



Towards a guide to developing lessons learned and best practice documents for Pacific R2R Programme

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February 6, 2020



Objective

1. Background

- Mid Term Review recommendation
- Status of implementation of the MTR recommendation

2. **RSTC to provide technical inputs** to the proposed analytical frameworks for developing lessons learned documents of Pacific R2R Programme



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.

Pacific R2R Lessons Learned Template
(Please submit to fonongam@spc.int)

The Pacific R2R Lessons Learned Format has been adapted from the GEF’s International Waters Experience Notes template. The lessons learned template is a tool to facilitate the R2R community sharing practical experiences and lessons learned to promote sustainable natural resource management. Lessons learned include key challenges and/or successful practices, approaches, strategies, lessons, methodologies, etc., that emerge in the context of R2R. Completed forms may be 6-10 pages long (without diagrams, illustrations, photos etc.), and serve as the basis for Pacific R2R Lessons Learned disseminated via GEF IW:LEARN and other R2R channels. For guidance and/or further information, please contact RPCU Communications and Knowledge Management Advisor fonongam@spc.int

1. **TITLE** - *In the Lessons Learned title, please identify the key thematic issue(s) addressed by the lesson described in this brief. Please use the lessons learned framework for guidance.*
2. **PROJECT TITLE** – *Insert project title.*
3. **PROJECT DESCRIPTION** - *Briefly summarize the project’s objectives, expected outcomes and timeframe (from Project Document or elsewhere). If lessons pertain to a specific project output, please describe that output and list of activities as well.*
4. **PURPOSE AND SIGNIFICANCE OF THE LESSONS LEARNED** – *Describe what you are trying to achieve by sharing this specific lessons learned and describe why it is significant.*
5. **BACKGROUND TO THE LESSONS LEARNED** - *Provide a description of (i) the initial problem (ii) the concept or approach to solving the problems/ or proposed interventions(s) – this should include: a hypothesis, or research framework/inquiries; description of the technologies used – methodologies, infrastructure employed to resolve the problem; and the ‘expected’ results.*
6. **RESULTS AND LEARNING FROM EXPERIENCE** - *Summarize the ‘actual’ results of the intervention on the project and key stakeholders. Were there any deviations from expected results? And why? What were the inhibiting factors? What were the facilitating factors? What conclusions can you draw from the implementation experiences?*
7. **REPLICATION** - *What implementation challenges should others expect to encounter when trying to replicate this? Highlight specific factors or conditions needed for others to replicate or benefit from this lesson.*
8. **REFERENCES** - *How can someone interested in using or adapting this lesson get more information? Please provide relevant website(s), documentation and contact information.*



Mid Term Review Recommendation

“In most cases, it is likely that the most valuable programme outcome (in addition to capacity building) will be lessons learned.

There is a clear need and opportunity for the RPCU to become actively involved in promoting lessons learned across the programme and deriving (or compiling) lessons learned from previous IWRM/ ICM/ R2R investments. This would include providing guidance to current projects (STAR and IW) regarding **which lessons should be derived, and how to do it.**





Proposed Pacific regional R2R programmatic framework for lessons learned (endorsed by RSTC5 and RSC4 – 2019)

MAINSTREAMING R2R INTO SUSTAINABLE DEVELOPMENT IN THE PACIFIC

PART 1. BACKGROUND

1. R2R Mainstreaming: definitions, concepts and principles
2. An approach to R2R mainstreaming



PART 2. GUIDELINE ON MAINSTREAMING R2R IN TO SUSTAINABLE DEVELOPMENT IN THE PACIFIC

1. Situational analysis of the policy and legislative framework
 1. Institutional analysis
 2. Review of national development plans and processes to identify areas for coordination
 3. Stakeholder identification and analysis
 4. Capacity needs assessment



