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DRAFT FINAL REPORT 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 IN PACIFIC ISLAND COUNTRIES

(In brief: Regional IW R2R project, UNDP-PMIS 5221)

Summary:

This paper introduces the draft Final Report of the Regional International Waters Ridge to Reef Project for review, inputs, corrections, and if found in order, RSC endorsement – in principle - for submission to the United Nations Development Program (UNDP).

The paper specifically provides the opportunity for the meeting to consider and discuss key highlights relative to the outputs and achievements. Recognising its status as a working draft, the paper will be further enhanced into the future. The outcomes of this week meetings and submission of national project closure reports and late reporting assist in enhancing the working draft.

The full draft report is appended as **Annex 1**.

Recommendation:

The meeting is invited to discuss the key highlights and provide guidance enhancing the final report.

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THE RIDGE TO REEF – TESTING THE INTEGRATION OF WATER, LAND, FOREST, AND
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Introduction:

1. The draft final report of the GEF Pacific Regional IW R2R project intends to fulfil the reporting obligation of SPC as indicated in the Project Cooperation Agreement (PCA), Article X number 3.

2. The project aims to test the mainstreaming of ridge to reef, 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.

3. The project has five (5) components, ten (10) outcome indicators and twenty-eight (28) outputs that will be implemented across 14 pacific island countries. The project logic follows that:

IF national, subnational, and local stakeholders understand and value mainstreaming of R2R approaches in their major land-sea forms, to ensure that sustainable supply of ecosystem goods and services to meet their community needs and improve resiliency as a result of:

- Scaling up advocacy and social marketing communication campaigns with a unified message of optimizing R2R benefit flows in PICs land-sea areas;
- Replicating participatory integrated R2R planning with envisioned R2R benefit flows at the local, subnational, and national levels, and;
- Replicating R2R implementation of approved integrated R2R plans to realize R2R benefit flows at the local, subnational, and national levels;

THEN, the Regional IW R2R project has substantially supported the PICs' efforts to mainstream R2R approaches for integrating protection, restoration, and development of land, water, forests, coastal resources, and biodiversity;

THEREBY, significantly contributing towards the PICs R2R's vision of mainstreamed and enhanced PICs ecosystem goods and services to help reduce poverty, sustain livelihoods, and build up climate resilience.

4. The paper invites the meeting to consider and discuss key highlights relative to the outputs and achievements. Recognising its status as a working draft, the paper will be further enhanced into the future. The outcomes of this week meetings and submission of national project closure reports and late reporting will assist enhancing the working draft.

Key Highlights:

5. The project key highlights suggest successful achievements of the project delivering on its goals and objectives. The general highlights are as follows:
 - a. Twenty-three (23) out of twenty-eight (28) planned outputs are achieved at varying degree of quality.
 - b. Eight (8) out of ten (10) outcome indicators are achieved and two (2) were partly achieved.

On inputs

6. The project was designed to build-on and respond to the need of the Pacific Island Countries (PICs) for securing ecosystem goods and services. Responding to this, SPC and participating countries forged a memorandum of agreement (MOA) indicating respective contributions. Specifically, a letter of support and corresponding commitments were issued indicating cash and in-kind contributions for the operations and management of this project. Detailed account of the letter of commitment is provided under the financial summary section of this report.
7. GEF through UNDP allocated an amount of USD10.3 million to cover the costs of implementing planned activities to produce outputs that contributes to the project outcomes. The funds allocated allows a slippage allowance to a maximum of 15% for reallocating funds between the 5-project components excluding the project management costs (component 6). SPC draws on the allocated budget in a quarterly basis upon satisfactory submission of the quarterly progress report and an acquittal/utilization of at least 80% of the previous funds advance by UNDP to the project.
8. Pursuant to the MOA executed between SPC and the participating PIC, funds were transferred directly to the project account based on approved Multi-Year Costed Workplan (MYCWP) and a quarterly liquidity plan. Succeeding funds transfer depends greatly on the status of implementation, the timely submission of progress reports and corresponding acquittals and liquidity forecast. Delays in funds transfer occur when progress reports and corresponding supporting documents are delayed.
9. Advisory services were provided by the project to the national IW R2R projects based on approved workplan. In most cases, additional adhoc requests were received by national PICs for technical and management support. Prior to COVID pandemic situation (before 2020), these requests are easily responded to via in-situ technical cliniquing and mentoring sessions, owing to the possibility of international travel.
10. However, since 2020 until the end of the project, the RPCU is unable to provide face-to-face mentoring and advisory support to the national project. IT-based platforms were then utilized as modality for providing advisory services, mentoring, and coaching. For regionally-led project activities – following the science to policy continuum – national consultants were commissioned by national implementing agencies of the PICs (and using the national procurement process). Noting limited available national expertise, this modality was the only feasible option for ensuring that outputs are produced despite the various limitations due mainly to the COVID pandemic travel restrictions.
11. Supervisory support from the implementing agency of the participating IW R2R project is found most critical. Project managers relied on the support and supervision of the implementing agencies in matters concerning technical, financial, and administrative, especially those that requires inter-agency collaboration and coordination. This is when the advice and guidance of the IMC or PSC will be significantly needed.

12. Overall, and despite the Covid pandemic situation, all inputs are satisfactorily provided in accordance with the existing national policies and procedures, and in compliance with the SPC procurement processes.

On outputs

13. This project is a testing/demonstration project. At the outset, the design intended to cover the 14 PICs which then can be considered an upscaling rather than a demonstration of sort. In 2019, realizing the complexity and the magnitude of the project, the indicators were revisited and then were downscaled to cover a maximum of 14 PICs. This makes then the project outputs achievable within the prescribed available implementation time (prior to COVID pandemic).

14. The implementation momentum was hindered by the COVID pandemic travel restrictions, and other factors. Various adaptive management and mitigation measures were enforced in order not to disrupt the already positive implementation progress from 2019. As COVID pandemic continues, project implementation slowed down and significant delayed.

15. Strategic management measures to mitigate the implementation delay were undertaken. A shift in the implementation modality was then adopted and so the Science to Policy continuum needing to be modified to reflect and capture the implementation realities. In particular, the project adapts, and project implementation continued using appropriate management and implementation modalities for delivering project interventions and produce outputs. Since February 2020, all international travels were cancelled, and virtual and IT-based mode of delivery is considered the primary platform. Delivery modality of technical, policy and management advise were revisited including the modification of the Science to policy continuum cum theory of change framework.

16. Execution of regionally led activities are transformed into nationally executed but heavily supervised by the RPCU in recognition of the limited technical and management capability of the national project managers and partner agencies. Largely, national procurement processes are applied utilizing national/local consultants. Contractual and administrative processes were challenged and adjusted accordingly to adapt with the new normal brought about by Covid-19.

17. Overall, all 28 outputs indicators were on track and corresponding evidence were produced though in various quality. True to its testing nature, the outputs produced though may not be optimal or ideal. However, the outputs provide a good basis for learning on what outputs are doable and which are not, and under which context.

On objectives:

18. The project has ten (10) outcome indicators which are all on track and in varying degree of qualities. A plausible link between the project outputs produced vis-à-vis project outcomes has been made. The conclusion is that all outputs indeed contribute to the project outcomes. The project has employed measures to adapt to the changing circumstances and of course fill the gaps due to the assessed disparities in project design which was also attributable to the delay in the project implementation.

19. With the project of this magnitude and complexity, it is acknowledged that the outputs produced can still be made optimal had there been sufficient implementation time for this project. The effect of COVID pandemic was massive and has affected not only the quantity

of the outputs produced but also its quality. The project adaptive management measures are not enough to ensure effectiveness and efficiency in project implementation. In fact, additional investments were required (i.e., purchase of appropriate communication equipment and platforms for project and partners) to effectively, efficiently, and undisturbed deliver technical, policy and most importantly capacity building interventions to the clients through virtual modality. Internet connectivity is a major issue in the Pacific region.

20. Despite the abovementioned limitations, the project has sufficiently produced the critical number of outputs that plausibly contribute to the project outcomes. Undoubtedly, the project has sufficient basis then to report on the results of the testing of the effectiveness of ridge to reef approach for securing ecosystem goods and services. See also the lessons learned section of this report.

On sustainability:

21. By design the project builds on experiences of GEF's portfolio of international waters in the Asia-Pacific to develop island style approaches to integrated R2R management. The pilot demonstration projects also build on the achievements and lessons learned from the GEF Pacific IWRM projects to expand the focus of national IWRM demonstration projects from freshwater and sanitation issues to broader land and coastal issues associated with climate hazards management, coastal 'blue forests' and livelihoods.

22. Replication of the successes from national IWRM approach in selected outer island communities, particularly atoll environments where water security and good governance of scarce groundwater resources are critically important. The active linkage of these pilot projects with national STAR projects within a R2R framework aims to facilitate inter-sectoral cooperation on building and retaining capacity, coastal policy reform, and coordination of results monitoring and knowledge management. The networking of R2R project managers and community leaders associated with pilot and STAR projects supports inter-country and multi-lateral sharing of best practice in ICM and IWRM in PICs.

23. Operationally, the project ensued largely in the manner for which it was designed. There were obvious gaps mainly on the continued financing to bridge the previous IWRM projects i.e., continued provision of technical and advisory services and financing for post project monitoring. Site selected by the PICs for this project has also been based on current priorities with little regard on the technical dimension for comparing results of both demonstration outcomes as basis for upscaling.

24. The community to cabinet approach on the other hand, has proven to remain relevant. Communities playing both roles of that of resource managers and users are important project client and implementors.

25. Project steering and national management guidance are assumed to be built on the already established IWRM structure. Changing in the national framework conditions – and thus, project leadership – somehow altered this situation leading towards the building of independent project steering structure believed to be effective and efficient for individual projects steering and not much on ensuring coordinated action for national mainstreaming.

26. On capacity building, much has been achieved by this current project, in particular the formal capacity building component via the Post Graduate Certificate and Post Graduate Diploma (PGC/PGD) courses. There was humungous effort to bring together formal and practical application of R2R approach from planning, implementation, and management. The pilot demonstration is an avenue whereby theories learnt in the formal/academic setting

were applied in practice. Project managers and those that were enrolled in the PGC/PGD have the enhanced ability to connect the theories with the project realities hence, they (project managers, et.al.) became an instrument of this project as “trainers” and members of community of practice of R2R approach. Of course, this is far from the ideal situation but in areas where capacities are limited, this is considered as a success and would be worth replicating.

27. Finally, the project also has generated a number of knowledge products to be used as basis when further replicating and upscaling R2R approach in the Pacific. A R2R Practitioners’ Guide is made available for use by various players in the Pacific such as but not limited to national and regional agencies, NGOs, academe, advocates from the public sector and most importantly, development partners who are willing to invest in ensuring sustainable natural resource governance, food and water security and climate resilience.

28. Also, project implementation was largely anchored on strategic interventions that are inherently assessed and have been proven sustainable. Hence, the sustainability element is always at the forefront of planning, implementation, and management rather than the usual conventions of thinking sustainability as an afterthought of project implementation when project is phasing out.

29. Therefore, once the project is completed by March 2022, the project gains and those that needs follow-up will be just continued by the implementing agencies and be regarded as mainstreamed activities or usual norms and practice. An account of this situation can be found in the respective final reports of the national IW R2R project under the sustainability section.

Contributions to GEF Focal areas and SDGs

30. The contributions to GEF Focal areas and SDGs are as follows:

- a. GEF focal areas - in varying degree and quality, the project has positively contributed to the following GEF focal areas – IW, BD, SFM, LD, and CCA.
- b. SDG - the project has contributed to SDG5-Gender equality, SDG13-Climate Change, SDG14-Life on below water, SDG15-Life on land, and SDG17- Partnerships for the goals.

On gender mainstreaming

31. Gender analysis and stakeholder engagement are amongst the primary basis for project implementation. Since the project started, a Gender Equality and Social Inclusion (GESI) expert has been guiding the project. The RSTC has a gender expert who ensures gender aspects of project implementation. The same expert has done rounds to the national IW R2R projects to assist in ensuring gender analysis are carried out and gender markers are satisfied. As an offshoot of the gender analysis and social inclusion process, a gender action plan is developed ensuring gender-sensitive/responsive implementation.

32. Also, a gender mainstreaming strategy and a toolkit are available. These documents incorporated the experience of R2R implementation. Since the Regional IW R2R project is considered as GG1, 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. No one should be left behind and excluded.

33. Notably, all project reporting templates contained section where participation of stakeholders are not only sex-disaggregated but also ensuring that project interventions respects community norms and local practices. The project provides equal opportunities for all stakeholders to participate in the project implementation in accordance with locally/culturally established norms and practice. Their participation is recorded by the 14 national Project Managers can be traced in their respective final reports.

34. In addition, Component 2 of the Regional IW R2R project is capacity building. Majority of the participants to the PGC/PGD are women. The large women participation is because most of the project managers and coordinators of the GEF Pacific R2R program are women. In fact, 65% of the PGC graduates were women. The same trend is reported in national projects activities in training and awareness workshops and outreach.

35. In the Pacific, results of gender analysis revealed that roles of men and women varies. There are countries where women dominated the development arena and thus, decision making as well. The “equal opportunity to participate approach” works best highlighting the importance of gender balance with high regard/respect to cultural norms and practice.

36. Finally, all knowledge products produced by the project were gender audited. The project ensures that all materials especially publications satisfy or conform with the GG1 - gender marker.

Lessons learned

37. During the Regional Steering Committee meeting held on October 2021, majority of the child projects of the GEF Pacific Ridge to Reef Program agreed that Ridge to Reef approach is an effective approach for ensuring sustainable resource governance. However, this approach requires convergence of ideas among stakeholders and agreements on clear pathways for achieving desired results.

- a. For R2R approach to be successful, a unified science to policy continuum should be established to ensure technical and scientific robustness as basis for achieving Programme results.
- b. The design of each child projects should consider the temporal aspect (started at the same time), steering and governance body harmonized – all geared towards the achievement of the desired outcomes.

38. Mainstreaming R2R requires strong political support from the highest governance level through the inter-ministerial committee (IMC). IMC shares the responsibility of joint action and decision for achieving results.

- a. In practice however, IMC or Project Steering Committees (PSC) were established solely for the purpose of project steering rather than serving as platform for mainstreaming R2R.

- b. Some PSCs are so concerned with project management and operational issues such as contracting, staffing, and spending. The latter is a management function as opposed to the expected role of the IMC/ PSC – that is to provide strategic guidance and directions for mainstreaming R2R tested approaches.
- c. For those countries with joint PSC, a greater chance of success was reported. Joint planning took place at this level and the PSC provides clear directions and guidance.
- d. The requisite for this is a strong Project Management Unit (PMU) that is providing excellent secretariat role for instance by supplying accurate monitoring data and information, as basis for PSC decisions.

39. On the other hand, at the GEF Pacific R2R Programme level, the steering structure remained unclear. The Regional Programme Steering Committee (RPSC) as defined in the Programme Framework Document (PFD) that was endorsed by 14 Pacific island countries (PICs) in April 2013 in Australia, is not functional.

- a. During the last RPSC meeting in July 2019, it was reiterated that the RPSC's role would be confined to steering, guiding and advice the Regional International Waters Ridge to Reef project.

40. Cooperation means to collaborate, work together, join or combine forces or resources to achieve the Programme objectives.

- a. Active and meaningful participation means to invests, to contribute, to play a part. Both terms – cooperation and participation, are emphasized in the Programme Framework Document.
- b. However, in practice, majority of the child projects reported that cooperation and buy-in of and among R2R stakeholders needs improvement.
- c. A carefully and properly conducted stakeholders' mapping and analysis needs to be done to ascertain the willingness to participate and cooperate meaningfully.

41. Processes, rules and procedures are directed towards achieving the Programme objectives.

- a. As demanded by the Programme, new processes and procedures will have to be instituted and for the same to be clearly understood by the stakeholders to eliminate confusion and enhance compliance.
- b. For example, clear agreements among executing agency and project partners through MOA/MOU helped ensure transparency and understanding.

42. The abovementioned implementation analysis is corroborated and aligned with the findings and conclusions of an independent study commissioned by the project. Results of study revealed that, in the overall, the "testing of R2R mainstreaming" in the PICs yielded experiences, lessons, and an array of possible practices and measures for improving spatial- and science-based strategies on communication, advocacy and social marketing; on setting up and strengthening governance processes; and on R2R planning and implementation.

These could pave the way towards R2R mainstreaming either through a combination of replication and scaling-up modes at the geographical and institutional levels (e.g., sub-national and national). The results of the analysis of experiences from the "testing R2R mainstreaming" phase constituted considerations and building blocks of possible follow-through R2R programming and implementation in the PICs.

