

2019

Project Implementation Review (PIR)

**Fiji R2R**

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# Basic Data

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| **Project Information** | |
| UNDP PIMS ID | 5216 |
| GEF ID | 5398 |
| Title | Implementing a Ridge to Reef approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods in Fiji |
| Country(ies) | Fiji, Fiji |
| UNDP-GEF Technical Team | Water and Oceans |
| Project Implementing Partner | Government |
| Joint Agencies | *(not set or not applicable)* |
| Project Type | Full Size |

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| **Project Description** |
| The project will run for four years (2015-18) with GEF budget of USD 7.4 million and substantial co-financing from Fiji Government, UNDP and Conservation NGOs. This R2R approach in priority catchments will bolster FijiÔÇÖs national system of marine protected areas through an enhanced, representative and sustainable system of LMMA including greater protection of threatened marine species. Negative impacts of land-based activities on these MPAs will be reduced through development and implementation of integrated catchment management plans, including mangrove protection, the adoption of appropriate sustainable land use practices and riparian restoration in adjoining upstream watersheds as well as terrestrial PAs, restored and rehabilitated forests. These terrestrial PAs, coupled with an increase in the permanent native forest estate, including through assisted natural reforestation of degraded grasslands, will contribute to FijiÔÇÖs REDD+ strategy through an increase in forest carbon stocks. The new PAs will help conserve threatened ecosystems, such as lowland tropical rainforest and moist forests, and species such as critically endangered/endangered plants, amphibians and reptiles and freshwater vertebrates and invertebrates. The R2R planning and overarching management approach is comprehensive; it aims to cover all activities within a catchment and out to the sea to ensure natural resource sustainability and biodiversity. The selected priority catchments are Ba River, Tuva River and Waidina River/Rewa Delta on Viti Levu and Labasa River, Vunivia River and Tunuloa district on Vanua Levu: these catchments encompass a diverse and geographically dispersed group with markedly different environments and scales, intensities of land use and degradation, challenges and opportunities and provide an ideal suite of learning environments for biodiversity conservation (Component 1), forest carbon stock protection and increase (Component 2) and integrated natural resources management (Component 3). Broadly based Catchment Management Committees will be established for those catchments, viz. Ba, Labasa, Tuva and Waidina/Rewa which have major catchment-wide matters concerns such as land degradation, sedimentation and flooding. Component 4 (knowledge management) will ensure that project experiences and results are properly captured and widely disseminated, and contribute to data and information systems on biodiversity, forests, climate change, and land, coastal and marine management in Fiji. |

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| **Project Contacts** | |
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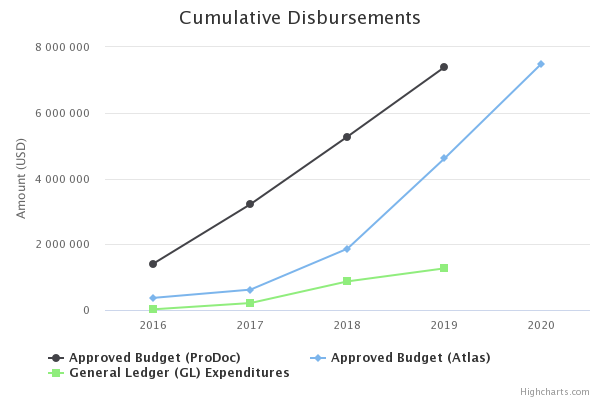
# Overall Ratings

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| Overall DO Rating | Moderately Unsatisfactory |
| Overall IP Rating | Unsatisfactory |
| Overall Risk Rating | High |