2. Creating an enabling environment to mainstream R2R

2.1 Understanding mainstreaming R2R as an integrated policy approach

2.2 Establishment of transparent and effective governing structures

2.3 Promotion of multi-sectoral dialogue and coordination

2.4 Building on existing practices, tools and systems

2.5 Integration within development budgets

2.6 Capacity building

2.8 Raising public awareness on R2R





3. Planning and Policy Structures

4. Develop institutional structures

5. Mainstreaming R2R in to sectoral policies, plans and programs



PART 3. PACIFIC R2R TESTING AND MAINSTREAMING CASE STUDIES

3.1 Introduction

3.2 Case studies (Best Practices/Lessons Learned)

3.2.1 Institutional strengthening

3.2.2 Capacity building

3.2.3 National planning and processes

3.2.4 Cross-cutting issues

3.2.4.1 Results-Based Management

3.2.4.2 Knowledge management

3.2.4.3 Gender



3.2.5 Stress reduction measures

3.2.5.1 Biological Diversity

- ✓ Biodiversity baseline surveys of terrestrial and marine flora and fauna
- ✓ Establish indicator species monitoring program
- ✓ Rapid Ecosystem Services Assessment
- ✓ Assessment and prioritization of keystone species
- ✓ Species recovery plans and species management plans



3.2.5.2 Sustainable Forest Management

- ✓ Priority conservation value forest identified and protected
- ✓ Reforestation and enrichment planting
- ✓ Restoration of damaged forests and farmlands



3.2.5.3 Land Degradation

- ✓ Baseline studies on agriculture related impacts on aquatic and inshore marine ecosystems (Cook Islands)
- ✓ Sustainable land use practices for sediment and pollutant control
- ✓ Revegetation with suitable hardwood, fruit tree species and local crop species (Tuvalu, Fiji)



3.2.5.4 International Waters

IW.1 Incorporation of national policy reforms on IWRM in to national/local plans and actions

- ✓ Incorporation of national policy reforms on IWRM in to national/local plans and actions
- ✓ Implementation of innovative solutions for reduced pollution, improved water use efficiency, sustainable fisheries with rights-based management, IWRM, water supply protection in SIDS and aquifer and catchment protection
 - Municipal Waste Pollution Reduction (Tuvalu)
 - Catchment Management (Palau, Solomon Islands, Fiji)
 - Habitat Protection (Vanuatu)
 - Protected Wetlands (Solomon Islands)



IW.3 Political commitment and capacity demonstrated for ICM integrating with existing IWRM commitments

- ✓ Political commitment and capacity demonstrated for ICM integrating with existing IWRM commitments
- ✓ Enhancement of IW portfolio capacity and performance from active learning/KM/experience sharing



3.2.5.5 Climate Change Mitigation and Adaptation

- ✓ Reduction of vulnerabilities in communities/development sectors
- ✓ Increased knowledge and understanding in climate variability and changed/induced risks at country level and in targeted vulnerable areas