- a) The PICs' bio-geophysical and climatic features remain fragile, highly susceptible and increasingly vulnerable to the negative impacts of climate change and human-induced socio-economic and development-related activities. Key volcanic nature land-sea forms such as watersheds, catchments, islands, and atolls and the key ecosystems that supply major ecosystems and goods and services (EGS) supporting agriculture, fisheries, tourism, and natural resources are emerging to be the PICs' main comparative advantages, both for export and sustaining the local economies. These sectors will continue to be the PICs key economic drivers to sustain and move forward their sustainable development towards the UN Sustainable Development Goals. Thus, it is a must that the PICs adopt a more coordinated, complementary, and collaborative R2R approach to maintain and enhance their comparative advantages. Sector-focused policies with their well-intentioned programs and strategies may not be able to fully respond to the increasing challenges of sustaining and improving the resiliency of ecosystems and the EGS they provide.
- b) The six country case studies have adequate R2R-relevant national sector policies (statutory and customary) to deal with the challenges in conserving biodiversity, climate change adaptation, climate change mitigation, land degradation, sustainable forest management, and securing international waters. There is limited available data, however, to review and analyse as to how the R2R-relevant national sector policies are translated, adopted or embedded into the sub-national governments' strategic policies, frameworks, and programs in support of site level R2R planning and implementation. This is a critical factor in developing R2R mainstreaming frameworks and strategies. National governments need to support and incentivize local buy-in to setting up sustainable R2R governance systems that are linked with EGS users and consumers and with stable and diversified financing arrangements to serve as catalysts in mainstreaming replication and scaling up of R2R planning and implementation at the geographical, thematic, and institutional levels.
- c) The PICs' experiences and lessons from the planning and implementation of IWRM, IW-R2R and STAR projects with national, sub-national, and local stakeholders provide starting points for refining, improving, and mainstreaming R2R replication and scaling up initiatives. Key lessons and promising practices and processes reveal that in the six countries:
- Effective communication and advocacy campaigns** could speed up the recognition of, and buy-in to, R2R as an effective integrated approach for sustainable resource governance and management of various land-sea forms in PICs;
 - Establishing and/or strengthening inclusive governance bodies** (such as Steering Committees, IMCs, Project Management Committees) **is/are key** in supporting multi-level advocacy and communication campaigns, R2R policy advocacy, fund leveraging, collaboration, coordination and direction setting, conflict resolution, participation of communication, and promoting private investments;
 - Engagement of customary/traditional/native land and sea owners as "on-site resource managers"** in a land-sea form could determine the success (or not) of site-level R2R approach;
 - To address limited capacities to plan and implement R2R initiatives, and increase the supply of R2R-trained local staff, improve formal and informal ENR educational systems, and broaden community perspectives. Capacity building**

is best approached through a mix of technical support, networking, coaching, partnership, cross visits, and on-site assistance.

Effective project management units (PMUs), with committed, competent and incentivized staff are needed for replication and scaling up R2R approaches and even in establishing partnership arrangements. Processes, rules and procedures are more effective if these support local and site-level goals, objectives, and targets. In this regard, MOAs need to spell out transparent agreements among executing agency and project partners with the participation of on-site communities.

Assessments such as the IDA and RAPCA, modelling studies, technical studies, watershed planning, spatial analysis, community mapping, and community consultations could direct prioritization of R2R strategies within an R2R subsidiary unit, re-align project resources, provide scientific information to policy advocacy, inform and substantiate audience-appropriate communication campaigns, and help identify replication sites.

Management information systems, supported by functional M&E systems, are beneficial to strengthening and substantiating the actions of governance bodies, policy making organizations, and project management units.

Factoring adaptive management into an R2R programmatic approach encourages country ownership, systems thinking, innovation and flexibility in aligning plans, project priorities and designs with the changing realities in countries and R2R sites. In terms of implementation of approved project interventions, it renders on-site management more effective.

Functional Site Level R2R Project Committees or implementing units could serve as the **conduits for transmitting community feedback and recommendations** to the IMCs in updating national and sub-national policies and programs in R2R sites.

Knowledge products on R2R such as orientation and training materials, enriched/enhanced existing manuals on watershed planning, ICRM, RAPCA, guides for spatial mapping and analysis, technical bulletins or how-to's based on lessons and relevant best practices are going to be useful in R2R mainstreaming.

43. Based on the bio-geophysical and climatic features, governance systems, and experiences and lessons from testing, the sub-national governments are the emerging possible subsidiary locus in planning and carrying out R2R mainstreaming strategies in PICs. This direction supports national policy initiatives and respond to the needs and opportunities at the site level with local stakeholders (tribes and villages, EGS users and urban consumers, customary land and coastal/marine area owners). Ministries and their field units are probably much more effective in providing policy and technical advice, capacity building support, facilitating sector policies to be more supportive of site level R2R initiatives, M&E, and aligning resources to complement other sectors.

44. With the sector policies and frameworks, lessons on governance processes, and site level learnings, the PICs are in a better position now to mainstream R2R replication and scaling up. There are opportunities to start again with refinements in the existing R2R demonstration sites, replicative R2R expansion in other land-sea forms in a sub-national unit, and even in other sub-national units.

Discussion:

45. The Regional International Waters Ridge to Reef (IW R2R) project is meant to test the integration of the national sector's policies, institutions, framework plans, and governance mechanisms to collectively mobilize local and national level support for mainstreaming integrated R2R planning and implementation. At the same time, the IW R2R strives to maintain accountability to sector goals, especially concerning targets and objectives on biodiversity conservation, climate adaptation and mitigation, land degradation, sustainable forest management, and international waters.

46. The results of national demonstrations and lessons from the planning and implementation activities provided critical analytical pathways and considerations by which to frame possible and practical R2R mainstreaming options and strategies in PICs. Emerging lessons from national implementation were triangulated using the available documents and knowledge products from the midterm review, national progress reports, consultation meetings and technical backstopping sessions, some lessons learned documents and experience notes, and the final reports.

47. Pilot demonstrations generated sufficient basis and information guiding future R2R investments in the sector. Several countries already demonstrated this eventuality showcasing high-level policy and legislative frameworks supported by the R2R multi-sector, multi-stakeholder and multi-state flexible approach already approved by the cabinet and parliament for implementation. The rigidity and robustness of the science to policy continuum allow decision support tools and systems to ensure informed decisions. R2R Multi-stakeholder/sectoral and multi-disciplinary engagements through the community and government networks provide the nuances and balance in participatory decision-making processes to evolve within PICs' socio-cultural boundaries, economic and physical and natural resource-landscapes.

48. Based on available project records and reports submitted by the national IW R2R projects, it can be concluded that the project has satisfactorily achieved its purpose. As expected, learnings are slowly emerging and particularly pointing out that Ridge to Reef approach is reliably categorized as an effective tool or concept for sustainable natural resource governance. This is particularly important in the Pacific regions where holistic and participatory management decisions operate within a complex and balanced fabric of traditions, modern or contemporary science (including socio-economic), and innovative technologies.

49. However, R2R approach requires the convergence of ideas and inputs among stakeholders, considering aspects of gender and agreements on clear pathways for achieving desired results. It provides the framework for holistic and collective engagements among key actors following a unified science to policy continuum that ensures technical and scientific robustness as the basis for achieving sustained ecosystems goods and services.

50. The project-specific outputs/activities supporting foundational capacity building, portfolio learning, and targeted research needs are demonstrably presented in the

corresponding documents accessible in the third column of this table (source or evidence). Not only the project generated formal and informal capacity building, strengthening and supplementation, but it also established a growing skilled and qualified pool of local experts and practitioners (in government line ministries, NGOs, civil societies, local communities) in-country. This is particularly true in improved levels of awareness and understanding in targeted communities, and stakeholders directly link to ecosystem goods and services in demonstration areas and sites and formal university postgraduate qualifications.

51. Several project managers and staff have moved on to other jobs, taking knowledge and skills that can pass on to locals in those new work areas. For instance, Samoa IW R2R Project Manager, who is also a JCU graduate with a Graduate Certificate of the R2R Sustainable Development course, has recently been elected to parliament. Similarly, a sitting government Minister in the Kingdom of Tonga is a key R2R champion supporting community R2R project activities. Others have moved on to senior positions in various institutions. The details of these foundational capacity building and portfolio learning influencing decisions at the highest level of government can be accessible on video clips provided in the next column.

52. Moreover, targeted research needs emanating from national demonstrations in collaboration with STAR R2R projects are well documented in technical consultations of the RSTC – see details in the reports.

Conclusion & Recommendations:

53. In consideration of but not limited to the project document, the midterm review recommendations (*in particular the updated end of project targets indicators*), adaptive management, and other results,

the RPCU opined that the project, despite critical challenges including the impact of COVID-19, has achieved its intended development outcome of 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 goods and services.

54. The meeting is invited to discuss the key highlights and provide guidance enhancing the final report.



Pacific
Community
Communauté
du Pacifique



Empowered lives.
Resilient nations.

Final Report

Regional International Waters Ridge to Reef Project

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Draft - for discussion purposes only

Version 0.0

Prepared by: Regional Programme Coordination Unit
GEF/UNDP/SPC Pacific Ridge to Reef Programme
Geoscience, Energy and Maritime (GEM) Division
The Pacific Community

Acronyms

BD	Biological Diversity or Biodiversity
CBD	Convention on Biological Diversity
CCA	Climate Change Adaptation
CCM	Climate Change Mitigation
CCMEA	Country Coordination, Monitoring and Evaluation Adviser
CFP	Country Focal Point
CKM	Communications and Knowledge Management
CKMA	Communications and Knowledge Management Adviser
CoP	Communities of Practice
CSO	Civil Society Organizations
DAC	Development Assistance Committee
DCRP	Disaster and Community Resilience Program
FAO	Food and Agriculture Organization
GEF	Global Environmental Facility
GEM	Geosciences, Energy and Maritime Division of SPC
GHG	Greenhouse Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HRR	Harmonized Results Reporting
IAP2	International Association for Public Participation
ICM	Integrated Coastal Management
IDA	Island Diagnostic Analysis
IMC	Inter-Ministerial Committee
IW	International Waters
IWC	International Waters Conference
IWRM	Integrated Water Resources Management
JCU	James Cook University
LD	Land Degradation
LEARN	Learning Exchange and Resource Network
LULUCF	Land Use, Land-Use Change, and Forestry
MEA	Multilateral Environment Agreement
MfDR	Management for Development Results
MOA	Memorandum of Agreement
M&E	Monitoring and Evaluation
MYCWP	Multi-Year Costed Work Plan
NGO	Non-Government Organizations
NPM	National Project Managers
OECD	Organisation for Economic Co-operation & Development
PacSIDS	Pacific Small Islands Developing States
PCA	Project Cooperation Agreement
PEARL	Planning, Evaluation, Accountability, Reflection and Learning
PFD	Program Framework Document
PGC	Post Graduate Certificate
PIC	Pacific Islands Countries
PIF	Project Identification Form
PSL	Project Science Leader
RAPCA	Rapid Assessment of Priority Coastal Area
RBM	Results Based Management/ Monitoring

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Basic Data

Project Information	
UNDP PIMS ID	5221
GEF ID	5404
Title	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
Country(ies)	Regional – Asia and Pacific, Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
UNDP-NCE Technical Team	Water and Oceans
Management Arrangements	NGO/INGO
Project Implementing Partner	The Pacific Community
Project Type	Full Size
Type of Report	Final Report
Trust Fund	GEF Trust Fund

Project Description
The purpose of the project 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. This regional project provides 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’.

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Contract Information	
Original Project Duration	31 August 2015 to September 2020
Contract Extension	1 September 2020 to 1 March 2022
Contract Amount (USD)	10,317,454

Overall Ratings

Overall DO Rating	Satisfactory
Overall IP Rating	Satisfactory
Overall Risk Rating	Low

Draft - for discussion purposes only

Final Report of the Regional International Waters Ridge to Reef Project

Introduction

Background

The Pacific Community

The Pacific Community (SPC) is an international organisation established by treaty (the Canberra Agreement) in 1947 and is owned and governed by its 26 members including all 22 Pacific Island countries and territories. It is the largest scientific and technical international organisation in the Pacific, working at both the regional and national levels to support members in achieving their development goals. For more than 70 years, the Pacific Community has been providing the Pacific Islands region with essential scientific and technical advice and services. Its aim is to contribute to achieving genuine and lasting improvement in people's lives, through working with all members, at all levels, in delivering integrated services that advance their progress towards addressing their development challenges and achieving their aspirations. As enshrined in its Strategic Plan 2016-2020: Sustainable Pacific development through science, knowledge and innovation, the Pacific Community's interventions are centred on the well-being of the Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures. With this mission, three overarching goals were established namely: (1) Pacific people benefit from sustainable economic development; (2) Pacific communities are empowered and resilient; and (3) Pacific people reach their potential and live long and healthy lives.

Pursuant to its mandate, SPC and United Nations Development Programme (UNDP) signed a [Project Cooperation Agreement](#) providing the legal basis for the implementation of a regional project providing support to the participating Pacific Islands Countries (PICs) in managing their natural resources. Following the ridge to reef (R2R) approach, this project aims to contribute to SPC's Strategic Goals 1 and 2 which is to strengthen sustainable management of natural resources (fisheries, forestry, land use, agriculture, minerals, water; and improve multi-sectoral responses to climate change and disasters, respectively ([SPC Strategic Plan 2016-2020](#)). Achieving these goals require strategic, coherent and multi-disciplinary approach in tackling complex issues and strengthen engagement between the secretariat and its members and partners. The relevance and tangible contribution of this project to SPC is determined and assessed through this development goals.

The GEF SPC-UNDP Regional International Waters Ridge to Reef Project

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", briefly known as GEF Regional International Waters Ridge to Reef Project or [GEF IW-R2R Project](#), is a five year project funded by the Global Environment Facility (GEF) which aims 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. Total project costs amount to USD 10.3 million earmarked to support 14 PICs with an estimated co-financing contribution of USD87.7 million. Basic project facts are provided in Table 1.

Table 1 Key project facts and figures

PIR Approval Date	June 20, 2013
CEO Endorsement Date	April 6, 2015
Project document signature Date (project start date)	September 1, 2015
Date of Inception Workshop (Nadi, Fiji)	October 10-14, 2016
Date of midterm review	February 1 to May 10, 2019
Terminal Evaluation	November 2021 to January 2022
Final closing date	March 1, 2022
GEF Grant amount	USD 10,317,454
Co-financing	USD 87,708,160

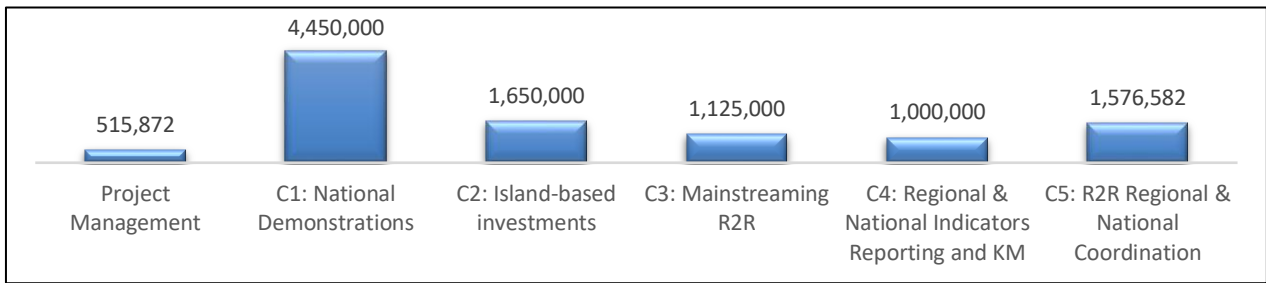


Figure 1 Allocated funds by component (in US Dollars)

The project has five components (Figure 1), namely: (1) National demonstration to support R2R integrated coastal management (ICM)/ integrated water resources management (IWRM) approaches for island resilience and sustainability; (2) Island-based investments in human capital and knowledge to strengthen national and local capacities for R2R ICM/IWRM approaches, incorporating climate change adaptation; (3) Mainstreaming of R2R ICM/IWRM approaches into national development planning; (4) Regional and national R2R indicators for reporting, monitoring and adaptive management and knowledge management; and (5) R2R Regional and national coordination. To operationalize this project, SPC forged fourteen (14) memoranda of agreement (MOA) with the participating 14 PICs. The MOA and its annexes provide the bases for the national project implementation and indicating the respective commitments and obligations of the various parties.