# Development Progress

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| **Description** | | | | | | |
| **Objective**  **To preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority water catchments in the two main islands of Fiji** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Fiji R2R Project Work plan being implemented on time and budget. | Increasing human pressures on natural resources (aggravated by climate change and environmentally invasive species), are resulting in ongoing forest and land degradation in many parts of Fiji, with associated increased soil erosion, flash flooding, chemical and nutrient runoff, water pollution and deterioration of associated riverine, estuarine and marine resources. | *(not set or not applicable)* | Identified key interventions, including improved land use planning and catchment management, new and better managed protected terrestrial and marine areas, reforestation, agroforestry, sustainable financing mechanisms for PAs including from donors and market-based sources, progressively implemented in the six priority, representative catchments as per the Fiji R2R Project work plan.  By End of Project:  All six catchments have sound catchment management plans which promote more integrated natural resources management and which are being implemented by Government agencies, private sector, NGOs and resource owners and users. Multi-stakeholder catchment management committees successfully operating in at least four catchments (Ba, Labasa, Tuva and Waidina). | - The Fiji Ridge to Reef project is currently at the inception/planning stage of implementation since the recruitment of the Project Manager on February 26th , 2018.    - While the R2R project document was signed on October 4th, 2016 and an inception workshop was conducted on April 6-7th, 2017, a practical work plan was in need of development, thus an R2R partners planning workshop was organised on March 13 -15, 2018.    - The following documents were developed as a result of the planning meeting:    1. Catchment Work plans. Please find these attached as: i) IAS R2R proposal to UNDP - Year 1 - FINAL; ii) CI Submission to UNDP on GEF5 - FINAL; iii) 2015\_04\_01\_donor\_proposal\_GEF5\_WCS Submission\_30042018    2. 2018 Annual Work Plan. Please find attached as 'Fiji R2R 2018 Work Plan'    3. 2018 -2020 draft Multi-year Work Plan.    - The Project has to date not implemented the project budget on time. The first advance of FJ$ 337,534.28 that was disbursed in 2016 had to be fully acquitted in early 2018.    - The second advance of FJ$338,304.52 was deposited to the Fiji Government Central Account on May 18, 2018. This advance was disbursed to the Ministry of Environment on June 20, 2018. This leaves the project with a slim timeframe to acquit funds before the 2017 -2018 government financial accounting period comes to a close.  - To date, the Fiji R2R project has a balance of US$ 7,102,739.95 | Overall, Fiji R2R Work Plan has not been implemented on time and budget. However, between the last quarter of 2018 and first quarter of 2019, formal agreements have been executed in an effort to gauge partner commitment to the project and to steer the project back on track.  The following Non-government and Intergovernmental organisations have executed agreements with UNDP (On behalf of the IP):  1. Fiji Locally Managed Marine Areas (FLMMA)  2. World Wildlife Fund (WWF)  3. Conservation International (CI)  4. University of the South Pacific -Institute of Applied Sciences (USP-IAS)  5. The Energy Research Institute (TERI), an international non-governmental organization  The following Ministries have executed agreements with the Ministry of Waterways and Environment:  a. Ministry of Forestry  b. Ministry of Fisheries  c. Ministry of Agriculture  d. Ministry of iTaukei Affairs  Between the agreements executed, progress towards land use planning and catchment management plans are the completion of the:  1. Marine (inclusive of the mangrove forest) and freshwater surveys by USP-IAS in the Ba catchment area.  2. FLMMA has taken the survey data by USP-IAS and consulted with the communities (three traditional villages) at the Ba river mouth to come up with a draft of their collective marine resource management plan.  3. FLMMA has also consulted with the villages of the Rewa delta (lower catchment area of the Rewa-Waidina catchment) to come up with a district wide management plan. In their consultation they used baseline marine resource data from the Ministry of Fisheries. The district wide marine resource management plan drafted covers the 10 villages of the district.  4. In the upper catchment of the Waidina-Rewa catchment, the National Trust of Fiji, a subsidiary body conducted a wasteland survey focusing on African Tulip. This survey will be used to assist with plans for the upper catchment.  5. The biological rapid (bio-rap) assessment to determine the biodiversity and the health of the ecosystem for the Tuva catchment area has been completed.  6. Leading on from the bio-rap in Tuva, Conservation International (CI) has taken the relevant results and used these to consult with the villages of Tuva district to develop a district wide management plan.  7. For the Labasa catchment, progress towards management plans was initiated by USP-IAS. They conducted a gap analysis and consultation workshop with the responsible stakeholders that will work in the Labasa catchment.  8. In the Tunuloa catchment area, reconnaissance survey has been conducted by the NFMV on the important bird areas (IBAs).    Overall, an AWP for 2019 was endorsed on the 20th of May with a total budget of US$5,379,682. In Atlas, an ASL of US$2,744,754 has been issued and the delivery of the project thus far is US$808,132. The percentage delivery against the AWP budget is 15% whereas the percentage delivery against the ASL is 29%.    Considering the above percentages on the project delivery to date and with the recruitment of the more than capable PMU, the CO anticipates a delivery well over 75% by the end of the year. This will be assisted by the CTA to undergird the Project Manager and the MTR recommendations to redress the current low delivery of the project. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 1**  **Improved management effectiveness of existing and new protected areas** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Important biodiversity conserved in the six catchments, including terrestrial, riparian and marine ecosystems, endemic and rare species and genetic diversity (especially in keystone species, agrobiodiversity, forest genetic resources | One viable, formal existing terrestrial PA (Sovi Basin 16,344 ha) and five extensive ‘quasi protected’ mangrove stands (6,785 ha), as part of a vast coastal area of LMMA (387,200 ha). Limited local management and protection. Variable knowledge of status of biodiversity conserved in PAs. | *(not set or not applicable)* | Three new terrestrial protected areas (Tunuloa – 4,400 ha; Tuva - 1,300 ha and Vunivia – 3,500 ha) and six enhanced MPA/LMMAs (3,872 km2 - IUCN Category VI) and one new LMMA of 9.7 km2 (Tuva). Two additional comprehensive BIORAP assessments (new Tuva PA in Year 1 and Natewa/Tunuloa IBA in Year 2). Management plans developed based on existing community conservation action plans and implemented for each PA. | - On June 21, 2018 a special meeting was called by the Protected Areas Committee -Terrestrial working group to discuss the BIORAP assessments for Tuva and Tunuloa catchments. The areas for the BioRAPS for both catchments was discussed and approved by the committee with a detailed proposal to be submitted by the University of the South Pacific - Institute of Applied Sciences (please find attached as 'R2R Proposal to UNDP - Year 1). It was also noted that although the area for the BIORAPs covers an extended area to accommodate a whole of catchment approach, this will not affect the BIORAP budget as per the project document. | 1 BioRap assessment completed for Tuva catchment    Consultations completed with management plan for Tikina Noco (Rewa delta) drafted by Fiji Locally Managed Marine Areas (FLMMA)    Areas in need of reforestation notably wastelands of African tulip and degraded open secondary forests in the Waidina subcatcment was identified with maps completed by the National Trust of Fiji, in collaboration with the University of the South Pacific's Institute of Applied Sciences (USP-IAS).    Marine Resource Inventory Survey (MRIS) for Namuka/Dogotuki qoliqoli (Vunivia catchment) completed by Ministry of Fisheries with consultations and management plan.    Marine biological surveys, taking into account catch per unit household, shark and sting ray surveys, completed by USP-IAS with data collected to contribute to identification and delineation of proposed community MMA’s for Ba.    