3.2.6 Testing IDA/RAPCA/SOC/SAF mainstreaming process

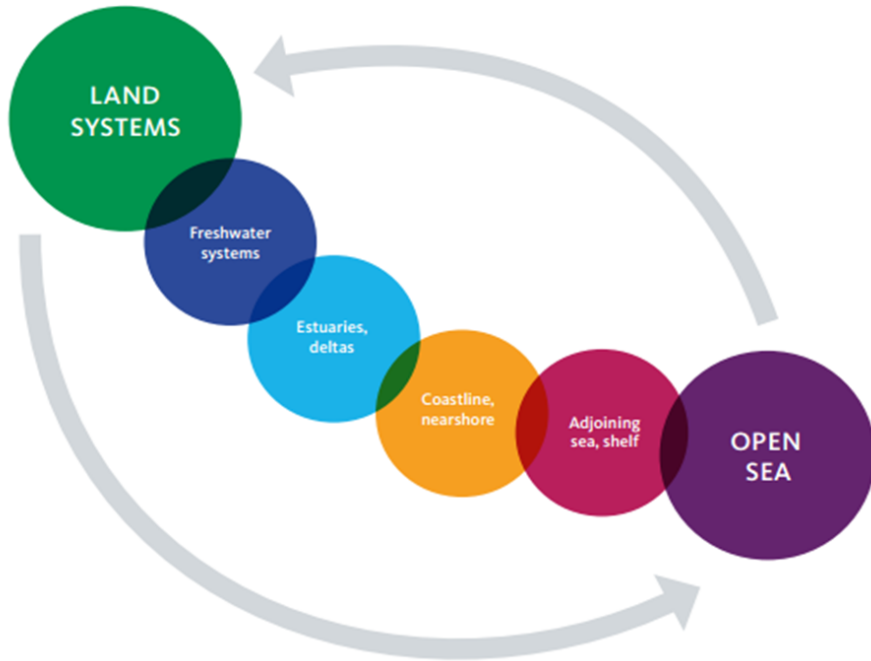




The Ridge to Reef Approach – Guide to Implementation



The Ridge to Reef Approach – Guide to Implementation



Ridge to Reef System

Guide to Source to Sea Implementation (SIWI, October 2019)

STEP 1 CHARACTERIZE	Select priority flows and determine the system boundary.
STEP 2 ENGAGE	Map primary, targeted, enabling, supporting and external stakeholders and prepare an engagement plan.
STEP 3 DIAGNOSE	Analyze the governance system and practices related to the priority flows.
STEP 4 DESIGN	Develop a theory of change and identify intervention strategies.
STEP 5 ACT	Fund and implement source-to-sea actions.
STEP 6 ADAPT	Monitor outcomes, capture and disseminate learning and adaptively manage for continued success.



Foundations of the R2R Approach

- Holistic
- Collaborative
- Prioritizing
- Participatory
- Context dependent
- Results-oriented
- Adaptive



STEP 1: Characterizing Key Flows



R2R key flows of water, biota, Sediment, pollutants and Materials combine to condition the ecosystem services that the R2R system provides.

Determining system boundary

Understanding the drivers, pressures and impacts of the alteration of flows and where along the source-to-sea continuum these activities occur is essential for determining the system boundary for the project or programme. The system boundary is defined by:

- the priority flows that have been selected;
- the characteristics of the alterations to priority flows;
- the impacts arising from alterations in priority flows and their location;
- the activities contributing to the alterations in priority flows; and
- the geographic scale of the strategic interventions.



Step 2: Engage

Stakeholder analysis – map primary, targeted, enabling, supporting and external stakeholders and prepare an engagement plan.

Step 2 in the R2R approach is all about engaging with others and building partnerships. To do that, you need to identify who your main stakeholders are and create a plan for your engagement with them.

Stakeholders: Primary, Targeted, Enabling, Supporting, External

Guiding questions:

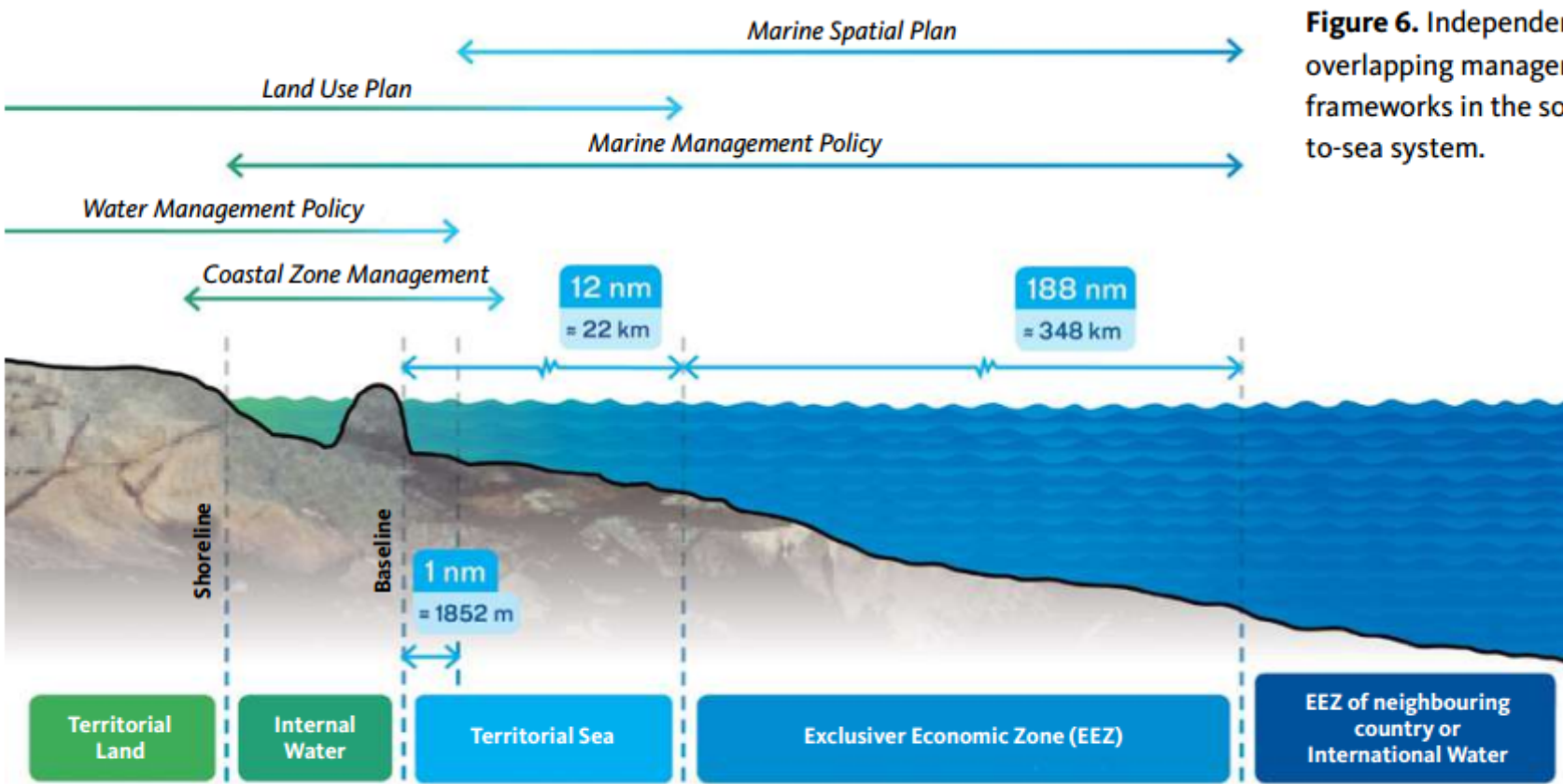
1. Which individuals or groups are affected by the alteration of priority flows and will directly benefit from project/programme interventions? These actors are known as primary stakeholders;
2. Which individual or groups are contributing to alterations of priority flows and who practices must be directly targeted to reduce alterations of flows?
3. Which institutions provide or should provide enabling conditions for behavioural changes and benefits to occur and be sustained over time? These actors are known as supporting stakeholders.
4. Are there development partners or financiers who strategies are aligned with the outcomes of the project or programme? These actors are known as supporting stakeholders?



Figure 6. Independent and overlapping management frameworks in the source-to-sea system.