The GEF Pacific Ridge to Reef Program

Against the backdrop of this regional project is the GEF Pacific Ridge to Reef Program. In 2013, fourteen (14) PICs signed a Program Framework Document (PFD) endorsing the Pacific Islands Ridge to Reef National

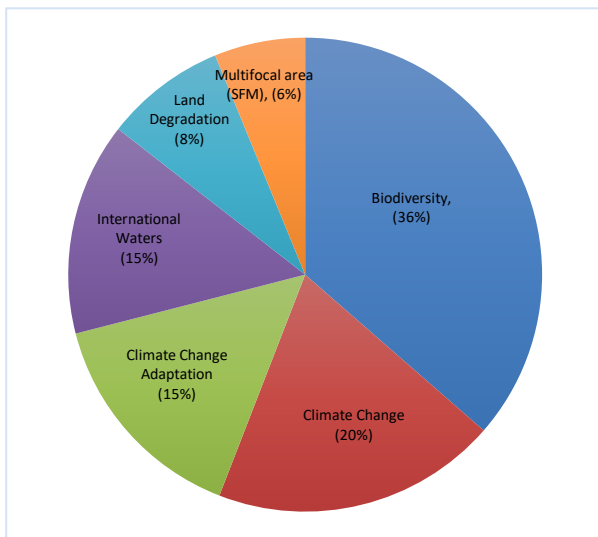


Figure 2 Estimated fund allocation per GEF Focal Area

Priorities – Integrated Water, Land, Forest and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods or briefly [Pacific Ridge to Reef Program](#). This Program aims to maintain and enhance PICs ecosystem goods and services (provisioning, regulating, supporting and cultural) through integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to poverty reduction, sustainable livelihoods and climate resilience. The lead GEF implementing agency UNDP together with Food and Agriculture Organization and United Nations Environment Programme, now United Nations Environment (UNE), submitted this Program framework document to GEF for approval. The Program requires a GEF investment amounting to USD 90.4 million with a co-financing of about USD 333 million. This amount will be used to finance measures that contributes to the six focal areas of GEF namely: (1) biodiversity; (2) climate change adaptation; (3) climate change mitigation; (4)

international waters; (5) land degradation; and (6) sustainable forest management. Figure 3 and Table 2 provides the information on the estimated fund allocation per GEF focal area.

The PFD guides the strategic investment of GEF grant and national funding in actions aimed at achieving the sustainable development of pacific Small Island Developing States (SIDS also referred to as PICs) within a truly integrated environmental and natural resource management framework.

It operates on a multi-agency approach involving the UNDP, the Food and Agriculture Organization (FAO) and United Nations Environment (UNE), then United Nations Environment Programme (UNEP) as GEF implementing agencies. Indicative funds share per GEF implementing agency are the following: FAO (14%), UNDP (77%) and UNE (9%).

The Pacific Ridge to Reef Program implements activities along the five major components namely: (i) national GEF STAR funded multi-focal area R2R demonstrations in all PICs; (ii) Improved governance for integrated,

climate resilient land, water, forest and coastal management; (iii) Regional and national/local R2R indicators, monitoring and evaluation and knowledge management; and (iv) Regional program coordination.

In the execution of this Program, the participating PIC have emphasized the need to focus on priority national activities in the utilization of their GEF System for Transparent Allocation of Resources (STAR) funding allocations. These UNDP, FAO and UNE implemented STAR projects are executed nationally on a bilateral basis in partnership with local stakeholders. As a bilateral project, a separate Project Cooperation Agreement is entered between the GEF implementing agency and the individual PIC. As a Multi-Bilateral contract or agreement, a separate project document is prepared. This project document guides the implementation of the [individual STAR projects](#).

The Regional IW R2R Project provides 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 of 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.

SPC accorded high priority to ensuring achievement of results and impacts. *The SPC Planning, Evaluation, Accountability, Reflection and Learning (PEARL) reflects SPC’s commitment to strengthening performance management and improving the way we measure the achievement of our objectives*”, says Director General Colin Tukuitonga. It sets out essential requirements across SPC for managing the implementation of the strategic plan, strengthen alignment between planning, budgeting, evaluation and reporting at all levels of the organization, support development effectiveness, and provides for learning from organizational experiences, whereby lessons are drawn and applied as appropriate to service its clients.

The Regional IW R2R project initiative contributes to its Strategic Plan. The project’s contribution is regularly reported to the SPC-GEM program (DCRP), GEM Divisional and ultimately organizational (Strategic Planning and Learning or SPL) reporting venues. With this stringent and definitive reporting obligation by SPC, a Results

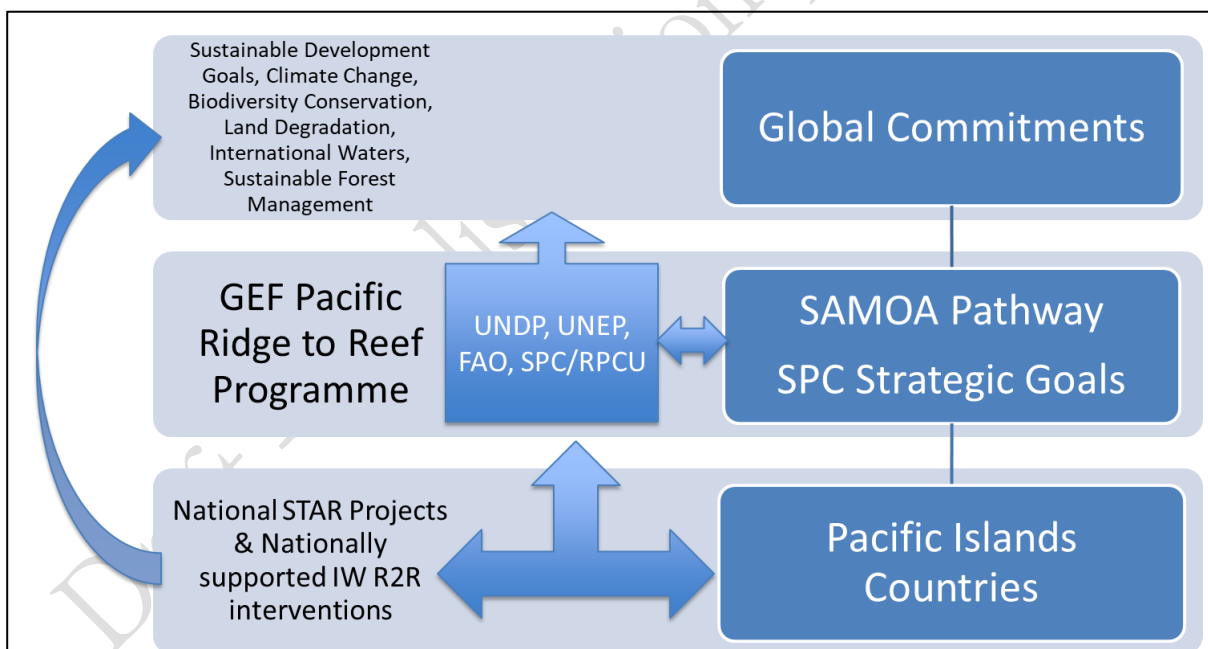


Figure 3 Pacific Ridge to Reef Programme harmonized results framework

Based Management (RBM) System was developed and serve as guide in the management and implementation of the project. It provides the framework for Regional IW R2R project planning, implementation and management, and reporting. It was formulated following the principles of the [Paris Declaration on Aid effectiveness](#). The implementation modality of this project ensures adherence to the following: ownership, harmonization, alignment, results and mutual accountability, and compliant with the [DAC-OECD Criteria](#) such as relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability (REEIS). Furthermore, the various tools introduced in the RBM system not only ensures adherence to these criteria but provides credible and useful information that will serve as basis for evidence-based project decision-making, learning and upscaling.

Using development results of the Regional IW R2R project at its optimum, the RBM System also coheres with the science, and the communication and knowledge management (CKM) features/ packages of the project. The combined effort of Science, RBM and CKM is referred to as the **Impact Triad for Development Results**, see

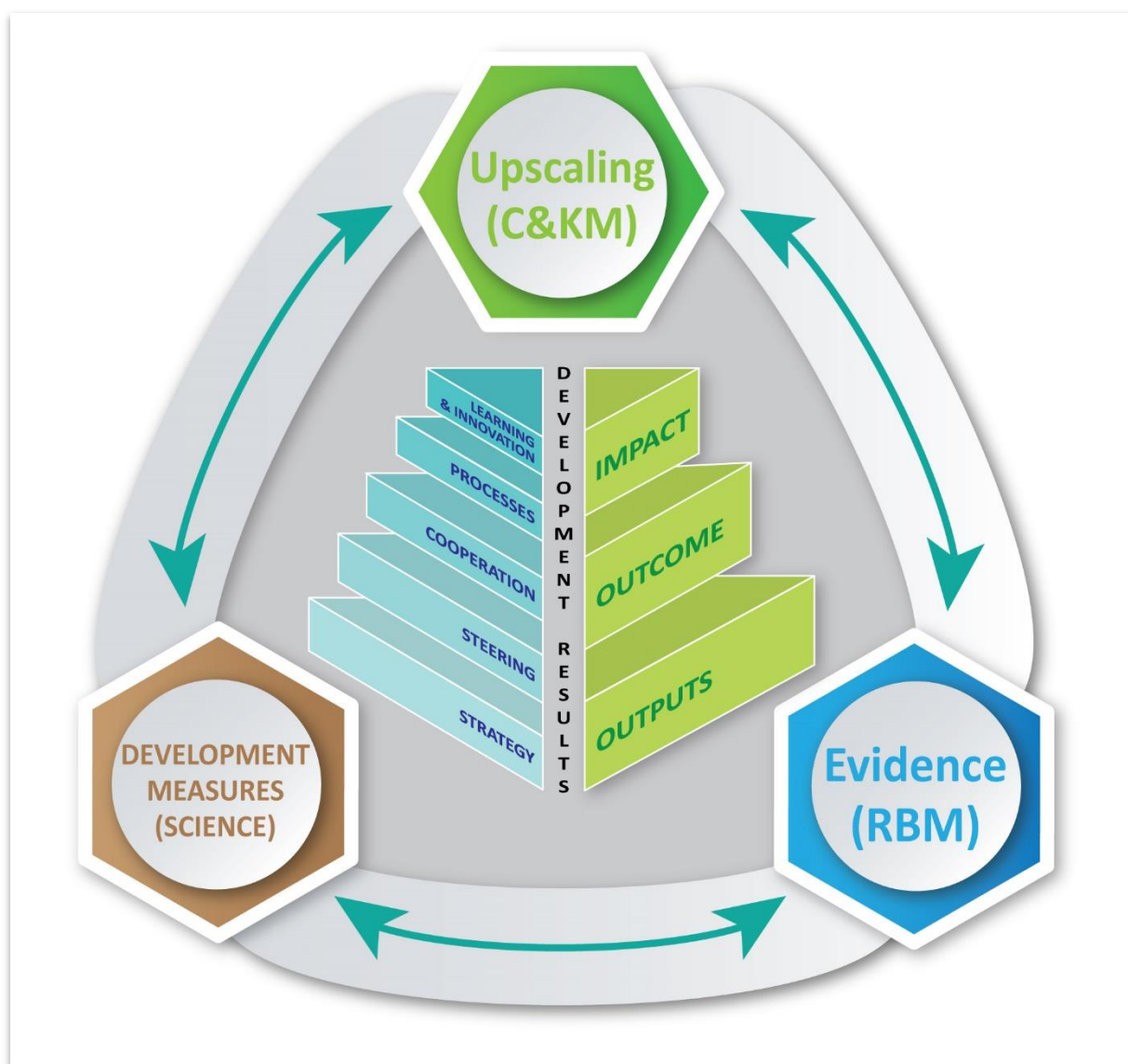


Figure 4 Impact triad for development results.

Figure 4. In addition, development results contribute to the production of outputs which then contributes to the achievement of outcomes and ultimately impact. The importance of a strong RBM system to capture results facts and figures on outputs, outcomes, and inferentially – impact, has been highlighted in various references of the GEF R2R Program and project documents. In capturing development results, impact triad for development results and this RBM system dissect these results from the standpoint of the five success factors of the [Capacity Works](#)¹ namely: strategy, steering, cooperation, processes, and learning and innovation.

Rationale

Over the years, the 14 Pacific Island Countries (PICs) have continued to experience increasing threats to the inherent capacities of their environment and natural resources to maintain healthy and resilient ecosystems that ensure sustainable supply of beneficial ecosystems goods and services (EGS). Past volcanic geological events resulted into combinations of land-sea forms in high uplifted limestone, low-lying coral island and atolls. In this environment, communities over the years have developed culture and practices with close links and relations with their environment and natural resources, climatic conditions, key ecosystems and the various ecosystem

¹ <https://link.springer.com/book/10.1007/978-3-658-07905-5>

goods and services (EGS) that they provide. Through time, the dynamic interplay of ecosystems functions, processes, edaphic and climatic factors in closely inter-connected and inter-dependent ecosystems in terrestrial, freshwater, and coastal and marine areas led to the gradual emergence of high biodiversity in both flora and fauna. Resource valuations point to forest, coastal and marine, and freshwater ecosystems, as well as agricultural systems as contributing the most benefits to the environment and communities. The main beneficial EGS are water, soil for agriculture, minerals (metallic and non-metallic), fisheries, unique attractions for recreation, forest products (timber and non-timber), wildlife, medicines, and indirect regulating and supporting services such as pollination, water and climate regulation, buffering, maintaining ecological balance, and the like.

Increasing encroachments in conservation areas, growing urbanization, degradation and loss of habitats, declining soil productivity, overexploitation, pollution and contamination of freshwater and marine waters, and the disastrous impacts of erratic weather conditions are some of the major drivers that gradually endangering PICs' ecosystems resiliency and ecological stability to withstand negative externalities and restore their capacities to function properly. This is critical especially for isolated small islands given their limited absorptive and carrying capacities and high susceptibility/vulnerability to the impacts of climate change. Delicate consideration and balance in allowing/disallowing land and resource uses of EGS and in instituting regulatory governance and resource management measures in each type of land-sea form could make or break local, sub-national, and national economies.

The PICs have recognized the fragility and importance of small islands, their vulnerability to natural and human-induced disasters including those that result from improper land and resource uses, urbanization, pollution, and overexploitation. Institutional capacities, however, vary especially in regulatory governance-related enforcement, compliance, and resource management which have been partly supported by development partners and international community. The PICs are indispensably significant from the perspective of their unique locations, navigation, peace and security, understanding climate change, biodiversity, and international waters. Each PIC offers opportunities to put in place systems where ethnic communities strongly bound by their culture and traditions and socially rooted relations with the environment could develop resiliency against the hazards of erratic weather conditions, amid changing local and national economies, and growing political and economic interests of developed countries.

The PICs remain a 'special case' with its own unique characteristics and vulnerabilities. With a range of domestic sector priorities, governance-based integrated resource management approaches can play significant roles in ensuring national and economic security, and even the survival of local populations impacted by extreme natural disasters including climate change. The PICs major comparative advantages in relation to export to other countries largely hinge on their potential to increase agricultural productivity, improve tourism-related goods and services, and sustainable use of natural resources.

In the light of the above, the Pacific Community (SPC) and United Nations Development Programme (UNDP) supported integrated resource management initiative in various land-sea forms under the GEF Pacific Ridge to Reef (R2R) program. The program covers the focal areas of biodiversity, climate change adaptation, climate change mitigation, land degradation, sustainable forest management, and international waters. The initiative builds from the earlier lessons and experiences of the GEF Pacific Integrated Water Resources Management (IWRM) Project.

As a child project of the GEF Pacific R2R Program, the Regional IW R2R project recognizes the value of anchoring the R2R approach to PICs' geology, climate, biodiversity assets, major EGS and the opportunities they offer as well as their threats, and on- and off-site stakeholders' priority essentials that support livelihoods and cash economies including the customary or traditional laws and practices of communities. But there is also the acknowledgment of the complexity of the R2R approach especially its "*wide-ranging environment management and governance architecture*". It recognizes the challenges in planning and integrating national and sector policies into doable, coordinated, collaborative, complementary integrated frameworks; in establishing governance-based implementation arrangements and local policy development; and in setting up financing requirements to sustain R2R initiatives. There is also the need to consider environmental and social safeguards that take into account the diversity of PICs practices, local traditions, existing institutions and mechanisms and governance structures. Social safeguards demand the inclusion of stakeholder engagement plans that are inclusive and within the social norms and expectations of countries including Gender Equality and Social Inclusion (GESI) and gender mainstreaming into project activities.