To develop the Ba River (freshwater) qoliqoli management plan , the following data was collected by USP-IAS:  a. Water quality and sedimentation  b. Vertebrates and Invertebrates  c. Mangrove nekton  Mapping of potential mangrove replanting areas in Ba delta completed by USP-IAS.    Vanua Votua qoliqoli committee established in coordination with World Wildlife Fund (WWF).  Traditional Knowledge scoping and training for Votua qoliqoli also completed.  A marine management planning workshop was completed by USP-IAS in collaboration with Ministry of Fisheries that would provide support to Macuata Cokovata qoliqoli committee and qoliqoli owners of Vanua Labasa and Wailevu to develop/review /confirm/ better plan location of MPA (LMMA & tabu areas) connected with Labasa River.  A scoping exercise was completed to identify sites for river bank stabilization using vetiver grass within the Labasa catchment. This exercise was done in collaboration with Department of Waterways.    A management planning exercise for 5 Tikinas/districts within Tuva catchment completed with management plans for the 5 tikinas/districts drafted by Conservation International (CI)  Negotiations with eleven mataqali’s to confirm interest to formalize existing terrestrial Protected Area in Tunuloa catchment completed in partnership with USP-IAS and NatureFiji-MareqetiViti (NF-MV)    A draft report documenting the livelihood status and options for the project to consider for Fiji has been submitted by The Energy and Resources Institute (TERI) |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 2**  **Improved financial sustainability for terrestrial and marine protected area systems** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Long term viability of PAs ensured through well-managed, viable/ adequate Trust funds financed from diverse sources including payments for ecosystem services (REDD+), user fees and philanthropic donations including from international conservation NGOs. | Sovi Basin has an established Trust Fund which used as the legal financial instrument for other PAs in Fiji (including through R2R).  User fees systems for FLMMAs are being trialed in Fiji.  Fiji is well advanced with REDD+ readiness with policy developed and being enacted, but further discussions and legislation is needed. | *(not set or not applicable)* | Valuation of biodiversity and ecosystem services undertaken for Sovi basin and one seascape PA.  User fee system developed and pilot tested for one marine PA/LMMA (Tuva-Natadola). | There has not been any progress in terms of a putting forward a draft 'User Fee System' document. However there are discussions on the subject derived from 'User Fee System' already in place in traditionally imposed marine managed areas. | For Valuation of biodiversity, conservation, carbon sequestration, water catchments and ecosystem goods and services for  Rewa delta mangroves and Waidina sub-catchment, consultations were completed in May, 2019 with a draft report submitted by The Energy and Resources Institute. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 3**  **Carbon stocks restored and enhanced in priority catchments** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Carbon stocks increased in living biomass in trees in six priority catchments | The estimated living (above and below ground) biomass in trees (native forest including mangroves, and plantations) at the start of the project is 49.55 million tonnes CO2 equivalents:  Ba: 13.75 M tonnes  Labasa: 5.56 M tonnes  Rewa Delta 15.22 M tonnes  Tunuloa: 1.77 M tonnes  Tuva: 3.47 M tonnes  Vunivia: 1.28 M tonnes  Waidina: 8.49 M tonnes | *(not set or not applicable)* | The target for reforestation and forest rehabilitation established during and by the project is: New plantings: 1,305 ha and Forest rehabilitation: 600 ha. A substantial area (est. 20% of grasslands) totaling approx. 16,000 ha in fire-prone catchments (Ba, Labasa, Tuva) to spontaneously regenerate to scrub/ woodland/ forest following education and awareness campaigns to reduce burning and promotion of assisted natural regeneration.  The long-term target for reforestation in the six R2R priority catchments is 20,000 ha. | - Besides the partners planning meeting held in March, 2018, two pocket meetings have been organised with the Ministry of Forests to discuss activities under component 2. Additionally, a meeting in Tuva was attended by the Coordinator - West, ELTECH Limited, a plant biomass company and Ministry of Forests personnel to discuss activities to be implemented in Tuva catchment.    - Two nursery proposals have been submitted by the Ministry of Forests for the Rewa/Waidina catchments and the Labasa catchment. Processing of payment for the nursery materials is taking longer than envisaged since the project is required to liaise with the Ministry of Infrastructure and Transport to design and determine the correct materials to be procured.    - The Project Manager is liaising with Ministry of Waterways on the incorporation of vetiver grass to prevent soil erosion in degraded areas of the upper catchments.    - The Ministry of Agriculture is working with the Pacific Island Rainforest Foundation on the supply of indigenous tree and fruit tree species for food security purposes. | 2 mangrove nurseries were established in the Rewa delta /Waidina catchment (Nukui and Nakalawaca villages) with another 2 mangrove nurseries established in the Ba catchment (Natutu and Votua villages).    In addition to mangrove planting, coconut seedlings have also been distributed for planting in Nakalawaca village.    An initial draft of the reforestation plan for Ba highlands was completed by Pacific Island Rainforest Foundation (PIRF).    A Land use capability mapping was partially completed by CI for Tuva catchment.    As part of the 4 Million Trees In 4 Years Initiative, the Ministry of Forestry planted tree seedlings in the Tuva and Tunuloa catchments. The number of seedlings and status will be verified through a monitoring visit by the Project Team.    Ministry of Forestry has engaged the Pacific Community (SPC) to assist with its reforestation programme in the six catchments. Negotiation on the contractual agreement between SPC and UNDP is currently ongoing. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 4**  **Sustainable forest management achieved through innovative market-based schemes** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| A substantial gazetted permanent forest estate, including production/ multiple use forests managed according to SFM principles and certified through an internationally recognized schemes (such as FSC) and protection forests (supported through PES such as REDD+) | Forest legal situation complicated by having relevant laws spread across multiple pieces of legislation. Legal situation with respect to REDD+ and carbon rights yet to be clarified.  FSC certification has been under consideration for many years but has yet to be adopted | *(not set or not applicable)* | Updated forestry legislation, with Fiji’s key forest assets permanently protected and gazetted and providing an optimal range of services and products for resource owners, the general population, forest industry and Government. | The FSC certification still pends and will be the first thing to be addressed (assisted by the project). Once the certification is attained, internationally recognized then the project will be able to follow through with Outcome 2.2. Please find attached a pdf'ed email concerning the priority of certifying the FSC (Email on FSC Yet to be Certified). | On the activity to establish sample plots, annually measure and report on growth, survival and carbon sequestration in reforestation plantings of enrichment plantings, and impact of stand improvement activities, USP-IAS collected soil samples (as baseline) for analysis and has developed methodologies for verification with Ministry of Forestry.    Consultation with Fiji Hardwood Limited and Fiji Pine Limited Completed on FSC completed with identification of an independent consultant to be engaged as a next step. The Pacific Office for WWF (World Wide Fund for Nature) will be seeing through this process of certification in quarter 4.    