How to analyse the governance system related to priority flows

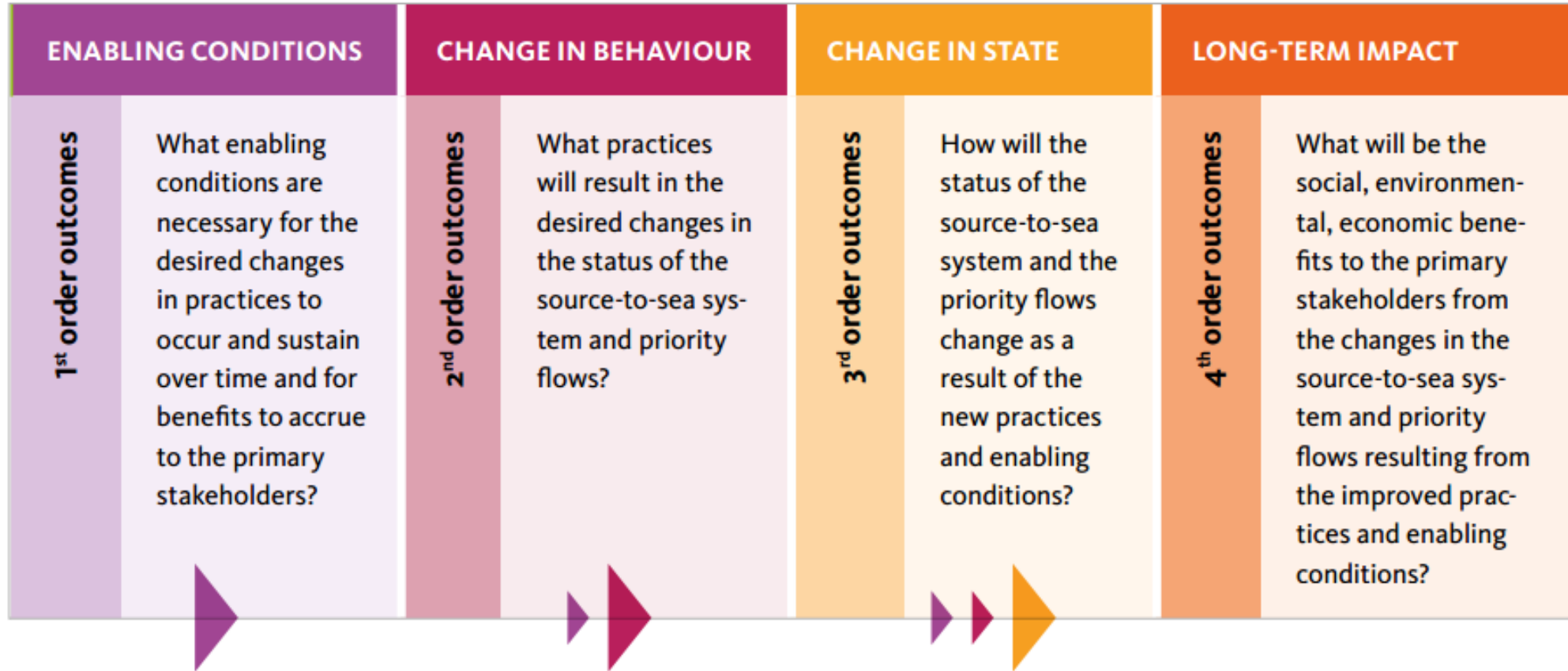
- Identify any policies, procedures and regulations and institutions with conflicting aims or transfer impacts from activities in one segment to another segment of the R2R system.