The R2R approach emphasizes the collaboration and participation of key stakeholders in developing national, sub-national, and site level "integrated multi-sectoral" frameworks and/or plans that would serve as a road map for managing institutional and financial resources to achieve goals and objectives. In the PICs, the frameworks and/or plans need to reflect priorities and balance to ensure healthy environment and pursuit of sustainable

economic development with adequate safeguards. The PICs agree with the fundamental benefits of R2R's holistic and integrated approaches, but a few are choosing options with short term gains through indiscriminate exploitative means especially in the mining, forestry, and fisheries sectors. With adequate safeguards, it is plausible that under dire circumstances, sector approaches may offer quick 'fixes and solutions especially in situations where exploitation is deemed to be the top contributors to the GDP of those PICs with weak and vulnerable economies.

Accordingly, the Regional IW R2R project has initiated pilots to reduce environmental stresses and sustainably conserve and manage ecosystems and their EGS, through mainstreaming of R2R strategies and corresponding implementation of various conservation-link techno-socio-economic packages and activities. The Regional IW R2R project was specifically launched as an initiative to "test R2R mainstreaming" in PICs. The R2R strategy has been localized and described as the 'community to cabinet' approach. It encompasses collaboration and networking through various governance layers at communities, sub-national and national government levels plus other private sector groups with a GESI (Gender Equality and Social Inclusion) approach. GESI approach ensures the participation of all sectors of a community including women and vulnerable groups.

The Regional IW R2R projects have generated valuable lessons learned in planning and implementing R2R strategies in selected sites. These lessons offer "what worked, what did not work, what partly worked, how and why". They are potential sources for identifying innovations, strengthening institutional capacities, deepening policies and governance processes, clarifying linkages between EGS with EGS users and consumers, promising technologies and practices, and sourcing and directing funds for R2R mainstreaming. These learnings are benchmarks for mainstreaming the R2R approach via replications and scaling up modes in other land-sea or ridge to reef forms such as watersheds in large islands from uplifted limestone origins, catchments, islands and atolls, inland waters (such as lakes), and coastal and marine areas. These learning could also be useful in biophysically- or legally defined protected sites and their surrounding area, defined political units, or large customary-owned land-sea forms.

Moving towards R2R mainstreaming, however, requires the continuing process of transitioning from sector-based towards multi-sector complementation, coordination, and collaboration to achieve common goals does not come easily. Mainstreaming may need a phased approach as it takes time to align policies and governance processes in support R2R strategies, processes, and various interventions. It also demands a more focused initiatives to shift towards science-based policies and community-supported management of land, water, and resource uses in each land-sea area. Time is also requisite to observe the long-term impacts of R2R investments to improve resiliency and inherent capacities of biodiversity assets in providing EGS to immediate communities.

Project Strategy

As mentioned, "*Testing: Pacific Islands Ridge to Reef National Priorities – integrated water, land, forest and coastal management to preserve ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods*" or in brief **Regional IW R2R Project**, is a five-year project which is implemented by the Pacific Community (SPC). UNDP is the GEF implementing agency for this project.

It aims 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.* To achieve this, the project implements various activities according to the five components, namely:

- 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 R2R ICM/IWRM approaches, incorporating climate change adaptation;
- Component 3: Mainstreaming of R2R ICM/IWRM approaches into national development planning;
- Component 4: Regional and national R2R indicators for reporting, monitoring, adaptive management and knowledge management; and
- Component 5: R2R regional and national coordination.

The project builds on nascent national processes initiated in 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; establishing evidence-based approaches to ICM planning; improved consolidation of information and data required to inform cross-sector

R2R planning approaches. It is envisaged that this project will also focus much 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 the objectives of the Regional IW R2R Project, ten (10) outcome indicators were established and agreed to be delivered by the end of the project. Based on the project document, total of 83 activities planned to be implemented that will produce 28 outputs. These 10 outcome indicators are expected to support the achievement of national priorities of the PICs and contributes to IW targets, along with the regional and global commitments particularly the relevant sustainable development goals, and multilateral environmental agreements (MEAs), see [Figure 5](#).

Strategically, the project is anchored on the logic statement with the following conditions and assumptions. The logic simply indicates that:

***IF** national, sub-national and local stakeholders understand and value of mainstreaming R2R (IWRM/ICM) approaches in their major land-sea forms to ensure the sustainable supply of ecosystems goods and services to meet their community needs and improve resiliency as a result of:*

- Scaling up advocacy and social marketing communication campaigns with a unified message of optimizing R2R benefit flows in PICs land-sea areas,
- Replicating participatory integrated R2R planning with envisioned R2R benefit flows at the local, sub-national, and national levels, and
- Replicating R2R implementation of approved integrated R2R plans to realize R2R benefit flows at the local, sub-national, and national levels

***THEN**, the Regional IW Ridge to Reef (IW R2R) project has substantially supported the PICs’ efforts to mainstream R2R approaches for integrating protection, restoration, and development of land, water, forests, coastal resources and biodiversity; **THEREBY**, significantly contributing towards the PICs R2R’s vision of “maintained and enhanced PICs ecosystem goods and services” to help reduce poverty, sustain livelihoods and build up climate resilience.*

To operationalize this results logic, existing plans may be updated, or new ones prepared focusing on Theory of Change (TOC)-based analysis of existing situation, visioning, formulation of strategies, and developing the impact statements and the M&E and Learning system. The plans lay down a road map to success and, as they say, failing to plan leads to failure. The formal approval of the plans puts in place the protocol and seal of approval for coordinating policy implementation of key institutions especially in operationalizing their program support commitments.

Modified Science to Policy Continuum

Since 2015, the project is implemented following the abovementioned logic. The major conditions and assumptions then were anchored on the successes of the IWRM project and that the participating countries still is actively pursuing the agreed commitments. Within the span of 3-years since its commencement, PICs interests have waned owing to new priorities and changes in framework conditions. This implementation realities paved the way for RPCU to rethink its strategy and made modifications on its management and operational approach.

In 2019, the Science to policy continuum was then officially endorsed by the RSTC for approval of the Regional Steering Committee. This S2P continuum is based on the assumption that six countries of the 14 PICs will be committed to apply the S2P continuum.

In January 2020, despite the advocacy of the RPCU, none of the 14 PICs desired to carry out the complete S2P continuum. Hence, a modified version of the S2P continuum was proposed to the RSTC in October 2020. Please refer to [Figure 6](#) - Science to Policy Continuum diagram and [Figure 7](#) – adaptive management approach to operational challenges against the modified science to policy continuum.

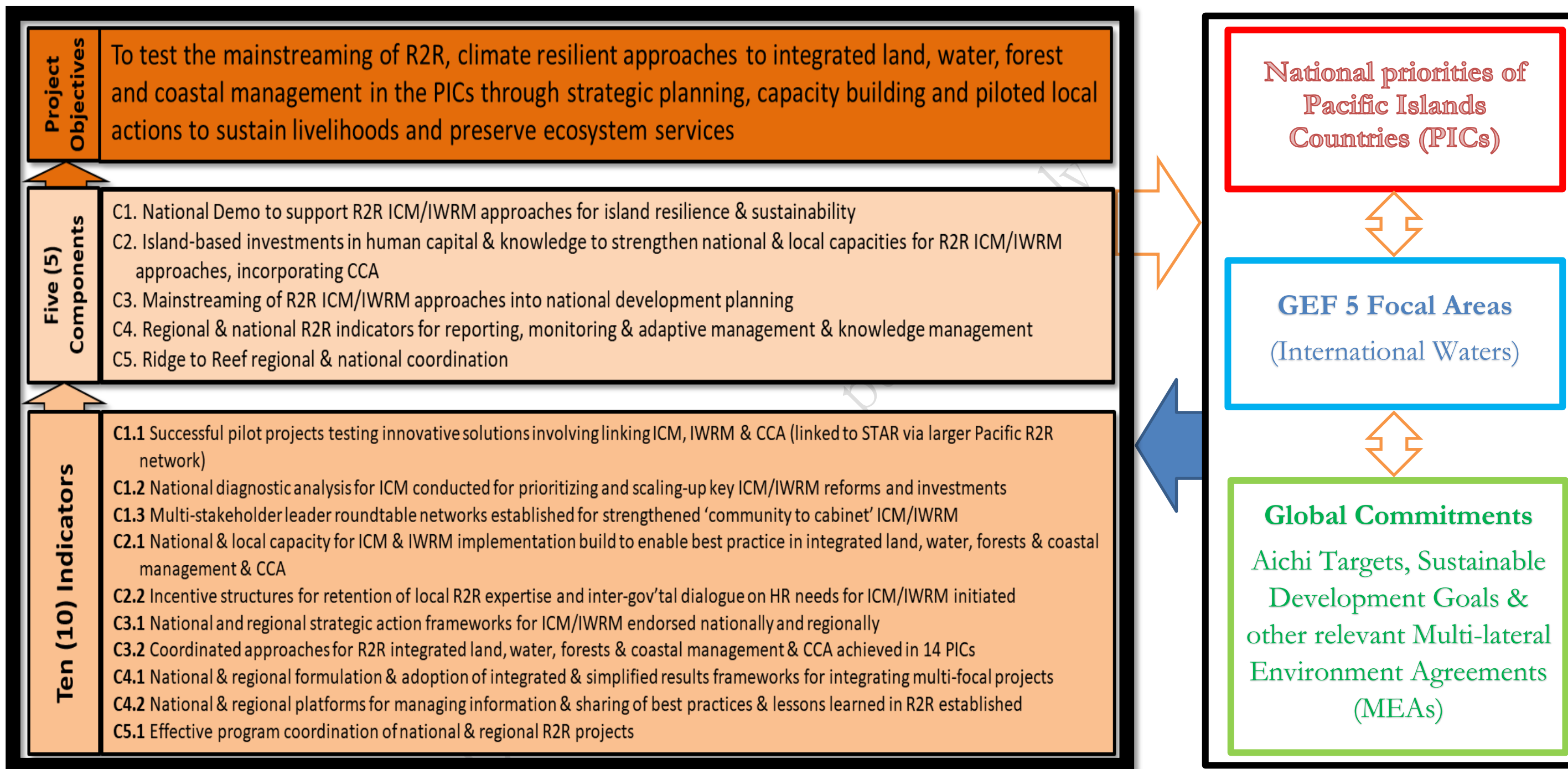


Figure 5 Regional IW R2R project results framework

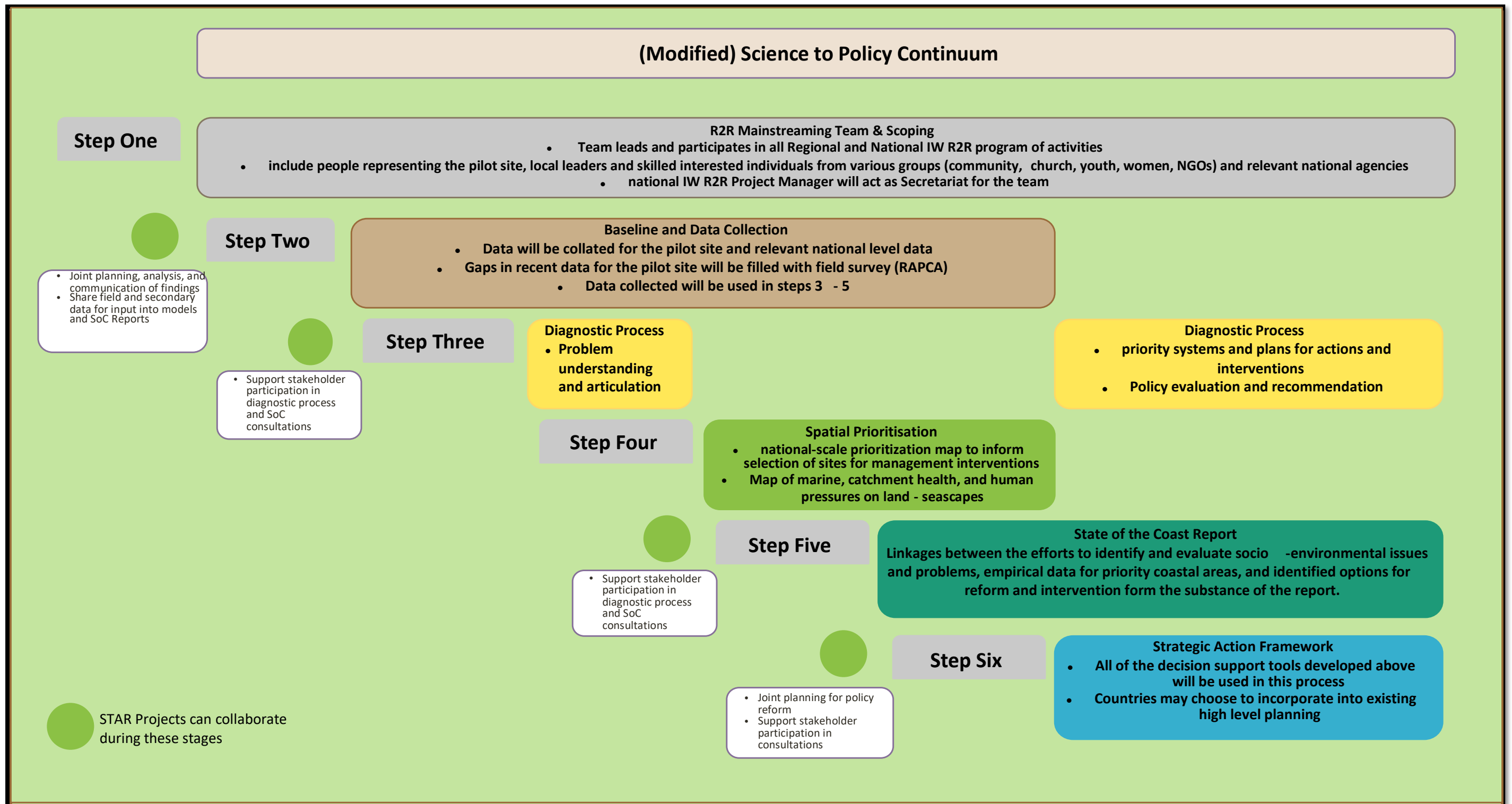


Figure 6 Science to Policy Continuum of the Regional IW R2R Project

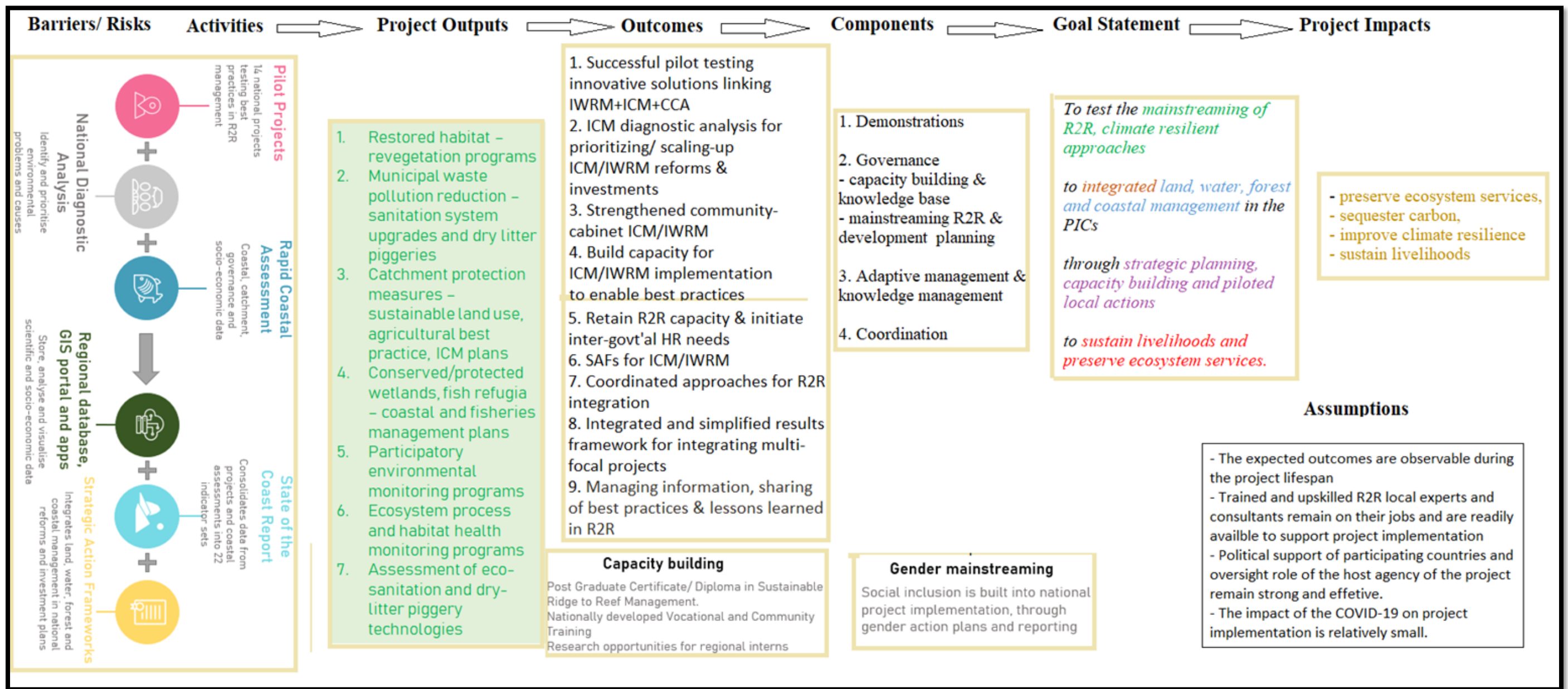


Figure 7 Adaptive management approach to operational challenges

Project Governance

Regional Project Steering Committee (RPSC)

The Regional IW R2R Project is governed by the R2R Regional Project Steering Committee (RPSC). RPSC is composed of the GEF implementing agencies (FAO, UNDP and UNEP), SPC, and PICs GEF focal points. The RPSC governance structure is shown in Figure 8. The RPC as head of the RPCU coordinates and serves as the secretariat. The RPSC meets annually with the following functions (see [RPSC Terms of Reference](#)):

- To facilitate the achievement of the goals and objectives of the UNDP/SPC 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*”.
- Serves as the primary policy-making body for the Regional IW R2R project; and
- Provide managerial and governance advice to the project, and to guide the Regional Program Coordination Unit (RPCU) in the implementation and monitoring of the overall regional project.
- Provide a regional forum for reviewing and resolving national concerns, reviewing, and approving annual work plans and budgets, and provide a regional forum for stakeholder participation.