A list of forestry policies and legislations that require updating was submitted by Ministry of Forestry. Pending the execution of the agreement between UNDP and Pacific Community (SPC), SPC will provide technical support to the Ministry of Forestry on these policies and legislations |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 5**  **Integrated catchment management plans integrating conservation of biodiversity, forests, land and water formulated and implemented in priority sites** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Integrated catchment management plans resulting in improved land use, natural resource management and conservation, better environmental and/or economic outcomes for people living in and dependent on the natural resources in the respective catchments. Strengthened coordination of sectoral planning with mainstreaming of land care, sustainable development, green growth etc. | The soils, vegetation and land use capability of most of Fiji, including Viti Levu and Vanua Levu, has been mapped and studied. However, only in a few cases has this information been used to inform rational land use planning and conservation actions, e.g. Tuva catchment (Land Use Planning) and Ra Province, Viti Levu (CRISP/ CORAL project). Available policy documents and implementation structure/process at national planning level. | *(not set or not applicable)* | Land use planning and related decisions are well-informed, technically and scientifically sound (including by Government, landowners, private sector). Approved developments increasingly based on land use capability assessments; taking into account interconnectivity of landscape elements and hydrological system, and downstream impacts. National development consultation forums e.g. NEDC convened on regular basis for information and input of all stakeholders.  Catchment management plans developed for Ba, Labasa, Tuva and Vunivia River catchments, and periodically revised and updated.  With additional resources secured and permitting then - Catchment management plan developed for the Waidina River and progressively extended to entire Rewa River catchment during the second half of project | - Divisional consultation meetings with R2R stakeholders in the Northern division were organised with the Commissioner - Northern Division taking the lead.  Similar consultation meetings are planned for the Central division with the Commissioner - Central Division anticipated to take the lead.These consultation meetings will be important for making decisions and setting the direction on how catchment management planning could best proceed. | Socio-economic and demographic data collection for Waidina sub-catchment and Tuva catchment completed. Analysis is currently underway. |
| **The progress of the objective can be described as:** | | **Off track** | | | | |
| **Outcome 6**  **Strengthened governance for integrated natural resources (land, water, biodiversity, forests) management** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Appropriate institutional and governance structures functioning at National, Provincial and Village levels (decision, policy and planning) to provide coherent management of natural resources.  Appropriate law, policy and regulations developed and enacted for integrated natural resources management | The National Environment Council (NEC), established under the National Environment Act (NEA) is the appropriate functioning body with encompassing TOR and wide representation from all relevant Ministries/ Departments as members.  Establish and assess situation with land, water and forest management. | *(not set or not applicable)* | Pending establishment of an integrated natural resources policy, as an interim measure strengthen DoE/NEC with new/ additional NBSAP type model to encapsulate land, water, forests and fisheries conservation under its structure. Empowerment to TAB with additional resources. It has mainstreamed environment into its provincial operation e.g. Provincial Conservation officers and YMST | - Discussions between the Director of Policy development for Ministry of Waterways and the R2R Project Manager was initiated in May, 2018 where both parties have agreed on the need to work together on the development of a national policy on Integrated Natural Resources Management in collaboration with other keyline ministries.The next step is the development of a Terms of Reference for a consultant to develop the policy. | 1 Training of Roko Tuis and Assistant Rokos, on natural resources management completed in collaboration with Ministry of Itaukei Affairs and Itaukei Affairs Board. Report submitted.    The Energy and Resources Institute (TERI) has been contracted with one of its deliverable being to develop an integrated natural resources and catchment management policy.    A Tuva catchment committee, made comprised mainly of traditional landowners and leaders has been formed with its establishment and the identification of women representatives to be formalized. through the Nadroga/Navosa Provincial Council.    As part of the management planning exercise in the Tikina Noco, Rewa delta, representatives for each of the ten villages to the Yaubula Management Support Team (YMST) were identified. |
| **The progress of the objective can be described as:** | | **On track** | | | | |
| **Outcome 7**  **Improved data and information systems on biodiversity; land, forests, coastal and marine management; climate change and best practices** | | | | | | |
| **Description of Indicator** | **Baseline Level** | **Midterm target level** | **End of project target level** | **Level at 30 June 2018** | **Cumulative progress since project start** |
| Information, knowledge and lessons learnt during the project is shared widely, in a timely manner, both within Fiji, in other Pacific Island countries undertaking R2R projects and globally | Information on R2R approaches, its technologies and benefits are little known and poorly understood in Government and by resource owners and user and the general populace. An exception would be the Land Use Planning Section, and recipients of its training programs. The general importance of maintaining forest cover and biodiversity, soil conservation farming practices, protection of mangroves are understood at a general level. | *(not set or not applicable)* | Key decision makers in Fiji Government, relevant professionals in concerned Departments, NGOs and private sector are progressively better, and well informed by project end, on approaches, needs and benefits for integrated catchment management, biodiversity conservation and development of forest and blue carbon stocks through the R&D activities of the project, and through a well-formulated and implemented KM protocol and communications strategy | - The recruitment of an Information Technology and Communications Officer is a vital step in the project’s communication and advocacy effort. Whilst the first officer recruited for the position has resigned, another officer was recruited through UNDP on April 23rd, 2018.    - The Terms of Reference for the KM committee was reviewed and approved by the Project Steering committee.    - The Terms of Reference for the Communications and Visibility Strategy development Consultancy has been submitted for vetting to the Principal Accounts Officer of the Ministry of Local Government, Housing and Environment.    - To raise public awareness, the project engaged the services of Ministry of Information to leverage support from the local media during the project’s vehicle launch in January, 2018. The event was broadcasted through television, local newspapers and through social media. While the last public information of the project was published in 2017 after the R2R inception workshop, the publishing of new information on the vehicle launch was crucial in informing the public and R2R partners of efforts by the Ministry of Environment as the national executing agency to progress forward with implementation.    - The ridge to reef logo was launched during the National Environment Council meeting held on March 8th, 2018 in the presence of Senior Government leaders and where they had the opportunity to listen to what Fiji’s R2R logo represented and promoted. This was an important highlight for the project as it provided an opportunity for important Government partners such as the Ministries of Forests, Fisheries, Agriculture and Lands and Mineral Resources to be made aware of Fiji’s R2R brand | Terms of Reference for the knowledge management advisory committee completed and approved by the R2R Project Steering Committee. Meeting to convene once the Communications officer is recruited.    Department of Environment/Ministry of Waterways and Environment website is currently under final stages of construction. Once completed, the project would be able to provide project updates through the website  In collaboration with UNDP’s Resilience and Sustainable Development Facebook page and twitter, the project has been able to provide field updates from the project team as well as implementing partners  Pull up and hanging banners developed and procured highlighting the project outcomes and objectives.    These have been displayed at National Environment Council, and at R2R divisional consultation events.    The position of communications consultant to develop a communications and visibility strategy for the project was advertised but with only 2 applications. The position will be re-advertised. |
| **The progress of the objective can be described as:** | | **On track** | | | | |

