4.2.3 Pacific R2R Network established with at least 100 users registered, online regional and national portals containing among others, databases, rosters of national and regional experts and practitioners on R2R, register of national and regional projects, repository for best practice R2R technologies, lessons learned etc.

ANNEX 7: PROJECT OUTCOMES/INDICATORS CONTRIBUTING TO KEY GOVERNANCE PRINCIPLES

Stakeholder Participation and Inclusion	Institutional Arrangements	Policy Enabling Environment	Informed Decision-making	Knowledge and Capacity building
1.3.1 Number of local leaders and local governments engagement/ participating in multi-stakeholder leader roundtable networks (Gender disaggregated)	3.2.1 Number of networks of national R2R pilot project inter-ministerial committees formed and linked to existing national IWRM committees	3.1.1 Number of sectoral governance framework harmonized and strengthened through national and regional development frameworks	1.1.1 Number and quality of baseline environmental state and socio-cultural information incorporated in project area diagnostics	2.1.1 Number of PIC-based personnel with post-graduate training in R2R management.
1.3.2 Number of forums held to discuss opportunities for agreements on private sector and donor participation in PIC sustainable development	3.2.3 Number of networks established between community leaders and local government from pilot projects	3.1.2 Inter-ministerial agreements and strategic action framework for 14 PICs developed and submitted for endorsement on integration of land, water, forest and coastal management and capacity building in development of national ICM/IWRM reforms and investment plans	1.2.1 By end of the project, number of diagnostic analyses conducted for priority coastal areas	2.2.1a Number of R2R personnel for which functional competencies are benchmarked, tracked and analysed
2.1.2 Number of community stakeholders (i.e., catchment management committees, CSOs, etc.) engaged in R2R planning and CC adaptation activities			1.2.2 Number and quality of ICM-IWRM investments incorporating baseline environmental state and socio-cultural information for the prioritization of investment sites	2.2.1b Number of studies completed identifying the national human capacity needs for R2R (ICM/IWRM) implementation and benchmarking/ tracking competencies of national and local government units for R2R implementation
3.2.2 Number of people participating in inter-ministry committee (IMC)			3.1.3 Number of demonstrable uses of national 'State of the Coasts' or 'State of the Islands' reports in national and regional	3.2.4 Number of inter-ministry committee members meeting within the 4 pilot PICs that is engaged in learning

meetings conducted including scope and uptake of joint management and planning decisions (Gender disaggregated)			action planning for R2R investment (with Regional)	and change in perception through participatory techniques
			4.1.1 Number and quality of national and regional indicator set with the proposed targets and outcomes of the R2R program (with Regional)	
			4.1.3 Number of National planning exercises in 14 Pac SIDS conducted with participants from relevant ministries with a mandate to embedding R2R results frameworks into national systems for reporting, monitoring and budgeting (with Regional)	

ANNEX 8: CO-FINANCING

Consolidated Co-Financing Contributions

As of June 2021

Country/Agency	See letter of commitment	Reported Counterpart (Basis midterm report or QPR and Final Report)	Reported Counterpart (Basis on Narrative final report as of 13 Apr '22)
Cook Islands	1,675,736.00	15,304.35	15,304.35
Fiji	3,674,640.00	35,040.00	35,040.00
FSM	560,474.00	300.00	181,600.00
Kiribati	7,321,797.00	213.00	198,250.00
Nauru	1,448,275.00	-	50,000.00
Niue	1,887,967.00	1,500.00	11,000.00
Palau	1,110,000.00	617,000.00	617,000.00
Papua New Guinea	3,000,000.00	100,000.00	100,000.00
RMI	3,060,925.00	-	13,915.49
Samoa	3,200,000.00	189,153.00	1,067,578.20
Solomon Islands	5,353,042.00	17,443.54	17,443.54
Tonga	3,500,000.00	202,142.03	527,057.65
Tuvalu	2,900,094.00	30,000.00	30,000.00
Vanuatu	9,233,655.00	4,734.28	4,734.27
Sub-total	**47,926,605.00**	**1,212,830.20**	**2,868,923.50**
SPC	31,481,555.00	752,704.00	752,704.00
UNDP	8,300,000.00		
Grand total	**87,708,160.00**	**1,965,534.20**	**3,621,627.50**

NOTE:

Colored light blue has been validated by the project manager April 2022 compare to column C as of June 2021

Red colored text - we are still waiting for Fiji and Solomon Islands to send us final figures