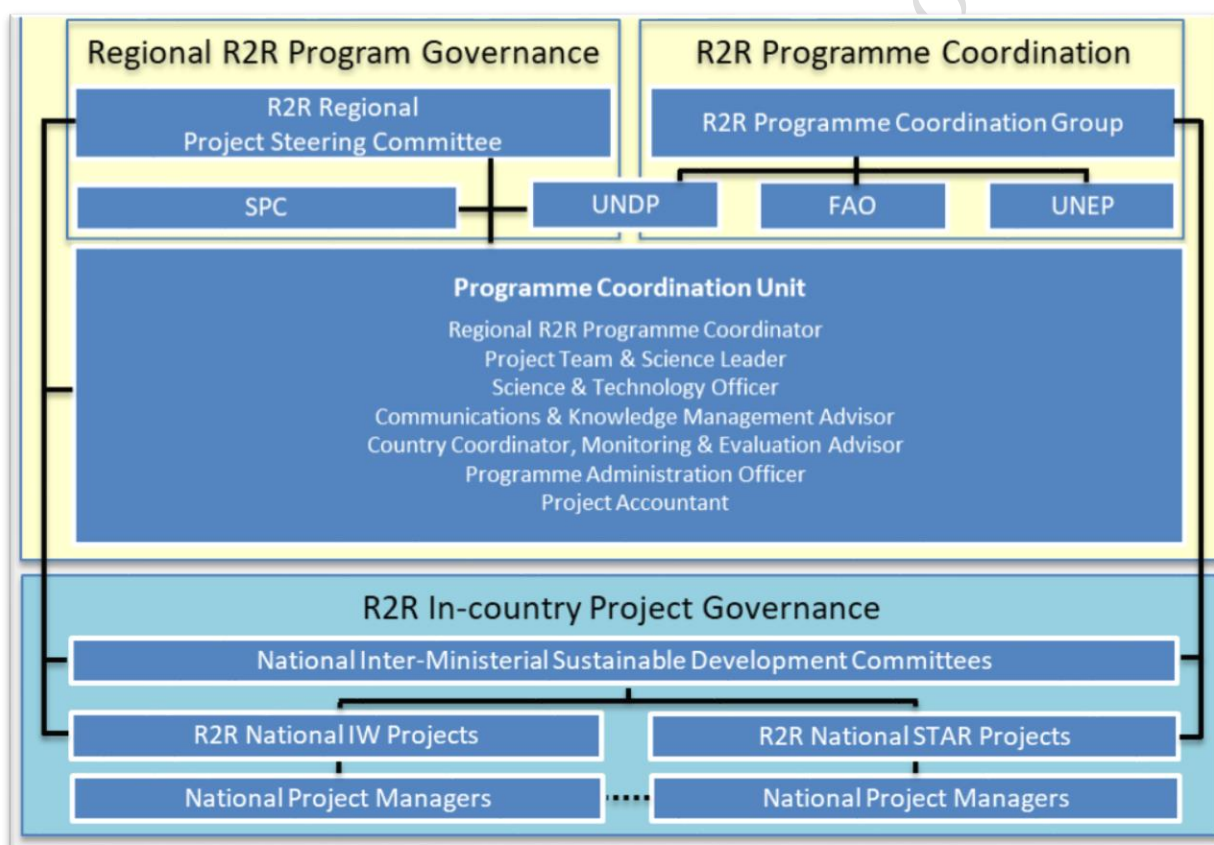


Figure 8 Combined Pacific R2R Program and Regional IW R2R Project Governance

By designed - R2R Program Steering Committee (R2R PSC)² guides the entire GEF Pacific R2R Program and not just the Regional IW R2R project. This body meets annually to review progress, provide strategic guidance and advice, and facilitate program level coordination and communication. It includes representatives from each PIC (preferably the chairperson of the national inter-ministerial committee), GEF agencies, and SPC. The GEF Pacific Constituency could undertake a bigger role beyond being the recipient of regular briefing about the

² Page 37 of the PFD.

program. To the extent that most of the designated R2R PSC members may also be country representatives to the GEF Constituency, it may be possible to piggy-back the R2R PSC meetings to the GEF Constituency meetings, thus ensuring efficiency.

Figure 8 seemed to indicate that the highest decision-making body for the GEF Pacific R2R Program is R2RPSC with functions being among others, “to provide guidance to the programmatic implementation of the entire GEF Pacific R2R Program”. However, based on the minutes of the several RPSC meetings, major decisions and subjects discussed in this R2RPSC meetings pertains to the management and operational issues of the Regional IW R2R project. With this, therefore and it was clarified in 2019 (after the midterm review), the R2RPSC indicated above pertains to the roles and function of the Regional Project Steering Committee (RPSC) to deal with mainly guiding the Project instead of the entire R2R Program.

R2R Program Coordination Group (RPCG)

Providing coordinative function among the GEF implementing agencies is the Ridge to Reef Program Coordination Group (R2RPCG). R2RPCG is chaired by UNDP with FAO and UNE as members. SPC through the RPC provides the secretariat function of the R2RPCG.

UNDP is the lead Pacific R2R Program Coordinating Agency (R2RPCA) and oversee final design and implementation of national demonstration projects in several of the PICs (Cook Islands, Fiji, FSM, Nauru, Niue, Samoa, Tonga and Tuvalu). UNE serves as GEF agency for the R2R national projects in Palau and RMI while FAO for Kiribati, Tonga and Vanuatu. In addition, UNDP serves as GEF agency for ICM/IWRM linkage, policy development and capacity building regional project financed primarily under the International Waters (IW) focal area.

Regional Scientific and Technical Committee (RSTC)

Ensuring the technical aspects and feasibility of the R2R Program is the Regional Scientific and Technical Committee (RSTC). RSTC also serves as the over-riding scientific and technical body which provides sound scientific and technical advice to the RPSC regarding matters requiring decisions and shall provide strategic direction and guidance to the national level activities of the R2R Program initiative as required ([RSTC Terms of Reference](#)). Specifically, the RSTC has the following functions:

- Review and co-ordinate regional scientific and technical activities of the R2R Program initiative;
- Review and evaluate, from a scientific and technical perspective, progress in implementation of the R2R Program initiative, and provide guidance for improvement when necessary;
- Provide the RPSC with recommendations on proposed regional activities, work plans, and budgets;
- Provide the RPSC with technical guidance and suggestions to improve project activities where necessary, including reforms of national and regional policy and planning frameworks for integrated approaches to environmental and natural resource management;
- Facilitate co-operation with relevant international, regional, and national organisations and projects to enhance the effectiveness and efficiency of the R2R Program initiative;
- Monitor the progress of the project’s regional activities and ensure the quality of outputs.

Again, by design, the RSTC was supposed to be the technical and scientific body that ensures robustness and soundness of the technical aspects of the entire GEF Pacific R2R Program. In 2019, a decision has been made that RSTC will then just focus on technical actions, decisions, and advice for operationalization by the Regional IW R2R project with GEF R2R program child projects copied for information purposes.

National Inter-Ministerial Sustainable Development Committees (IMC)

In each PICs, memorandums of agreement (MOA) is forged between SPC and the participating country. This MOA together with the agreed logical frameworks serves as basis for the implementation of the national IW R2R projects. Provided for under the Memoranda of Agreement signed between the SPC and PICs, both the child projects and the national IW R2R project shares the same project board. The national IW R2R project manager provides secretarial services (refer to Article V, number 4).

IMCs are composed of various national stakeholders. It provides overall national oversight functions and directs the implementation of each child projects. It is responsible for the primary governance of the national project/s in making management decisions where deemed appropriate (refer to the [IMC Terms of Reference](#)) and also ensuring close coordination and cooperation between the child project and the national IW R2R project.

Project Organization and Management

SPC and UNDP

A Project Cooperation Agreement (PCA) is signed between SPC and UNDP which provides the legal basis for the implementation of the Regional IW R2R Project. Project implementation is guided by the approved Project Document and its annexes.

The PCA was signed by the SPC Deputy Director General and UNDP Resident Representative. Operationally, the Regional project is under the auspices of the Disaster and Community Resilience Program (DCRP) of the Geosciences, Energy and Maritime ([GEM](#)) Division, then SOPAC.

The project reports directly to the [Project Focal Point](#) of UNDP Pacific Office with office in Suva, Fiji. It is under the UNDP focus area – Resilience and sustainable development.

Regional Programme Coordination Unit (RPCU)

The RPCU is the overall management and operational unit for the Regional IW R2R project. Aside from this, it also provides coordination, capacity building and knowledge sharing platform for the Pacific R2R Program (refer to the Programme Framework Document attached as annex to this final report).

Eight people with different expertise comprised the RPCU. Headed by the Regional Program Coordinator (RPC), the RPCU is composed of the following technical and administrative personnel: project science leader (PSL); communication and knowledge management adviser (CKMA); country coordination, monitoring and evaluation adviser; science officer; graphics and multi-media assistant; program administration officer; and project accountant. [Figure 9](#) presents the organizational structure of the Regional IW R2R Project.

Project Sites

The Regional IW R2R project operates in the 14 Pacific Island Countries (PICs), see [Figure 10](#). A memorandum of Agreement (MOA) was forged between the SPC and the participating PICs for the implementation of the national IW R2R projects. Each national IW R2R project is lodged under the auspices of the national implementing agency charged with the management of natural resources. As provided for under the MOA, the implementing agency designate or appoint a national project manager. The ToR of the project manager includes management and implementation of the planned activities in accordance with the logframe.

By design and as indicated in the MOA, the national IW R2R project managers serve as the secretariat of the joint (STAR and IW) IMC. Operationally, this is not the case refer to indicators (component 3 section) of this report.

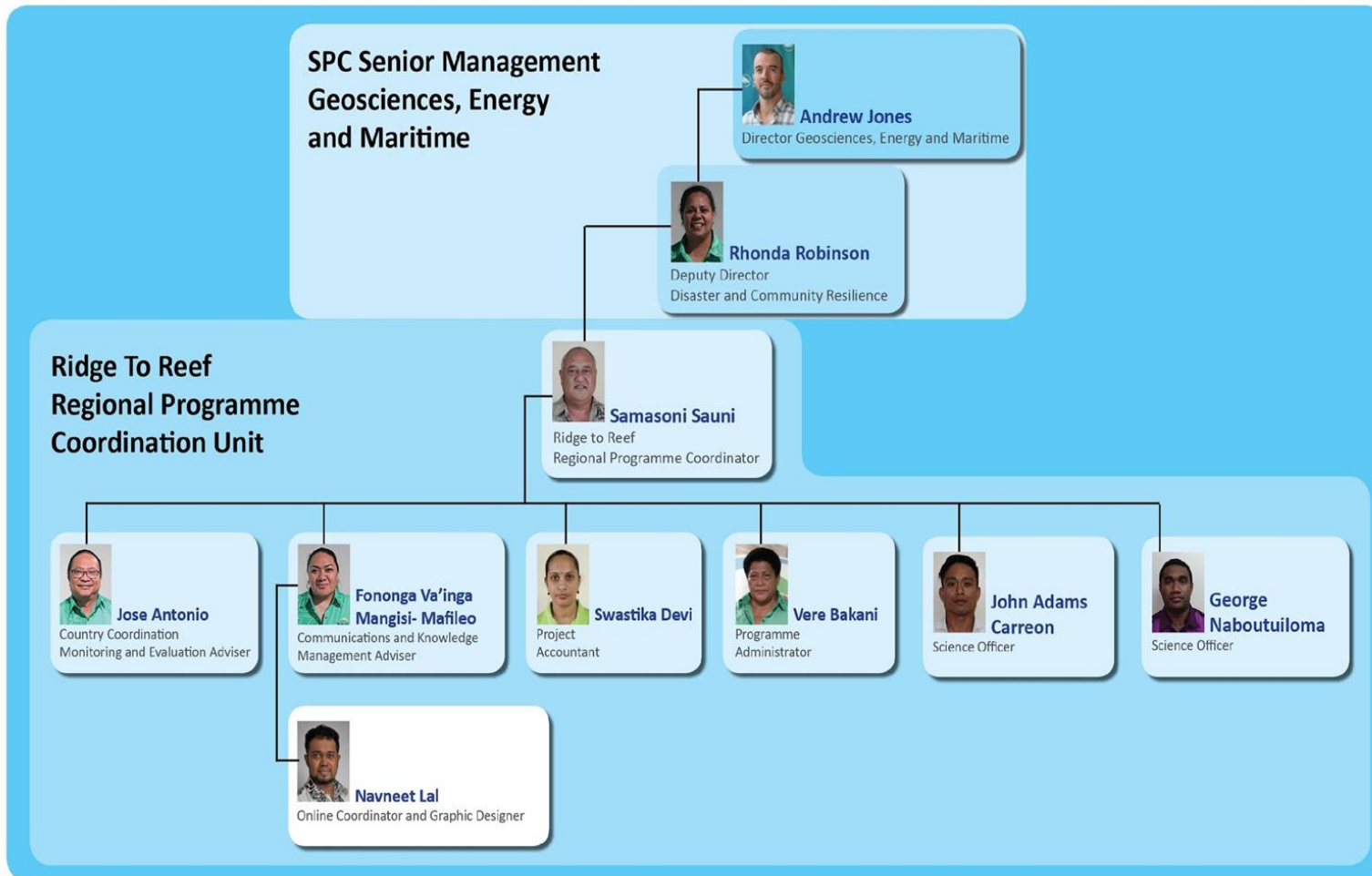


Figure 9 Organizational chart of the Regional IW R2R Project



Figure 10 Relative proximity of the 14 Pacific Islands Countries

Project Indicators

As mentioned above, there are 28 outputs that are expected to be delivered at various stages of the project implementation. These outputs serve as the building blocks and basis for achieving the 10 outcome indicators. The detailed lists of the **end of the project targets** are provided in component 1 indicator reporting and in the attached GEF – IW tracking tool.

Stress Reduction Indicators

Specifically, a number of these indicators are meant to contribute to the identified stress reduction and process indicators.

There are six (6) stress reduction measures that are tested in one or several PICs which will be expected to generate and contribute to the IW focal area. The six stress reduction measures are the following:

1. Municipal waste pollution reduction
2. Restoration of habitat
3. Wetland conservation/protection
4. Introduction of alternative livelihood
5. Catchment protection; and
6. Pollution reduction in aquifer

The abovementioned stress reduction measures should contribute to an aggregate of **34,187 hectares** of habitat restored, wetland and catchment conserved/protected; **5,782.92 kg per year** of pollution reduced; and at least **40% of the participating population** have shifted to sustainable alternative livelihoods, refer to figure 15 for the detailed contribution of each PIC with its corresponding stress reduction measures tested.

Process Indicators

The project also is expected to contribute to four (4) GEF-IW process indicators. The process indicators are:

1. National inter-ministry committees (14 PICs)
2. National/ local reforms implemented (14 PICs)
3. Development of strategic action plan (14 SAPs)
4. Implementation of specific measures from the SAP (xx over 14 PICs)
5. Incorporation of the SAP priorities to national frameworks and/or appropriate policy documents (xx over 14 PICs)

Water, Environmental & Socio Status indicators

The project is also expected to support the countries in establishing mechanisms for monitoring the environmental and socio-economic status of the waterbody cognizant to the fact that some national/regional monitoring mechanisms do not satisfy the project related indicators.