# Implementation Progress



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| Cumulative GL delivery against total approved amount (in prodoc): | 17.15% |
| Cumulative GL delivery against expected delivery as of this year: | 17.15% |
| Cumulative disbursement as of 30 June (note: amount to be updated in late August): | 1,267,026 |

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| **Key Financing Amounts** | |
| PPG Amount | 250,000 |
| GEF Grant Amount | 7,387,614 |
| Co-financing | 30,242,012 |

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| **Key Project Dates** | |
| PIF Approval Date | Jun 20, 2013 |
| CEO Endorsement Date | Mar 11, 2015 |
| Project Document Signature Date (project start date): | Oct 4, 2016 |
| Date of Inception Workshop | Apr 7, 2017 |
| Expected Date of Mid-term Review | Aug 13, 2019 |
| Actual Date of Mid-term Review | *(not set or not applicable)* |
| Expected Date of Terminal Evaluation | Jul 4, 2020 |
| Original Planned Closing Date | Oct 4, 2020 |
| Revised Planned Closing Date | *(not set or not applicable)* |

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| **Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2018 to 1 July 2019)** |
| October 16,2018 |
| 2019-05-15 |

# Critical Risk Management

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| Current Types of Critical Risks | Critical risk management measures undertaken this reporting period |
| Financial | 1. Low delivery of project funds  Risk Management Measures:  a. Contractual agreements have been executed between UNDP and 5 NGOs and an institution; a Letter of Agreement with USP-IAS, and Low Value Grants with FLMMA, WWF, CI, TERI and PIRF. Two more will be executed soon with the Pacific Community (SPC) and The Vetiver Network International. Whilst there will be a second round of Low Value Grants with FLMMA, WWF and CI.  These contractual agreements were necessary to first accelerate delivery through implementation and were to provide timely acquittals at the end of the quarter as per their LVGs and LoA. And not having to go through the main IP account.  b. Memorandum of Agreements have been executed between Ministry of Waterways and Environment and Ministry of Fisheries, Ministry of Itaukei Affairs, Ministry of Forestry and Ministry of Agriculture.  c. Monthly meetings with stakeholders implementing marine and terrestrial activities to discuss progress and remedial measures.  d. Formation of the Performance Sub-committee which generally oversees the performance and delivery of project implementing partners that receive project funding.    2. Timely acquittal of project funds  Risk Management Measures:  a. Ensure thorough understanding of the FACE forms by the finance personnel and the quarterly reporting requirements, the 80% and 100% liquidation rules.  b. Submission of the quarterly reports to substantiate the financial reporting. |
| Operational | Delay in processing of reimbursement/ disbursement of funds from Department of Environment through Ministry of Economy to UNDP or from UNDP to Ministry of Economy to Department of Environment.  Risk Mitigating Measures:  a. Required documents to be submitted before disbursement from UNDP takes place along with daily follow up.  b. As per previous experience with reimbursement to UNDP, delays in processing through Ministry of Economy was beyond the project's control, however, daily follow up was done until the transaction was completed. |
| Environmental | Rugged and bad road conditions in most catchment areas which become slippery when wet.  Risk Mitigating Measures  a. All travel are cancelled during wet conditions to avert the dangerous, slippery road conditions. |

# Adjustments

**Comments on delays in key project milestones**

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| **Project Manager: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The Mid-term review of the project is delayed with the short listing process underway. It is envisaged that the delay will not affect the terminal evaluation and/or project closure unless recommendations of the mid-term review directly or indirectly affects the timeframe of their implementation |

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| **Country Office: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The inception workshop was delayed by almost three years after project start. This was due to IP's (Ministry of Waterways and Environment) delay in hiring the PMU that never did eventuate. Finally upon discussions it was agreed that the PMU be hired by UNDP via IC contractual agreements. These IC contracts starting in early 2018 was to last the 2018 year whilst the IP finishes its salary review and contracts the current crop pf PMU using Government contracts. At the hiring of the full complement of the PMU in early 2018 there was an inception workshop to properly induct the PMU and the co-implementers with the Fiji R2R project.    At the end of 2018, when the IC contract were expiring, the IP was approached to hire the current crop of PMU through Government contracts. The Government could not citing the lengthy process and asked UNDP to employ a more enduring contractual agreement to engage the PMU until the project finishes. UNDP advised that to facilitate that the current crop will all have to re-apply and the advertisement will have to made public and anyone could apply. This will pose a risk of the current staff losing their jobs to more experienced and better educated applicants. It eventuated as such that only three staff from the previous PMU were retained, the rest lost their places to better educated and more experienced applicants.    This new recruitment saw the need to re-do the inception workshop, this was in mid quarter 2 of 2019. The hiring process of hiring project staff is ongoing. We have yet to finalise two positions and they should be finalised by the week of Monday 16 September. Most of the PIU (or PMU) staff are new. From the 13 positions re-advertised, only two were retained from the initial composition of the PIU/PMU. Even for the Communication Associate, it does not have former staff members in the shortlist for interview and the M&E position has a former staff in the shortlist    The MTR has been delayed twice. The first delay was purposeful from early first quarter of this year to at least the end of quarter two or the start of quarter 3. This purposeful delay was to ensure that when the MTR starts, it will have actual R2R work or implementation on the ground to measure. The second delay was due to laxity from the programme analyst. Fortunately, timely reminders from the Bangkok regional hub made sure that the MTR ToR was finalised and the consultancy advertised. We have selected the successful candidate and the person will be starting the week of Monday 9 September, 2019. The MTR finalised report should be ready by early to mid-November. The delayed MTR may have an effect the terminal evaluation (TE). This can happen because the MTR recommendations may not have enough time to be put into action to have a marked improvement at TE. |