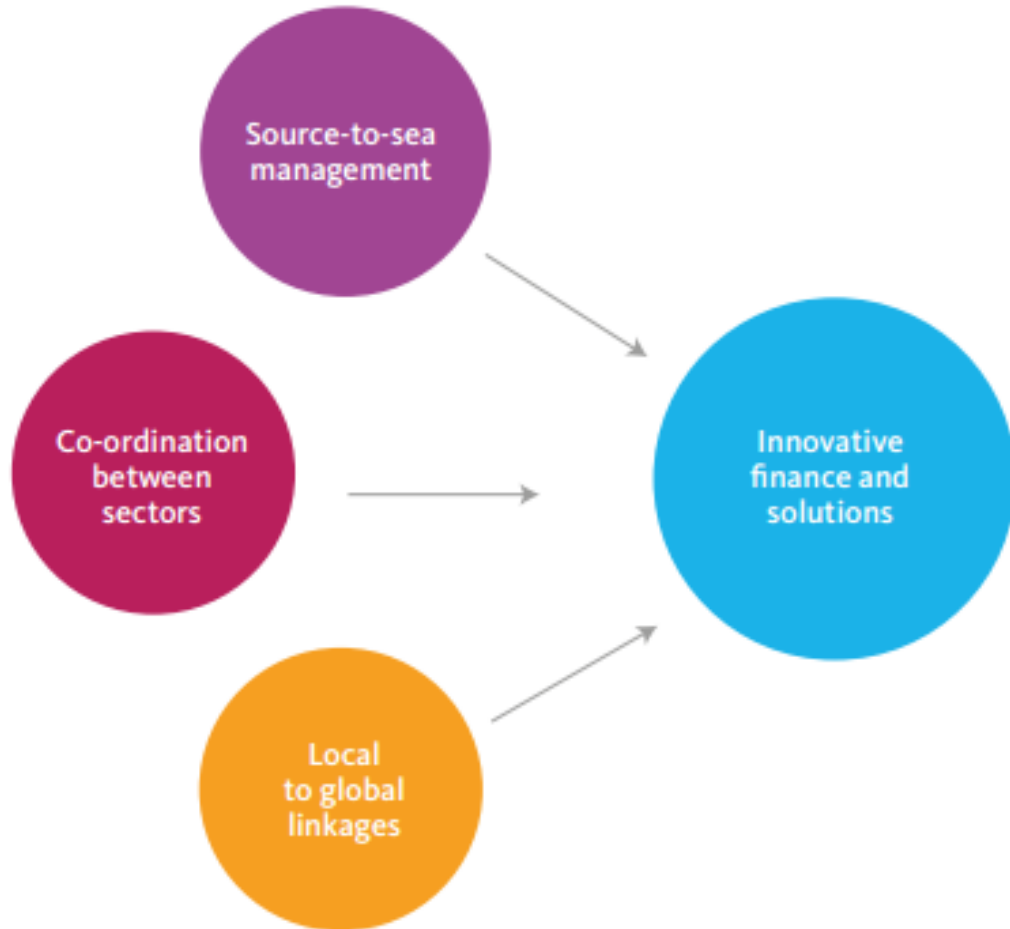
Overlapping spatial plans over land and sea in Sweden from Swedish Agency for Marine and Water Management.

- Evaluate whether institutions with different mandates along the R2R continuum are collaborating effectively to achieve common goals and objectives or if they are conflicting with each other.
- Determine if any policies, procedures or regulations are/are not supportive of R2R management. Are these being enforced?