IW: LEARN Indicators

As an innovative project, participation to the International Waters (IW) events such as the International Waters Conference (IWC), communities of practice (CoP) and the International Waters: Learning Exchange and Resource Network (LEARN).

Project Results and Achievements

Key objective level indicators and evidence of results

Indicator(s)	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)
<p>IW-1: Catalyze multi-state cooperation to balance conflicting water uses in transboundary surface/groundwater basis in while considering climatic variability and change</p>	<p>1.1 Successful pilot projects testing innovative solutions involving linking ICM and IWRM and CC adaptation</p> <p>1.2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM</p> <p>1.3 Multi-stakeholder leader roundtable networks established for strengthened 'community to cabinet' ICM/IWRM</p> <p>3.1 National and regional strategic action framework for ICM/IWRM endorsed national and regionally</p> <p>3.2 Coordinated approaches for R2R integrated land, water, forest and coastal management and for CC adaptation achieved in 14 PICs</p>	<p>On track</p> <p>The Regional International Waters Ridge to Reef (IW R2R) project is meant to test the integration of the national sector's policies, institutions, framework plans, and governance mechanisms to collectively mobilize local and national level support for mainstreaming integrated R2R planning and implementation. At the same time, the IW R2R strives to maintain accountability to sector goals, especially concerning targets and objectives on biodiversity conservation, climate adaptation and mitigation, land degradation, sustainable forest management, and international waters.</p> <p>The results of national demonstrations and lessons from the planning and implementation activities provided critical analytical pathways and considerations by which to frame possible and practical R2R mainstreaming options and strategies in PICs. Emerging lessons from national implementation were triangulated using the available documents and knowledge products from the midterm review, national progress reports, consultation meetings and technical backstopping sessions, some lessons learned documents and experience notes, and the final reports.</p> <p>Pilot demonstrations generated sufficient basis and information guiding future R2R investments in the sector. Several countries already demonstrated this eventuality showcasing high-level policy and legislative frameworks supported by the R2R multi-sector, multi-stakeholder and multi-state flexible approach already approved by the cabinet and parliament for implementation. The rigidity and robustness of the science to policy continuum allow decision support tools and systems to ensure informed decisions. R2R Multi-stakeholder/sectoral and multi-disciplinary engagements through the community and government networks provide the nuances and balance in participatory decision-making processes to evolve within the Pacific Island Countries' socio-cultural boundaries, economic and physical and natural resource-landscapes.</p> <p>Based on available project records and reports submitted by the national IW R2R projects, it can be concluded that the project has satisfactorily achieved its purpose. Learnings are slowly emerging and particularly pointing out that Ridge to Reef approach is reliably categorized as an effective tool or concept for sustainable natural resource governance. This is particularly important in the Pacific regions where holistic and participatory management decisions operate within a complex and balanced fabric of traditions, modern or contemporary science (including socio-economic), and innovative technologies. However, this approach requires the convergence of ideas and inputs among stakeholders, considering aspects of gender and agreements on clear pathways for achieving desired results. It provides the framework for holistic and collective engagements among key actors following a unified science to policy continuum that ensures technical and scientific robustness as the basis for achieving sustained ecosystems goods and services.</p> <p>The project-specific outputs/activities supporting foundational capacity building, portfolio learning, and targeted research needs are demonstrably presented in the corresponding documents accessible in the third column of this table (source or evidence). Not only the project generated formal and informal capacity building, strengthening and supplementation, but it also established a growing skilled and qualified pool of local experts and practitioners (in government line ministries, NGOs, civil societies, local communities) in-country. This is particularly true in improved levels of awareness</p>	<p>Technical Report: A Framework for mainstreaming Ridge to Reef in the Pacific Region</p> <p>Practitioners' Guide in Mainstreaming Ridge to Reef in the Pacific Region</p> <p>Final Report/ Consolidated report on the Mainstreaming R2R study.</p> <p>Prioritizing forest restoration and conservation to benefit marine ecosystems in data-poor region (Peer Review Journal)</p> <p>Regional Guidelines for the application of Ridge to Reef spatial prioritization and planning procedures</p> <p>Regional Guidelines for implementing the (modified) R2R Science to Policy Strategic Framework</p> <p>Child project national R2R Reporting: Outcome document, October 2020</p> <p>R2R Spatial prioritization poster</p> <p>RSC5 Presentation on Spatial Prioritization procedures</p> <p>Informing spatial prioritization using a R2R conceptual framework in Tropical Island settings</p> <p>Assessment of Ridge to Reef management actions in Tagabe Watershed and Mele Bay, Vanuatu</p> <p>Identification of priority sites for future upscaling of Ridge to Reef investments in Vanuatu</p> <p>SPC Deputy Director General message on the Launch of the Pacific R2R Programme Website and online decision-support tools providing access to technical data and information, documents, news, and results from implementation.</p> <p>Emerging evidence of R2R application and achieved results</p> <ul style="list-style-type: none"> • Nauru STAR R2R Project • Video of Tonga IW R2R Project • Video of Samoa IW R2R Project • Video documentation of Tuvalu STAR R2R <p>A Generic Concept Proposal for upscaling in mainstreaming R2R</p>

Indicator(s)	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)
<p>IW-3: Support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based, joint management of transboundary water systems</p>	<p>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 climate change adaptation</p> <p>2.2 Incentive structures for retention of local 'Ridge to Reef' expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated.</p>	<p>and understanding in targeted communities, and stakeholders directly link to ecosystem goods and services in demonstration areas and sites and formal university postgraduate qualifications.</p> <p>Several project managers and staff have moved on to other jobs, taking knowledge and skills that can pass on to locals in those new work areas. For instance, Samoa IW R2R Project Manager, who is also a JCU graduate with a Graduate Certificate of the R2R Sustainable Development course, has recently been elected to parliament. Similarly, a sitting government Minister in the Kingdom of Tonga is a key R2R champion supporting community R2R project activities. Others have moved on to senior positions in various institutions. The details of these foundational capacity building and portfolio learning influencing decisions at the highest level of government can be accessible on video clips provided in the next column.</p> <p>Moreover, targeted research needs emanating from national demonstrations in collaboration with STAR R2R projects are well documented in technical consultations of the RSTC – see details in the reports.</p> <p>At this juncture, and in consideration of but not limited to the project document, the midterm review recommendations (in particular the updated end of project targets indicators), adaptive management, and other results, the RPCU opined that the project, despite critical challenges including the impact of COVID-19, has achieved its intended development outcome of 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 goods and services.</p>	<p>Capacity building interventions (Component 2 folder)</p> <p>Course or unit reports of James Cook University on the Post Graduate Certificate and Post Graduate Diploma (folder)</p> <p>GEF Pacific Ridge to Reef – Human Capacity Needs Assessment Report</p> <p>GEF IW-LEARN Twinning Exchange with UNSW and Pacific R2R Programme</p> <p>GEF IW LEARN Pig Waste Management Twinning Exchange with American Samoa Environmental Protection Agency and the Pacific R2R Regional IW Project, Pagopago, American Samoa</p>

Draft - for discussion purposes only

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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	<p>On track</p> <p>UNDP's independent midterm review mission (February to June 2019) recommended several changes to capture and adapt to project realities and circumstances. The MTR noted and addresses design flaws, implementation delays and changes in the national framework conditions. All these paved the way for more conducive and renewed opportunities to deliver project outputs and outcomes. In addition, RSC and RSTC openness for accepting change and positive guidance is acknowledged.</p> <p>The remaining half of 2019 marks the renewed commitment for effectively delivering results following the science to policy continuum. However, this momentum was hindered by the onset of the Covid-19 pandemic. Despite Covid immobilizing the RPCU from performing its function, the project continued to progress, albeit protracted. Not only RPCU's staff affected by restricted mobility, international and national consultants, project managers and stakeholders were also greatly affected by the pandemic.</p> <p>Hence, the RPCUE took another management adaptation to implement agreed activities as indicated in the Multi-Year Costed Workplan or MYCWP.</p> <p>Based on the RSC approved MTR recommendation and updated end of project indicator, the RPCU set out purposive advocacy to enlist six (6) project countries to pursue this robust science to policy approach following the RSC approved R2R Science to Policy Framework and the Guidelines to implementing it. Despite the advocacy, not all countries are committed to implementing the full Science to Policy theory of change.</p> <p>With limited uptake for the complete science to policy (S2P) continuum, the RPCU adjusted its implementation strategy. It does this by modifying the S2P continuum resulting in some seven PICs such as Tonga, PNG, Vanuatu, Solomon Islands, Palau,</p>	<p>RapCA Report of Tonga</p> <p>RapCA Report of PNG</p> <p>RapCA Report of Vanuatu</p> <p>RapCA Report of Solomon Is.</p> <p>RapCA Report of Muri-Cook Islands</p> <p>Tofol Watershed Catchment Geological Assessment from Ridge to Reef, Kosrae State, FSM</p> <p>Tofol Watershed Catchment Biological Rapid Assessment, Kosrae State, FSM</p> <p>RapCA Report of Fiji</p> <p>RapCA Report of Palau</p> <p>RapCA Report of Kiribati</p> <p>RapCA Report of Tuvalu</p> <p>Technical report: Water quality assessment Fongale-Lagoon-Funafuti, Tuvalu</p> <p>Inception Report on RapCA of Fiji</p> <p>Inception Report on EGS valuation of Fiji</p> <p>A video on the Pacific R2R RapCA Trial in Vanuatu</p> <p>Pacific R2R Science Portal</p> <p>Pacific State of Coast Spatial data infrastructure for the Pacific Ridge to Reef Programme</p> <p>Other supporting documents and sub-outputs (Folder)</p>	<p>Data and information required to conduct diagnostic analyses may not be shared by local government agencies</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • Risk registered was valid. • Lukewarm collaboration between agencies noted. • Lukewarm collaboration between national STAR and IW also noted.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>Kiribati, and Tuvalu, indicating interest in participating; the Cook Islands, FSM, and Fiji expressed interests. The practical challenges facing project implementation in-country influence commitments in the complete cycle of the S2P.</p> <p>To date, we have science to policy deliverables (RapCA or Baselines/IDA/SoC/SAF) completed (but not necessarily following the complete cycle) for the nine (9) countries – details on corresponding reference documents in the next column.</p> <p>Several sub-outputs (see other supporting documents folder) were produced as building blocks to deliver the significant final outputs and fulfil this indicator.</p> <p>Highlights of significant outputs in this indicator are RapCA, and other technical reports and guidance documents.</p> <p>Specifically, baseline RapCA documentations, environmental, and socio-economic (incl. EGS valuation) information/ reports.</p> <p>The Pacific State of Coast Spatial Data Infrastructure for the Pacific Ridge to Reef Programme has been launched. It is readily available as the repository of R2R and related baseline (raw & processed) data and reports. This data infrastructure provides a search capability for geospatial data published by other users, organizations and public sources, data for browsing, aggregating, and styling to generate spatial habitat/ resource maps.</p> <p>Moreover, a database containing primary and secondary data serves as the basis for generating options for prioritizing development interventions aligned with the Ridge to Reef approach. One regional training was carried out in 2020 to introduce and trained national partners working directly in collecting and managing data. As previously reported, work is continuing with collecting, collating, and entering baseline data into the regional database.</p> <p><u>Diagnostic Analysis (STEP 3 of the Theory of Change process)</u>: Cook Island IDA report already completed and published. The IDAs for Palau and PNG will soon publish this week.</p> <p>The RPCU has recently received draft IDA reports for Tonga, Kiribati, Solomon Islands and FSM (Kosrae State). The draft IDAs for Fiji and Vanuatu are yet to be received by the RPCU. The draft IDAs are accessible in the links in the next column.</p>	<ul style="list-style-type: none"> ● Baseline Monitoring Guidelines (abridged version) ● Baseline Assessment / Diagnostic / RapCA Report template ● Technical Briefs – Reveg, DLT, PEME, Habitat ● Environmental Monitoring Plan guide notes, workplan and templates ● SOP for coastal monitoring, compost, and wastewater monitoring ● Field proformas ● Environmental Monitoring Report template ● Environmental Monitoring Plan – Tuvalu, FSM, Vanuatu, SI ● Concept Note for RapCA and SOC including list of indicators ● EGS valuation and other reports <p>Cook Islands IDA report</p> <p>Palau IDA report</p> <p>PNG IDA report</p> <p>Tonga draft IDA report</p> <p>Solomon Islands draft IDA report</p> <p>Kiribati draft IDA report</p> <p>Kosrae State (FSM) draft IDA report</p> <p>Fiji draft IDA report</p> <p>Vanuatu draft IDA report</p> <p>Diagnostic Stakeholder Workshops Folder:</p> <p>- Site & Island Diagnostic workshop reports (Kiribati, Kosrae-FSM, Fiji, Tonga, Solomon Islands, Vanuatu)</p>	

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>The RPCU staff and consultants are reviewing draft IDAs and later submitted for editorial, layout and publication, possibly by the end of August or early September 2021.</p> <p>Diagnostic work in-country is made possible through signed consultancy contracts with national/ local consultants in Fiji, Kiribati, Vanuatu, Solomon Islands, Cook Islands, FSM and Tonga.</p> <p>As a usual practice, RPCU assisted in conducting site diagnostic analysis workshops via virtual platforms in the above countries. Technical reports from STEP 1 of the R2R science to policy framework (theory of change) will be used in all stakeholder consultations planned for IDA-SoC-SAP.</p> <p>Records of technical meetings held virtually (via zoom meetings, email exchanges, etc.) are available.</p>		
<p>1.1.2. Stress reduction and water, environmental and socio-economic status indicators</p> <ul style="list-style-type: none"> - 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 	<p>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</p> <p>(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.)</p>	<p>14 national pilot projects test methods for catalyzing local community action, utilizing and providing best practice examples, and building institutional linkages for integrated land, water and coastal management and resulting in:</p> <ul style="list-style-type: none"> - 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) 	<p>On track</p> <p>Fourteen national pilot projects testing is winding down at varying degrees of experience and results. At midterm, the end of project targets was revisited and adjusted accordingly. The adjustments were presented to the RSTC for review. Pilot projects have tried progressively to achieve these targets such as:</p> <ul style="list-style-type: none"> - Municipal waste pollution reduction by 1,595N kg/yr - Pollution reduction to aquifers by 11kg/ha/yr - Area of restored habitat covering 4,258 hectares - Area of conserved/protected wetland covering 290 hectares - Area of catchment under improved management covering 15,206 hectares - 30 charcoal producers engaged in alternative livelihoods - Status of mechanisms for PME (i.e. among the IW R2R project, Palau was considered best practice for their PME). - At least 14 national project managers, excluding stakeholders, were trained to employ gender analysis as part of community engagement. 	<p><u>Stress reduction targets:</u></p> <ul style="list-style-type: none"> - _Poster indicating the original stress reduction targets - RSTC review on the national Stress Reduction Targets - _Update on and basis for reporting the Stress Reduction Target achieved - GEF Tracking Tool @ Terminal Evaluation <p><u>Water quality assessments:</u></p> <ul style="list-style-type: none"> - Fiji Waste management in Waimanu River community video - Water quality monitoring in Fongafale Lagoon, Tuvalu - Melekeok Conservation Network in-Situ Water Quality Monitoring Report, Palau - Water quality monitoring report of Kiribati - Coastal Water Quality Assessment Report: RapCA for Hihifo, Tongatapu, Kingdom of Tonga <p>Multi-hazards and Risks Assessment Report for Mataniko River Catchment in Guadalcanal, Solomon Islands</p> <p>Solomon Islands Folder:</p>	<p>Development pressures may result in adoption or revision of land-use policies by national or local governments which are incompatible with activities at pilot sites</p> <p>Challenges and costs associated with demonstrating environmental stress reduction benefits of technologies and management measures may constrain replication and upscaling</p> <p>Sufficient commitment from Pacific leaders to address gender issues and promote mainstreaming</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • Institutional and social challenges, and associated costs were noted as valid risks. Fund allocations were insufficient to cover this.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
		<ul style="list-style-type: none"> - 14 National pilot projects demonstrate gender responsive implementation and results - Direct national pilot project beneficiaries equitably shared 	<p>The Project Management Information System (PMIS) was established in 2020 to track processes and results in project implementation. See indicator 4.2.3.</p> <p>In addition, RPCU also reports in July 2020 that three (3) consultants were hired to assist the project especially delivering science deliverables IDA-SoC-SAP-SAF and other relevant tasks of the science unit (see related indicator 5.1.1). This includes technical and scientific support in achieving the stress reduction targets, make such results available in the successive reporting periods using the GEF IW Tracking Tool. The data and information in the GEF tracking tool will be available for the Terminal Evaluation mission, 1 September 2021.</p> <p>The project places great importance on gender. A gender equality and social inclusion consultant was commissioned and hired in March 2021 to review and conduct gender audits & assessments of R2R publications, including guidelines and manuals, technical reports, and others. This is consistent with the management response to the MTR recommendation (see indicator 5.1.1).</p> <p>To date, the gender consultant has gender-audited most project documents before publication and progressing the rest of her consultancy well. Based on the progress of national project outcomes and outputs, the RPCU suggests that the achievement of the stress reduction targets is on track and will be achieved by the end of the project period.</p>	<ul style="list-style-type: none"> - Mataniko Watershed Area Ecosystem Goods and Services Valuation report, Solomon Islands - Honiara Coastal Bathymetry & Hydrology Assessment Report, Solomon Islands - Draft Honiara Coastal Biological & Ecological Assessment Report, Solomon Islands - Honiara Coastal Environmental Baseline Assessment Technical Report, Solomon Islands - Social and Economic Survey Report: RapCA in the Hihifo District, Tongatapu, Kingdom of Tonga <p>ICM Plans:</p> <ul style="list-style-type: none"> - Tagabe River Catchment Management Plan, Vanuatu - Waimanu Integrated Catchment Management Plan, Fiji - Tofol Integrated Catchment Management Plan, Kosrae, Fiji - Hihifo Integrated Coastal Management Plan, Tonga - Mataniko Catchment Management Plan, Solomon Islands - Integrated coastal management village plans, Niue - Tuna Bay mangrove management plan 2021-2023 <p>Gender documents:</p> <ul style="list-style-type: none"> - Gender inclusion guide for preparing SoCs/SAFs - Pacific Ridge to Reef Island Diagnostic Analysis Gender Guide <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> ● Tuvalu WQ Assessment Report ● Gender Assessment and Action Plans ● Gender Mainstreaming Strategy ● Gender mainstreaming toolkit ● Stakeholder Engagement Strategy 	