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| **UNDP-GEF Technical Adviser: please provide comments on delays this reporting period in achieving any of the following key project milestones: inception workshop, mid-term review, terminal evaluation and/or project closure. If there are no delays please indicate not applicable.** |
| The second inception workshop mentioned by the project manager is more of an orientation for new staff not an inception workshop. The inception workshop in April 2017 is recognized as the appropriate date. The start of the MTR is delayed by a month. |

# Ratings and Overall Assessments

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| --- | --- | --- |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Manager/Coordinator** | Moderately Satisfactory | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | The Fiji R2R project was rated unsatisfactory for progress up to June, 2018. This was understandable with the recruitment of the Manager in February, 2018 and the recruitment of the project team by April, 2018 at the latest.    The rating for this year is anticipated to improve with execution of Letters of Agreements(LOAs) with four Non-governmental Organisations and one regional Intergovernmental organization (WWF, CI, FLMMA, USP-IAS and PIRF). This is expected to increase with the inclusion of TVNI and SPC. Since the agreements were executed, implementation of activities by the organisations have slowly begun to roll out Additionally, the Memorandum of Agreements(MOAs) between Ministry of Waterways and Environment and the four ministries has helped the project to engage effectively with these partnering ministries.    While the 2018 AWP, was endorsed in June 2018, it could not be implemented effectively due to the delayed signing of both the LOAs (October 17, 2018) and the MOAs. (December, 2018). Additionally, the development of the AWP took longer than expected as activities in the project document had to be broken down into sub-activities, with many consultations undertaken with stakeholders in the Viti Levu and Vanua Levu catchments. The project design was not as simple and succinct as initially anticipated.    For the 2019 AWP, and to address the low acquittal rating of the project, it is anticipated that project implementation would improve from 2018 with the following mitigation measures in place:    1. Execution of LOAS and MOAs with both government and non-government partners.    2. Formation of the Performance Subcommittee to oversee the overall performance and delivery of organisations and ministries who have either signed and LOA with UNDP or MOA. with the Ministry ty of Waterways and Environment.    3. Recruitment of The Energy and Resources Institute (TERI) to assist the Department of Environment in developing the Integrated Natural Resources and Catchment Management Policy, Ecosystems and Goods Valuation and documenting livelihood options for Fiji.    4. Re-advertisement of consultancy to develop the Communications and Visbility strategy to enable the project conduct a structured awareness programme.    5. Recruitment of a Chief Technical Advisor to assist the Project Manager.    5. Monthly meetings with stakeholders undertaking both marine and terrestrial activities    6. Regular engagement of key stakeholders working in catchments by the Project Coordinators.    7. Regular engagement and follow up with key staff of the Accounts section and at management level on required approvals to be soughted. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP Country Office Programme Officer** | Moderately Unsatisfactory | Moderately Unsatisfactory |
| Overall Assessment | Despite the most recent pick up in the rate of project implementation due to a more active, knowledgeable and capable PMU, the CO maintains a ‘Moderately Unsatisfactory’ rating for both, the progress towards the development objective and progress in implementation. Basically, the single most reason as to the stated rating for both the measures of progress, is that the project is now almost to its last year of implementation and so far it has managed to deliver only 17% of its total budget, the project does not have enough time at hand to meet all its targeted deliverables as per the project document. Factors that contributed to the stated 17% delivery was:    1. The more than three years of project time exhausted trying to recruit the full complement of the PMU;  2. The delay in approvals from the IP, the Ministry of Waterways and Environment; and  3. The lack of clarity in understanding UNDP financial reporting and the degree of ignorance with the PMU focal point, on the process within Government, between the two ministries, the Ministry of Economy and the IP, in terms of getting the required financial resource through to the PMU for implementation.    Taking into account that a substantial amount of activities has yet to be implemented and the about one year to reach the project’s operational closure date, listed below are steps that need to be undertaken to at least have a measure of the success in implementation. The project needs to have:    1. The 2020 AWP through thorough consultation with all stakeholders should be endorsed by the PSC this 2019 year.  2. From the 2020 AWP budget, the project’s budget revision Excel sheet should be revised accordingly and the ASL issued before December this year.  3. Since the AWP will be widely and thoroughly consulted, each stakeholder, Government entities, NGOs or Institutes will already be in full knowledge of its activities to implement. Therefore pro-active planning should be done in the contractual agreements/modalities that need to be employed.  4. Based on the 2020 AWP, a procurement plan with tentative dates should also be developed by the PMU.  5. The PMU should be tasked with coordinating and following up on activities per catchment and per implementing stakeholder.  6. From this divided responsibilities amongst the PMU staff, each responsibility should be further broken down into tasks. Each staff should be held accountable for their tasks.  7. Holding the tasks against each PMU staff should be checked weekly through a staff meeting.  8. The project implementation should not only be limited to the existing stakeholders but there should also be the hiring of ICs to accelerate the implementation.    