Step 4: Design



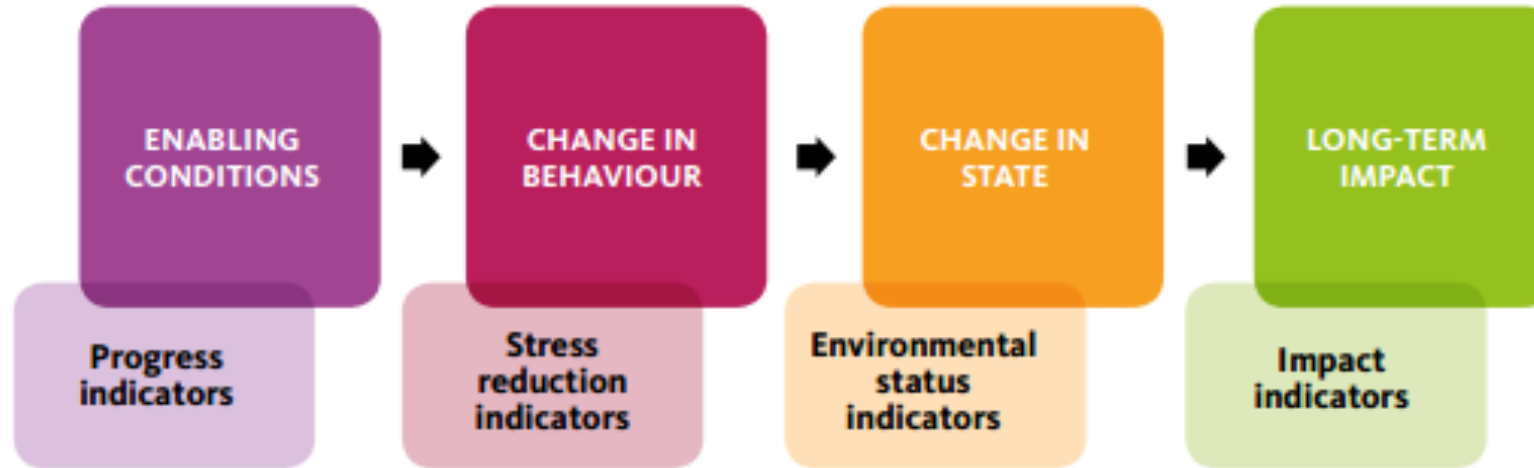
STEP 5: Act



1. Are there financing partners or mechanisms that will support implementation of source-to-sea management?
2. What are the intervention strategies needed to achieve the four orders of outcome elaborated in the theory of change in Step 4?
3. What courses of action are needed to establish the conditions and commitments required to ensure long-term sustainability of source-to-sea capacity, funding and partnerships?



STEP 6: Adapt



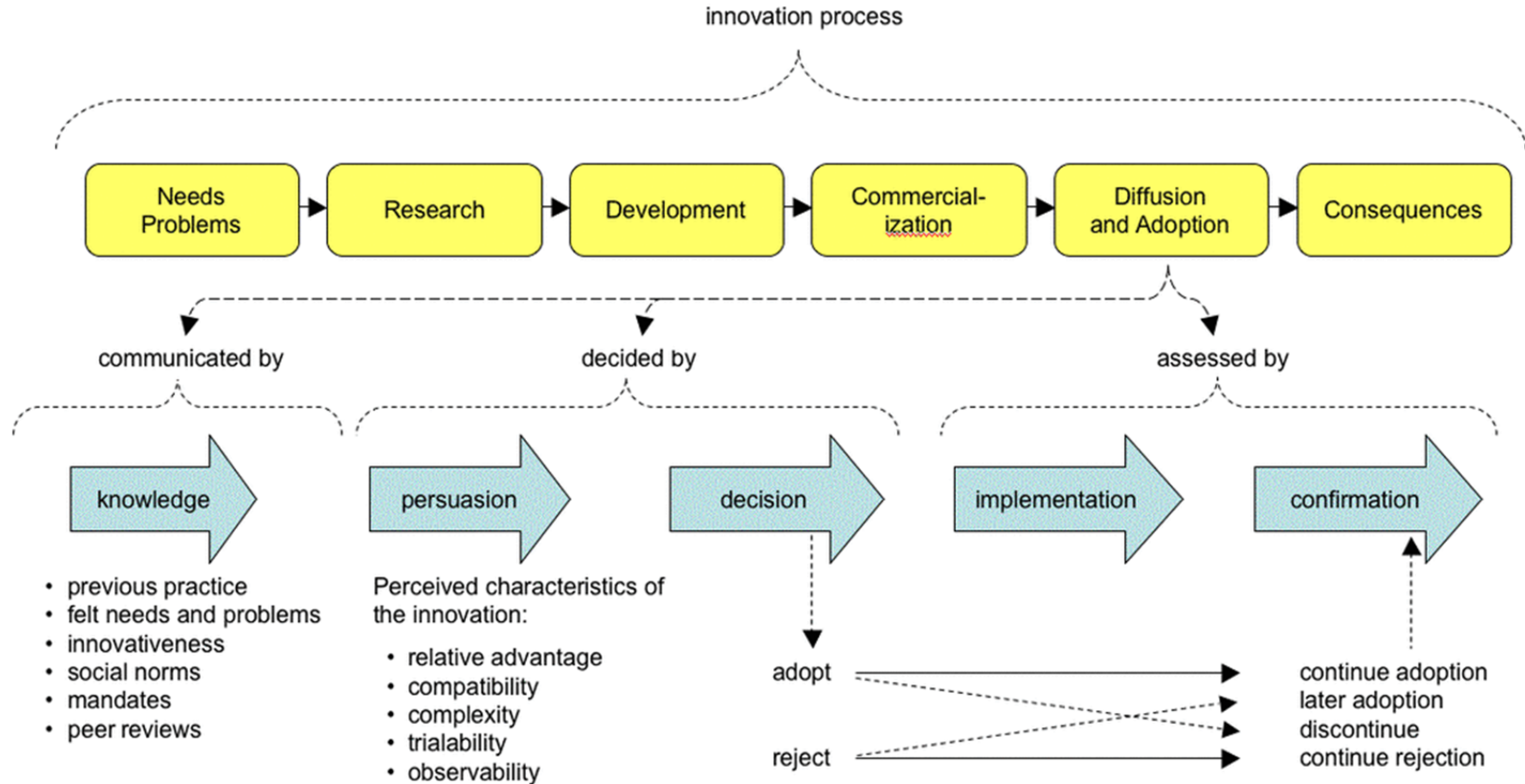
Process, stress reduction, environmental status and impact indicators monitor the four orders of outcome.