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
				<ul style="list-style-type: none"> Stakeholder Assessment Toolkit National Project Stakeholder Analysis (Niue, Palau, PNG, SI, Tuvalu, Vanuatu) 	

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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 socio-economic 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	<p>On track</p> <p>This indicator builds on the outputs produced in 1.1.1 STEP 3 – Diagnostic Analysis of the R2R science to policy framework (ToC process).</p> <p>Cook Islands, Palau and PNG IDA are completed and published on the Pacific R2R website.</p> <p>The RPCU has recently received draft IDA reports for Tonga, Kiribati, Solomon Islands and FSM (Kosrae State). Fiji's draft IDA is yet to be received by the RPCU. The draft IDAs are accessible in the links in the next column.</p> <p>The RPCU staff and consultants are reviewing draft IDAs and later submitted for editorial, layout and publication, possibly by the end of October or mid-November 2021.</p> <p>All these reports have been scrutinized in terms of technical robustness and compliance to the gender markers. RPCU expects that this indicator will be fully achieved by the end of December 2021 considering the five remaining national IW R2R projects that were budget-neutrally extended.</p> <p>The RPCU help facilitated the conduct of site diagnostic analysis workshops. Technical reports from STEP 1 of the R2R science to policy framework (theory of change) were used in all stakeholder consultations planned for IDA-SoC-SAP.</p> <p>Note that the national diagnostic analysis workshop and the subsequent preparation of an IDA report require inputs from both IW and STAR R2R projects. This level of collaboration and sharing of data and information was agreed upon at the RSC-4 but has yet</p>	<p>IDA of Cook Islands</p> <p>IDA of Fiji</p> <p>IDA of Kiribati</p> <p>Draft IDA of Palau</p> <p>Draft IDA of Papua New Guinea</p> <p>IDA of Solomon Islands</p> <p>IDA of Tonga</p> <p>IDA of Vanuatu</p> <p>Inception Report for IDA of FSM</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> Original IDA concept note Diagnostic Analysis TOR Diagnostic Report ToC and template Diagnostic Workshop Documents Draft IDA – Cook Islands, PNG, Palau IDA workshop reports for FSM, Samoa and (SI) 	<p>Data and information required to conduct site characterizations of coastal areas may not be shared by relevant sectoral agencies or other institutions</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> Risk registered was valid. Lukewarm collaboration between agencies noted. Lukewarm collaboration between national STAR and IW also noted....

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>to materialize. This level of cooperation was abysmal, and despite efforts, data and report sharing from STAR R2R projects remained difficult.</p> <p>During virtual technical meetings, the RPCU has provided advice on the community to cabinet stakeholder engagement in identifying target audiences for data collection and indicators being used to improve the understanding of facilitators and constraints to R2R uptake to understand how we can increase the impact of the project on policy.</p> <p>During the IDA-SoC zoom inception meetings (Vanuatu and Kiribati), partners were asked to consider Sectors (Govt/Private Sector), Traditional Knowledge and traditional landholders (Indigenous), Gender, Youth, CSO, Academia among others. And to consider cultural nuances in the decision-making process.</p>		
<p>1.2.2 Number and quality of ICM-IWRM investments incorporating baseline environmental state and socio-cultural information for the prioritization of investments sites</p>	<p>Lack of a scientifically sound and objective procedure for the selection of locations for investment in integrated natural resource and environmental management in PICs</p>	<p>One regional ICM IWRM investments forum to present regional guidelines for characterizing and prioritizing coastal areas for ICM investment.</p>	<p>On track</p> <p>The spatial prioritization procedures have been developed and published. This publication is also published in the open Peer Review Journal. A regional investment forum is planned for the last quarter of 2021 to present the guidelines for generating wider and broader support for replication and upscaling throughout the Pacific Region.</p> <p>Prior to the publication of this guidelines, several activities were carried out and sub-outputs were produced. The RPCU advocated to the 14 PICs for trialling the guidelines and procedures for characterizing island coastal areas for Integrated Coastal Management (ICM) investment. Vanuatu signified interest, hence, the guidelines was then trialled. Trialling process is closely undertaken in collaboration with national stakeholders.</p> <p>Fieldwork to collect information on benthos and fish, which will be used to prepare evidence-based procedures for identifying priority R2R sites, was completed for Vanuatu in November 2019. This work provided the data sets for the final report that highlights hotspot areas where sediment loads can negatively affect coastal areas, identifying hotspot catchments for future R2R investment.</p> <p>As a result of this iterative process, a refined methodology for the procedure and required indicator sets driving the linked land-sea model, including</p>	<p>Regional Investment Forum is planned for November 2021 (to be completed)</p> <p>Prioritizing forest restoration and conservation to benefit marine ecosystems in data-poor region (Peer Review Journal)</p> <p>Regional Guidelines for the application of R2R Spatial Prioritization and Planning Procedures</p> <p>Assessment of R2R management actions in Tagabe watershed and Mele Bay, Vanuatu</p> <p>Identification of Priority Sites for Future upscaling of R2R investments in Vanuatu</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • Concept note for coastal identification procedure • Concept note for R2R Science to Policy approach 	<p>Engaging appropriate expertise to facilitate consensus on the selection of physical, biological, and social variables to be used in characterization of PIC coastal areas</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • This is still valid.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>sampling design for additional marine surveys, were prepared, and approved by RSTC 5 in July 2019.</p> <p>Results of the Vanuatu trial was again presented during the RSTC technical consultation in February 2020 and published in 2021.</p> <p>Effort to trial the same work in the Solomon Islands continue to face problems with current COVID, and it is likely such study would not be fully done by end of the project.</p>	<ul style="list-style-type: none"> Science to Policy schema Geospatial Systems Officer TOR <p>Baselines and RPCA reports including socio-economic and cultural information, and environmental data and information – see links already provided</p>	

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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	<p>On track</p> <p>14 national multi-stakeholder networks comprising of local leaders and local governments were established through the national project steering committee or project boards. Notably, these networks are in varying degree of functionality and is highly dependent on the capability and experience of the IW R2R project manager as the secretariat (Reference: MOA between SPC and PIC).</p> <p>The secretariat or country teams led by Project Managers are expected to provide information that would serve as basis for tackling topics and issues relating to and involving the governance of natural resources. This network meets at least once a year. Records of meetings and degree of functionalities are indicated in the respective national project implementation reports. A more thorough analysis will be made once the RPCU receives the final reports and records of meetings.</p>	<p>Final Report of Palau</p> <p>Final Report Tuvalu</p> <p>Final Report of Cook Islands</p> <p>Final Report of Nauru</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> Fiji Inception report Palau Inception report PNG Inception Report Samoa Inception report Solomon Inception Report Tuvalu Inception Report Vanuatu Inception report 	<p>Existing tensions between landowners and government agencies may limit community leader participation</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> This is still valid. Refer to the technical report of the options for mainstreaming R2R in the Pacific.
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	<p>On track</p> <p>Regional Investment Forum is planned for the third week of January 2022 at the margins of the RSC6. This is an important indicator for presenting all knowledge products aimed to generate support and heightened interest for replicating and upscaling the</p>	<p>Regional Investment Forum is planned for November 2021 (to be completed)</p> <p>Other supporting documents and sub-outputs (Folder)</p>	<p>Limited private sector presence, or alignment of donor investment strategies with proposed actions, at priority R2R locations</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> This is still valid.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>mainstreaming of R2R in strategic planning and policies.</p> <p>The regional SAP that draws from national IDAs/SAFs was initially planned to be considered at this regional investment. SPC commissioned the Regional SAP consultancy early August 2021. The UNDP has cancelled the regional SAP consultancy and therefore RPCU is unable to deliver on this indicator.</p> <p>Cognizant of the current Covid-19 community transmission rate, the final RSC meeting will be undertaken virtually.</p> <p>On top of this planned investment forum, RPCU staff has consistently and actively participated in various fora organized by various stakeholders and development partners to explore opportunities for future financing of priority community-based ICM/ IWRM actions and to promote mainstreaming of R2R e.g. the World Bank-sponsored, Pacific Ocean Finance Conference convened by the Office of the Pacific Oceans Commissioner (OPOC) in partnership with Forum Fisheries Agency (FFA), and the Pacific Ocean Alliance (POA) Conference convened by the Office of Pacific Ocean Commissioner, the GCF Pacific Dialogue, UNICEF Webinar Series, and IUCN-World Water Day.</p>	<ul style="list-style-type: none"> Participants notes to the various webinars and conferences attended (this could be a topic during interviews). <p>UNDP's email objecting the conduct of the Regional SAP updating</p>	<ul style="list-style-type: none"> Recent donor consultations (e.g., GCF) showed high interest in programmatic approach to financing climate relevant projects.

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

Outcomes 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

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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	<p>At least 10 people with postgraduate training in R2R management.</p> <p>*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</p>	<p>Achieved</p> <p>32 (17 women) out of 51 participants have completed the Post Graduate Certificate (PGC) in 2019. 31 PGC participants that have completed PGC pursued the Post Graduate Diploma.</p> <p>12 (7-women) of 31 students have successfully completed the Post Graduate Diploma.</p> <p>It is noteworthy that some participants were able to cope with the difficulties (studies and full-time jobs) brought about by the Covid-19 pandemic and able to strike a balance between work and studies. Internet</p>	<p>GEF Pacific R2R Weblink to the Capacity Development page, Post-Graduate Certificate and Post-Graduate Diploma of Ridge to Reef Project</p> <p>Reports of James Cook University on the Post Graduate Certificate and Post Graduate Diploma (folder)</p>	<p>Internationally recognized institute (or consortium) able to deliver a cost-effective post-graduate training course which is both accredited and regionally appropriate</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> This is still valid.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
		support and mentoring programme with results documented	<p>connectivity continued to affect students in locations remote to main satellite towers. Had it not because of Covid, 28 participants to the Postgraduate Diploma could have completed the course.</p> <p>Topping it all, one of the graduates of the Postgraduate Diploma Program Management Stream: A student's (Fononga Vainga Mangisi-Mafileo) Public Policy paper was invited for oral presentation "Towards a Pacific regional policy for the Deep Sea through the application of the Ridge to Reef concept" at the 11th International Conference on People and the Seas: Limits to Blue Growth hosted by the Centre for Maritime Research Stream 3: Governing, Steering and Managing the Blue Realm.</p>	<p>Video of Post Graduate Certificate graduation</p> <p>Students shares their views on PGC:</p> <ul style="list-style-type: none"> • Leena of Palau • Ericksen of Vanuatu • Silia of Tonga • Maria of Cook Islands • Sammy of Solomon <p>Fieldtrip organized by JCU for RSC participants in Townsville, 2018</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • PGC with JCU • PGC Dashboard 	
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.	<p>On track</p> <p>The project adopted a strategic approach to stakeholder engagement and capacity building.</p> <p>Stakeholder engagement mapping is key activity during the inception workshops to determine and establish core and expanded project stakeholders.</p> <p>Arguably, due to the project coverage and the geographic locations of SIDS, formal and non-formal means in the delivery of capacity building interventions were used as implementation modality. The formal one is implemented by James Cook University (JCU), see indicator 2.1.1. The nonformal approach is done via the training of trainers and is mainly performed by the national IW R2R project managers. The major assumption under which this indicator is implemented is that sufficient or adequate resourcing from STAR projects is available and possible to support stakeholder participation in training and capacity building activities (see risks and assumptions).</p> <p>However, this was not the case. Adapting to financing realities, a training of trainers' approach was taken as most efficient. The project provided direct mentoring and coaching sessions to uplift the capabilities of project managers being in the frontlines and acting as service providers to the community, CSOs, and other stakeholders in as far as ridge to reef is concerned. RPCU staff acted as resource persons during training,</p>	<p>Final Report of Palau</p> <p>Final Report Tuvalu</p> <p>Final Report of Cook Islands</p> <p>Final Report of Nauru</p> <p>Records of country missions/ site visits/hands-on coaching and mentoring (Folder)</p> <p>Records of virtual meetings (Folder)</p> <p>Project communication & engagement strategies (Folder)</p> <p>IMCs or resource management committees ToRs (Folder)</p> <p>Capacity building through:</p> <ul style="list-style-type: none"> • GEF IW-LEARN Twinning Exchange with UNSW and Pacific R2R Programme • GEF IW LEARN Pig Waste Management Twinning Exchange with American Samoa Environmental Protection Agency and the Pacific R2R Regional IW Project, Pagopago, American Samoa 	<p>Adequate resourcing from national STAR projects available to support STAR project stakeholder participation in training and capacity building activities</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • Lukewarm collaboration between national STAR and IW also noted at the national level • Reserved and restricted participation of national STAR R2R as child projects of the GEF Pacific R2R Program....

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>coaching and mentoring sessions, and provides proactive technical support and advice, and also caters to the demands or requests of the national project managers.</p> <p>Prior to Covid-19, onsite/ country visits were conducted by RPCU staff. However, since February 2020, in-country coaching and mentoring is no longer possible due to Covid pandemic. Continued mentoring and coaching are still being done virtually and using other IT-based platforms.</p> <p>As reported by the national IW R2R projects in all 14 PICs, stakeholders are engaged in R2R planning and CC adaptation activities.</p> <p>The final report of Palau, Tuvalu, Nauru, and Cook Islands indicated such stakeholder engagements. A thorough analysis of the outcomes of this national stakeholder engagements will be reported in the Final Report of this project.</p>	<p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> See related indicator 4.1.2 and 4.1.3 (on RBM training) 	

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
Outcomes 2.2. Incentive structures for retention of local R2R expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
2.2.1 Number of R2R personnel for which functional competencies are benchmarked, tracked, and analyzed	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 government units for R2R implementation	<p>Achieved</p> <p>A study was conducted to identify national human capacity needs for R2R implementation and competencies of national and local government units. The Human Capacity Needs Assessment Report highlights the current state of affairs and capacity needs in the PICs for application of R2R approach.</p>	<p>GEF Pacific Ridge to Reef – Human Capacity Needs Assessment Report</p> <p>Other supporting documents and sub-outputs (Folder)</p>	<p>Securing advice and support from human resource specialist familiar with systems of government and barriers to sustainable development in PIC contexts</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> This is still valid. Refer to the Capacity needs assessment report
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;	<p>Discontinued</p> <p>As previously reported, this indicator will no longer be implemented. The study that will be conducted under 2.2.1 is considered sufficient. This decision conforms to the recommendation of the Regional IW R2R Mid-term Review and was approved by the RSC.</p>	<p>GEF Pacific Ridge to Reef – Human Capacity Needs Assessment Report</p> <p>MTR Report/ Annex 6, page 136 recommending changes in the indicators (Annex 6) – indicator 2.2.2</p>	<p>Sufficient commitment from Pacific leaders to address human resourcing issues for natural resource and environmental management</p> <p>RPCU risk & assumption monitor:</p>

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
		appropriate guidelines and incentive structures for retention of local R2R expertise proposed.		RPCU response to MTR recommendation on changes in indicator . Other supporting documents and sub-outputs (Folder)	<ul style="list-style-type: none"> This is still valid. Both capacity and capability needs will have to be addressed. Refer to the Capacity needs assessment report.