For positions that are still under recruitment process, namely, communication officer. The Resilience and Sustainable Development (RSD) team in the country office has a communications officer that covers work across the portfolios. Currently she has has been assisting the R2R PMU to document and publicise R2R activities. These R2R activities has been posted on the RSD team Facebook page and on Twitter. She has assisted twice to coordinate media coverage for R2R activities one in the Northern main island, Vanua Levu and on the main Island of Viti Levu. The R2R team has also encouraged the University of the South Pacific’s Institute of Applied Science (USP-IAS) to publicise their R2R activities. These publicity has been on the university’s web-page, its Facebook page and newsletters.    For the CTA position, it has been shortlisted, it again has undergone another shortlisting, a technical one, we are now left with two possible candidates. The interview for the two candidates will begin the 2nd week of September  The recruitment has brought in more qualified, more importantly vastly experienced staff. Thus far the implementation on the ground as coordinated by the PIU is gathering momentum. The month of August alone has seen the delivery rate for the project hit an all time high. The country office has total and complete confidence that with the resultant recommendations from the upcoming MTR, the CTA to assist the Project Manager and of course the more than capable PIU, the project is now making and will be making significant progress towards the successful completion of the project’s activities implemented. Based on these evidences, the programme analyst is recommending that the project be granted an extension to project’s closure date. | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **GEF Operational Focal point** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Project Implementing Partner** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **Other Partners** | *(not set or not applicable)* | *- IP Rating provided by UNDP-GEF Technical Adviser and UNDP Country Office only -* |
| Overall Assessment | *(not set or not applicable)* | |
| **Role** | **2019 Development Objective Progress Rating** | **2019 Implementation Progress Rating** |
| **UNDP-GEF Technical Adviser** | Unsatisfactory | Unsatisfactory |
| Overall Assessment | This is the 2nd PIR of Fiji R2R. The project objective is to preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority water catchments on the two main islands of Fiji.    Project manager and country officer rate the DO progress as moderately unsatisfactory (MU). It is noted that project’s manager rating is changed from MS to MU this year. The IP rating is rated as ‘moderately unsatisfactory by country office.    Considering the project’s continuing challenges and significant delays relative to where it is at midpoint, I rate the project Unsatisfactory on both progress in achieving DO and implementation. The given rating is based on these following observations: implementation has not proceeded as planned and continues to face major issues; cumulative financial delivery and timing of key implementation milestones are off-track with major issues and/or concerns; the project is not fully or well supported with new staff programmed to be recruited.    Before proceeding with further assessment, it is recognized that the project design may not be simple. Considering that the level of STAR resources allocated to Fiji did not allow for flexibility, the deliverables need to be aligned with the focal areas where the funds were coming from: biodiversity; climate change mitigation; international waters; sustainable forestry management. However, the project is designed appropriately with components identifying the relevant focal areas and with outputs and activities to be replicated in 6 watersheds in the two main islands of Fiji. It would take, however, an experienced project implementation team to line up the activities sequentially, monitor implementation, evaluate progress and adapt quickly. Moreover, the 4-year project duration requires that the forging and formalizing of partnerships with responsible parties (NGOs, government agencies, academic institutions, etc), recruitment of staff/consultants and procurement be done efficiently.    From the start of the project in October 2016 to June 2019 (more than halfway past the project duration), the cumulative progress is insignificant relative to the elapsed time and the expectations from a 4-year project. Relative to the 2.5 years of the project, the progress as reported by the project manager in the above constitutes mostly from surveys. These, while important, serve as inputs to subsequent activities that are the more substantive such as the formulation of management plans and actions on the ground. It is noted that the landowners in one of the catchments have yet to agree on the implementation arrangements. The RTA has provided courses of action about a year ago on this issue but remains unresolved.    The cumulative delivery rate stands at 14% (expenses for the first 2 quarters in 2019 : $ 396,459 against 2019 budget $ 2,744,754). There is a tendency for the project to over program funds to show that all funds may be spent within the duration of the project.    Where the project is currently at may be explained by the following:  a) complicated and slow government processes (and decision making) that delayed recruitment of key staff/consultants and contracting of partners (other government agencies, NGOs, academe, etc). While UNDP has been requested and agreed to provide implementation support by issuing contracts to staff and partners to speed up contracting, it would be difficult to make up for lost time; and  b) weak capacity of the PMU staff to implement a complex project and to quickly adapt to changes; the position of a Chief Technical Adviser has been created and being recruited but is coming a bit late.  The above are being articulated as the recommendations below are anchored on these two issues.    Recommendation/Adaptive management plan to improve performance  1. UNDP to follow up with pending LOAs and MOAs with both government and non-government partners and negotiate for accelerated completion.    2. Fast track the hiring of the CTA to complement the project management team.    3. Continue discussions with the national Implementing Partner regarding the shift from NIM to DIM towards a more streamlined decision making and implementation.    4. Discuss with the MTR consultant to assess thoroughly the implementation arrangements and recommend specific mitigation measures | |

# Gender

**Progress in Advancing Gender Equality and Women's Empowerment**

This information is used in the UNDP-GEF Annual Performance Report, UNDP-GEF Annual Gender Report, reporting to the UNDP Gender Steering and Implementation Committee and for other internal and external communications and learning.  The Project Manager and/or Project Gender Officer should complete this section with support from the UNDP Country Office.