Analytical Frameworks



Innovation-Decision Making Process

Everett Rogers Diffusion of Innovations (2003)



Success factors for Effective Cooperation

GIZ GmbH, Cooperation Management for Practitioners: Managing Social Change with Capacity WORKS (Springer Gabler, 2015)

1. The success factor **'strategy'** - Negotiate and agree on the strategic orientation

The process comprises various steps, all of which are equally important: (1) analyse (2) develop options (3) decide (4) develop a vision of the future (5) translate into management action. If the actors omit one or several steps because they believe that sufficient clarity already exists, then they miss an important opportunity. What they miss is the opportunity to engage with each other.

2. The success factor **'cooperation'** - Connect people and organisations to facilitate change

Networks are not systems of cooperation, as they perform highly particular functions and therefore also follow different rules. They do not possess the structures of a cooperation system, and involve cooperation that is considerably less binding. The distinction between cooperation systems and networks has far-reaching consequences for successful cooperation management. Depending on the objectives of the cooperation, the actors involved will select an appropriate form of cooperation.

3. The success factor **'steering structure'** - Negotiate the optimal structure

Wherever possible, these should be tied to those steering structures that already exist. Many demands are placed on the steering structure of cooperation systems. Ultimately, though, they are judged by only two criteria: The optimal steering structure must be functional with respect to the targeted objectives and results, and must be appropriate for the complexity and the scope of the task in hand. The more complex the objectives and tasks of a cooperation system are, the more sophisticated and complex the steering structure will usually have to be.



Success factors for effective cooperation

GIZ GmbH, Cooperation Management for Practitioners: Managing Social Change with Capacity WORKS (Springer Gabler, 2015)

4. The success factor **'processes'** - Design processes for social innovation

The cooperation processes underpin the output processes by coordinating the various actors. The learning processes are necessary, because this involves the actors appraising the quality of service delivery in the sector and making needed changes. The support processes are packages of tasks that underpin all the other types of process. The steering processes are the ones that set the legal, political and strategic framework for the other types of process. While the process map provides a strategic view of the sector, the process hierarchy supports operational planning as well as in-depth analysis. This is used to visualise selective processes in further detail by depicting their sub-processes. The degree of detail needed will always depend on the requirements of the specific case.

- What are the processes?
- How do they interact?
- Quality of service delivery? → Learning and continuation improvement

5. The success factor **'learning and innovation'** - Focus on learning capacity

Mechanisms for Evolution theory and variation



Inputs from RSTC:

Any other useful considerations for the compilation and development of lessons learned and best practice document development?