ANNEX 9: LIST OF CONSULTED DOCUMENTS AND ONLINE RESOURCES

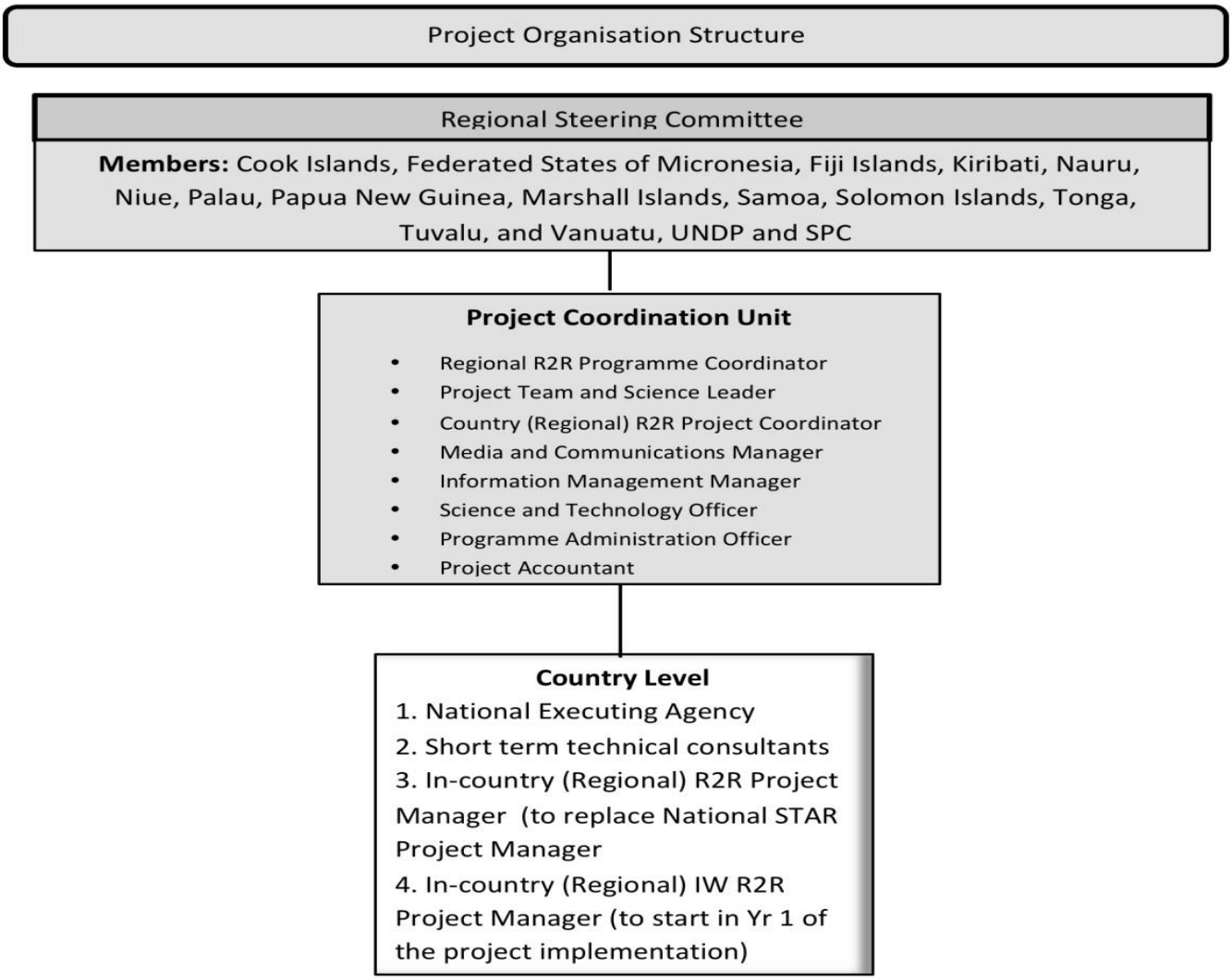
- Annex 1.5.1 5 (A): Environmental and Social Screening Checklist of the Project Document.
- Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services. *Subregional programme document for the Pacific Island Countries and Territories (2018-2022) Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu*. September 2017, New York.
- GEF. Program Framework Document (PFD) Type Of Trust Fund: GEF Trust Fund. Type Of Program: Program Accessible to All GEF Agencies. 2018.
- https://www.pacific-r2r.org/ [39]
- Mid Term Review. 2019.
- Project Document.
- Regional R2R Project. GEF Pacific Ridge To Reef Programme Gender Mainstreaming Toolkit.
- Regional R2R Project. Gender Inclusion Guide For Preparing. The State Of The Coast Reports And Strategic Action Frameworks.
- GEF R2R/ RSTC.7/ WP.01. Date: 12th January 2022. Original: English. Seventh Meeting of the Regional Science and Technical Committee for the GEF Pacific Ridge to Reef Programme. Suva, Fiji 18th – 19th January 2022. RSTC Chair's Report – Highlights, Challenges and Opportunities.
- Project Implementation Report. 2017
- Project Implementation Report. 2018
- Project Implementation Report. 2019
- Project Implementation Report. 2021
- Overview and Results Snapshots – Terminal Evaluation Briefing Meeting. PPT. 08 November 2020

[39] All the knowledge management products as well as documents produced for the Project are found in this webpage.

ANNEX 10: RATING SCALES

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

ANNEX 11: PROJECT ORGANISATION STRUCTURE (SOURCE: PROJECT DOCUMENT)



ANNEX 12: EVALUATION CONSULTANT AGREEMENT FORM

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[40]

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

Name of Consultant: Elmer Mercado

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

Signed at *Manila, The Philippines* *on 2021*

Signature: ELMER S. MERCADO

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

Name of Consultant: Maria ONESTINI

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

Signed at *Buenos Aires Argentina* *on* 15 October 2021

Signature: MARIA ONESTINI

[40] www.unevaluation.org/unegcodeofconduct