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| **Gender Analysis and Action Plan:** *not available* |
| **Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.** |
| [Annex 6.USP-IAS.Fiji R2R Project.Gender Analysis and Action Plan.pdf](https://undpgefpims.org/attachments/5216/213927/1728946/1743853/Annex%206.USP-IAS.Fiji%20R2R%20Project.Gender%20Analysis%20and%20Action%20Plan.pdf) |

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| **Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):** |
| Contributing to closing gender gaps in access to and control over resources: Yes |
| Improving the participation and decision-making of women in natural resource governance: Yes |
| Targeting socio-economic benefits and services for women: Yes |
| Not applicable: No |

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| **Atlas Gender Marker Rating** |
| **GEN1:** some contribution to gender equality |

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| **Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.** |
| *(not set or not applicable)* |

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| **Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.**    **Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.** |
| Increased participation of women in community consultations in relation to management planning and mangrove planting. This was possible when consultations were conducted during the day. Previous consultations that were undertaken at night, mostly involved men. |

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| **Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.** |
| Women provided practical information about the status of the capital that existed in their village or fishing ground boundaries that fed into the management planning exercise.    Additionally, women's participation is particularly important to instigate the sense of ownership and the incentive to drive the project in the direction they feel will be more beneficial to them to improve their standard of living in the medium and long term.    In the uploaded Gender Analysis and Action Plan is a gender action plan developed by the University of the South Pacific's Institute of Applied Science. It was developed after a survey to determine the prevalent gender issues in the R2R communities. |

# Social and Environmental Standards

**Social and Environmental Standards (Safeguards)**

The Project Manager and/or the project’s Safeguards Officer should complete this section of the PIR with support from the UNDP Country Office. The UNDP-GEF RTA should review to ensure it is complete and accurate.

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| **1) Have any new social and/or environmental risks been identified during project implementation?** |
| No |

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| **If any new social and/or environmental risks have been identified during project implementation please describe the new risk(s) and the response to it.** |
| Not applicable. |

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| **2) Have any existing social and/or environmental risks been escalated during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.** |
| No |

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| **If any existing social and/or environmental risks have been escalated during implementation please describe the change(s) and the response to it.** |
| Not applicable. |

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| **SESP:** *not available*  **Environmental and Social Management Plan/Framework:** *not available* |
| **For reference, please find below the project's safeguards screening (Social and Environmental Screening Procedure (SESP) or the old ESSP tool); management plans (if any); and its SESP categorization above. Please note that the SESP categorization might have been corrected during a centralized review.** |
| [Social and Environmental Screening Procedure.pdf](https://undpgefpims.org/attachments/5216/213927/1728947/1743854/Social%20and%20Environmental%20Screening%20Procedure.pdf) |

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| **3) Have any required social and environmental assessments and/or management plans been prepared in the reporting period? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.** |
| No |

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| **If yes, please upload the document(s) above. If no, please explain when the required documents will be prepared.** |
| Not applicable. |

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| **4) Has the project received complaints related to social and/or environmental impacts (actual or potential )?** |
| No |

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| **If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.** |
| Not applicable. |

# Communicating Impact

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| **Tell us the story of the project focusing on how the project has helped to improve people’s lives.**  **(This text will be used for UNDP corporate communications, the UNDP-GEF website, and/or other internal and external knowledge and learning efforts.)** |
| With mangrove planting activities in the Rewa delta/Waidina catchment, youths were compensated financially for assisting with planting of mangrove seedlings. Youth leaders in these two villagers have testified that the financial incentive motivated both male and female youths to assist especially when most were not engaged in any formal employment. |

**Knowledge Management, Project Links and Social Media**

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| **Please describe knowledge activities / products as outlined in knowledge management approved at CEO Endorsement /Approval.**    **Please also include: project's website, project page on the UNDP website, blogs, photos stories (e.g. Exposure), Facebook, Twitter, Flickr, YouTube, as well as hyperlinks to any media coverage of the project, for example, stories written by an outside source. Please upload any supporting files, including photos, videos, stories, and other documents using the 'file lirbary' button in the top right of the PIR.** |
| Currently not available. However, the Ministry of Environment is working on developing a ministry website within which a link to to the R2R project will be created. The PMU staff, including the support officers from the country office are encouraged to open Twitter accounts and to tweet interesting and update on project progress. The UNDP Pacific Office, Resilience and Sustainable Development Unit Facebook Page is accessible by the PMU to update project activities. Either by personal Twitter accounts, that is learning to use the Twitter handles attuned to environmental, climate change and biodiversity theme or by Facebook, the project has all mediums ensuring visibility. Please find attached some personal tweets from Twitter accounts and in parentheses is the link (https://web.facebook.com/groups/1561779307416165/?ref=group\_header) to the UNDP Pacific Office RSD unit Facebook page. |

# Partnerships

**Partnerships & Stakeholder Engagment**

Please select yes or no whether the project is working with any of the following partners. Please also provide an update on stakeholder engagement. This information is used by the GEF and UNDP for reporting and is therefore very important!  All sections must be completed by the Project Manager and reviewed by the CO and RTA.

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| **Does the project work with any Civil Society Organisations and/or NGOs?** |
| Yes |

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| **Does the project work with any Indigenous Peoples?** |
| Yes |

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| **Does the project work with the Private Sector?** |
| Yes |

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| **Does the project work with the GEF Small Grants Programme?** |
| No |

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| **Does the project work with UN Volunteers?** |
| No |

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| **Did the project support South-South Cooperation and/or Triangular Cooperation efforts in the reporting year?** |
| No |

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| **CEO Endorsement Request:** [PIMS 5216 Fiji R2R CEO EF Resubmission 21 January 2015.docx](https://undpgefpims.org/attachments/5216/213927/1684580/1684861/PIMS%205216%20Fiji%20R2R%20CEO%20EF%20Resubmission%2021%20January%202015.docx) |
| **Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description of the Stakeholder Engagement Plan as documented at CEO endorsement/approval (see document below). If any surveys have been conducted please upload all survey documents to the PIR file library.** |
| Progress:  The project is currently working with majority of the stakeholders except with the Wildlife Conservation Society who has withdrawn its involvement due to an absence of a Memorandum of Agreement with the Department of Environment, which is a separate agreement from the R2R project. Additionally, the project will be engaging The Vetiver Network International (TVNI) and the Pacific Community formally through a Letter of Agreement facilitated through UNDP. |

# Annex - Ratings Definitions

**Development Objective Progress Ratings Definitions**

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

**Implementation Progress Ratings Definitions**

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.