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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	<p>Achieved</p> <p>As recommended by the midterm review mission, the project should take stock on documenting lessons from the various initiatives that offers opportunities as entry points for integrating and mainstreaming ridge to reef in policies and planning processes (MTR recommendation numbers 2, 3 and 11).</p> <p>Supported by the RSC, a consultancy was commissioned by the project aimed to (i) document various national and regional sustainable development planning processes, strategic frameworks, and related activities, and carry out critical analyses providing best avenues for mainstreaming R2R in PICs, and (ii) develop a simple guide for mainstreaming R2R in the Pacific. Consultancy covers all participating PICs with a deep dive on the 6-case study sites. These sites exemplified the cross-section of the mainstreaming initiatives of the current project implementation.</p> <p>The first output of the consultancy is already published: A framework for mainstreaming R2R approach in the Pacific Region, Technical Report. This technical report encapsulates the experience of Regional IW R2R project in testing R2R approach for securing ecosystem goods and services.</p> <p>Meanwhile a Practitioners' Guide in Mainstreaming Ridge to Reef in the Pacific Region is available.</p>	<p>A framework for mainstreaming R2R approach in the Pacific Region, Technical Report</p> <p>Draft Practitioners' Simple Guide for Mainstreaming R2R in the Pacific Region</p> <p>Midterm review report and corresponding management response</p> <p>Final Report of Palau</p> <p>Final Report Tuvalu</p> <p>Final Report of Cook Islands</p> <p>Final Report of Nauru</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> Collation of national legislation and policy 	<p>Government agencies may be unwilling to participate in processes for the harmonization of policy and legislation</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> This is still valid. Refer to the technical report of the options for mainstreaming R2R in the Pacific.
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	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	<p>On track</p> <p>The recommendations of the independent midterm review commissioned by UNDP, and the approval of the first no-cost extension in 2019 paved the way for a</p>	<p>A framework for mainstreaming R2R approach in the Pacific Region, Technical Report</p>	<p>Consultative processes will not elicit adequate stakeholder inputs and commitment of support from national networks to proposed priority strategic actions</p>

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
coastal management and capacity building in development of national ICM/IWRM reforms and investment plans			<p>renewed commitment of this project to achieve this indicator and those that are linked to this such as indicators 1.1., 1.2 and 3.1. It was also during this time that the RSTC approved the Science to Policy continuum serving as the basis for the Science to Policy interphase.</p> <p>The workplan was approved by RSC in 2019 based on the revisited/updated indicators and project priorities. Overall, this indicator essentially proceeds from indicator 3.1.3 – in particular the national Strategic Action Framework (SAF) and action plan. Ideally, the Regional Strategic Framework and Action Plan will also proceed once the respective national SAF are in place. The situation after mid-term has changed and that the corresponding indicators and strategic approach for delivering the S2P Theory of Change has to adapt to the current project realities. Hence, RPCU proposed to RSC (through the RSTC) a modified S2P Theory of Change whereby certain scientific processes may be carried out in parallel for as long as the scientific rigor is maintained. With RSC approval, the MYCWP was developed and submitted to UNDP indicating this modified S2P ToC.</p> <p>Highlighting an important parallel process is the development of a Framework for mainstreaming R2R approach in the Pacific Region case study and technical report. As mentioned, this report provides the framework and serves as guide in the harmonization of national and regional priorities for securing ecosystem goods and services. In parallel, the national SAF formulation in progress, the RPCU deemed it appropriate as basis to prepare a Regional SAP; this also means RPCU deemed it appropriate to already initiate updating the 1997 Regional SAF and Action Plan. RPCU notes the GEF TDA/SAP process and guidelines but given circumstances, the production of a Regional SAP will simply use the nationally driven IDA/SoC/SAF.</p> <p>Moreover, RPCU finds this as the logical and doable step given the limited window of implementation. The updated Strategic Action Plan is envisioned to focus on national and regional priorities, whereby donors and development partners will and should align their respective financing and investment portfolio.</p> <p>A corresponding budget in the MYCWP was allocated for this activity (3.1.2.3) and the procurement process was set in motion. Logical as it may seem, UNDP advised against pursuing the updating of the SAP</p>	<p>SAF of Fiji SAF of Kiribati SAF of FSM SAF of Solomon Islands SAF of Tonga SAF of Vanuatu Modified Science to Policy continuum</p> <p>UNDP's email objecting the conduct of the Regional SAP updating</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • Contracts of national consultants • Consultants' Inception reports 	<p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • This is still valid. • The recent options for mainstreaming R2R technical report clearly alluded the possibility of achieving the R2R outcomes capitalizing on the robust and science-based plans.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>without doing the Regional TDA. As a consequence, this indicator will no longer be pursued.</p> <p>The RPCU plans to consider draft Regional SAP at the regional investment forum, RSTC and RSC and finally transmit the final version to Leaders for approval is no longer possible. This is a missed opportunity for the project to develop a high-level regional framework or plan for PICs, which despite it not aligning with the TDA/SAP process, can still adequately be done because of priority policy actions and interventions stemming from national IDA/SoC/SAF deliverables of the R2R science to policy strategic framework.</p>		
<p>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</p>	<p>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 climate variability and change</p>	<p>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.</p>	<p>On track</p> <p>Following the modified Science to Policy Theory of Change, this indicator proceeds and builds on the various baseline and technical assessment and studies as basis for crafting policy documents such as the State of the Coast and the corresponding national Strategic Action Framework/Action Plan.</p> <p>Due to Covid travel restrictions, national consultants were commissioned following the national procurement process to do this regionally led activities.</p> <p>As reported, contracts for national consultants to assist national stakeholders in the formulation of SoC and SAF have been signed. These are for the countries of Vanuatu, Solomon Islands, Tonga, Kiribati and Fiji. Efforts to continue with FSM SoC and SAF were no longer possible during the time of writing this update. As mentioned in 3.1.2, these six countries were the ones originally receptive to engage, pursue and cease the available technical assistance and funding. At the time of writing, FSM has pulled out and several other countries not very forthcoming in progress.</p> <p>Following the demand-driven approach at least 6 each RapCA and IDAs are close to completion.</p> <p>As previously reported, a parallel exercise, a database hosted by SPC was also launched for use as repository but also extract information for developed and undergoing refinements. The launching was done at the margins of the RSC meeting in October 2020.</p> <p>In view of the limited implementation time and staff mobility hindered by the travel restrictions imposed due to COVID, the RPCU is implementing alternative solutions to deliver the outputs without compromising</p>	<p>SoC report of Fiji SoC report of Kiribati SoC report of Solomon Islands SoC report of Tonga SoC report of Vanuatu</p> <p>Link to the database hosted by SPC and the database portal</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> ● SoC indicator list ● SoC Report TOC ● SoC Infographics ● Contracts of national consultants ● Consultants' Inception reports 	<p>Strong and high-level government commitment is generated, sustained and willing to use 'State of Islands' reporting as an instrument for change</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> ● This could be an area where which future projects could advocate. State of the Islands, State of the Coast, or State of the Environment, are important basis for future decisions in natural resources governance.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>the robustness of the scientific processes, and most importantly data integrity.</p> <p>The alternative solutions may not necessarily conform with the RSTC/RSC approved Modified Science to Policy cum Theory of Change continuum but certainly will align to established scientific standards and processes. This has been the subject of the RSTC and the second technical consultations of RSTC held on February 2021 (Refer to indicator 5.1.5).</p> <p>As a procedural consequence RPCU commenced drafting work on SoCs in the margin of RapCA and IDA work streams covering the six countries that was agreed at the RSC-4 in July 2019, the inputs and sharing of data and information of the STAR R2R project are essential in the production of SoCs. To date, sharing of data and information from STAR projects is limited and remained a challenge.</p>		

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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	<p>On track</p> <p>The IMC referred in this indicator also means the “Project Steering Committee or the Project Board”. This was clarified during the Midterm review in 2019. With this new definition, the project reports the following:</p> <ul style="list-style-type: none"> - 5 Joint STAR & IW R2R IMC/PSC (FSM, Nauru, Palau, RMI and Samoa) - 6 has established PSC solely guiding the IW R2R project (Fiji, Solomon Islands, Kiribati, Tuvalu, Tonga, and Vanuatu) - 3 has used existing government steering structure or platform (Cook Islands, Niue, PNG) <p>As advocated by this project, Palau during the STAR inception workshop has been closely collaborating with IW Projects, particularly conducting joint planning, complementation of efforts, joint steering and decision making. This is largely due to the strong MNRET political leadership, ownership and most</p>	<p>Final Report of Palau</p> <p>Final Report Tuvalu</p> <p>Final Report of Cook Islands</p> <p>Final Report of Nauru</p> <p>Final Report of RMI</p> <p>Final Report of Vanuatu</p> <p>Final Report of FSM</p> <p>Final Report of Niue</p> <p>GEF Tracking Tool at Midterm</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> ● Generic IMC-ToR ● Solomon IMC Mtg 	<p>Provincial and local governments may perceive IMC approach as being driven by central government</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> ● Notably, stakeholders in the Pacific Island Countries (PICs) are so empowered that high participation is culturally inherent or in-built.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>importantly, presence of highly capable national project managers for both STAR and IW projects. The way this project was steered is very much welcomed and appreciated by the stakeholders especially the NGOs and CSOs. This is running in contrast to the identified project risk (see risk log under 3.2.1) by which IMC is seen as government driving development without due regard of participation by stakeholders.</p> <p>The others joint IMC were created but still struggled to pursue a genuine collaborative and national programmatic approach. These are the IMCs of FSM, Samoa, Nauru and RMI. The joint IMC/PSC is meeting but decisions for each project are dealt with separately. To illustrate more on this topic, the project previously reported that a joint STAR and IW steering has been established for Fiji. However, after two meetings, this has been disbanded as preference for individual PSC was deemed appropriate by high level official of the department.</p> <p>The 6 PICs with individual IMC/PSC steer the project in a usual way without due regard of the provisions of the MOA requiring both STAR and IW to be steered jointly to ensure programmatic implementation. This phenomenon is largely influenced by a number of factors such as but not limited to the inherent agency's sectoral divide, turfing, management/ staff rivalries, and to a certain extent acrimony.</p> <p>A more substantive analysis of the lessons under this indicator will be discussed in the Final Report of this project.</p>		
3.2.2 Number of people participating in inter-ministry committee (IMC) meetings conducted including scope and uptake of joint management and planning 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	<p>On track</p> <p>As mentioned in indicator 3.2.1, the PSC or Project Board is also considered to be the IMC and that the establishment of such platform must consider national peculiarities and existing sectoral norms and functions. It is also known that varying the stakeholders participating in such committees depends on agency mandates. Hence, the measure for this indicator is whether appropriate steering body are functionally-operating and providing guidance and direction to the project. The caveat is that the PSC or IMC must ensure multi-sectoral and community groups representation and adheres to the participatory processes in decision making.</p>	<p>Final Report of Palau</p> <p>Final Report Tuvalu</p> <p>Final Report of Cook Islands</p> <p>Final Report of Nauru</p> <p>Final Report of RMI</p> <p>Final Report of Vanuatu</p> <p>Final Report of FSM</p> <p>Final Report of Niue</p> <p>GEF Tracking Tool at Midterm</p> <p>MTR Report/ Annex 6, page 136 recommending changes in the indicators (Annex 6)</p>	<p>Appropriately qualified national staff available to provide adequate secretariat support to IMC work</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • Lukewarm collaboration between national STAR and IW also noted at the national level • Reserved and restricted participation of national STAR R2R as child projects of the GEF Pacific R2R Program • Majority of the national STAR R2R Project managers and

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>Gender balance in fact is a by-product of the abovementioned processes since there is always little opportunity to influence this.</p> <p>We have reported in 3.2.1 the status of establishing the PSC. The full analysis as regards its functionality will be reported in the final report. In the meantime, the new end date of the national projects is summarized below:</p> <ul style="list-style-type: none"> - Palau and Tuvalu (Sept. 30, 2020) - Cook Islands (Dec. 31, 2020) - Nauru, Niue, PNG, RMI, Samoa (June 30, 2021) - FSM)September 30, 2021) - FSM, Kiribati, Solomon Islands, Tonga, Vanuatu (December 31, 2021). <p>As previously reported (also refer to indicator 3.2.1) the state of IMC/PSC establishment is largely driven by the national participating countries including the composition, variability, and gender balance of its members.</p>	<p>RPCU response to MTR recommendation on changes in indicator.</p> <p>Other supporting documents and sub-outputs (Folder)</p>	<p>coordinators possessed higher level of qualifications and competence</p>
<p>3.2.3 Number of networks established between community leaders and local government from pilot projects</p>	<p>Limited exchange between communities on best practices in environment and natural resource management</p>	<p>Community leaders and local government create at least 14 networks via national and regional roundtable meetings complemented by community tech-exchange visits.</p>	<p>On track</p> <p>At the national level, project stakeholders and local governments are members of the national project steering committees. Their membership is considered as the national R2R networks who regularly meets and been consulted on Ridge to Reef matters specially those issues and topics that relates to socio-economy, and natural resources management. National IW R2R project records theses collaborative undertakings. See also indicator 3.2.2.</p> <p>At the Regional level, the RPCU keeps track of the Pacific R2R Network collaboration through RSC and RSTC meetings.</p> <p>For the duration of this project, two technical exchange visits were successfully held, such as:</p> <ul style="list-style-type: none"> - Pig Waste Management twinning exchange with American Samoa EPA, and - GEF IW: Learning exchange resource network (IWLEARN) and GEF Large Marine Ecosystem: Twinning Exchange with the University of South Wales and Pacific R2R Regional IW Project in Yanuca, Fiji (21-31 January 2019). 	<p>Final Report of Palau</p> <p>Final Report Tuvalu</p> <p>Final Report of Cook Islands</p> <p>Final Report of Nauru</p> <p>Final Report of RMI</p> <p>Final Report of Vanuatu</p> <p>Final Report of FSM</p> <p>Final Report of Niue</p> <p>GEF Tracking Tool at Midterm</p> <p>GEF IW LEARN Pig Waste Management Twinning Exchange with American Samoa Environmental Protection Agency and the Pacific R2R Regional IW Project, Pagopago, American Samoa</p> <p>Mission report to American-Samoa Twinning exchange</p> <p>GEF IW-LEARN Twinning Exchange with UNSW and Pacific R2R Programme</p>	<p>Adequate cooperation is fostered among IW pilot project and national STAR project staff to build stakeholder confidence in benefits of integration</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • Lukewarm collaboration between national STAR and IW also noted • Reserved and restricted participation of national STAR R2R as child projects of the GEF Pacific R2R Program...

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			There were attempts to consider replicating the success of these technical exchanges but did not materialized due to Covid-19 pandemic.	MTR Report/ Annex 6, page 136 recommending changes in the indicators (Annex 6) RPCU response to MTR recommendation on changes in indicator . Other supporting documents and sub-outputs (Folder)	
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.	Achieved There are 45 national STAR and IW R2R stakeholders (more than 20 are members of the IMC) have participated in the Most Significant Change (MSC) learning and exchange platform held on July 29, 2019. Click here for the MSC documents . Another similar undertaking was planned at the margins of the RSC5 but was cancelled due to Covid-19. In anticipation that Covid restriction will linger until the end of the project, the lessons learned online (virtual) panel launch will be conducted in the place of the 2 nd round of MSC before December 2021. The MSC technique was used in the development of the Results and Lessons Learned Reports. An experience note on the application of MSC will be written in the next quarter. A Simple and Rapid MSC guide will be developed before December 2021. Consultations have taken place in Q2 2021 with the Strategic Planning and Learning Unit of SPC on a collaborative effort in the development of the guide. However, permission will need to be sought of Dr. Jess Dart/Rick Davies.	MSC publications of national STAR and IW R2R projects Building consensus in environmental governance: Most Significant Change (MSC) MSC Video of Nauru STAR R2R Project MSC Video of Tonga IW R2R Project MSC Video of Samoa IW R2R Project Beverly Sadole of Fiji STAR shares her views on R2R Silia Leger of Tonga STAR shares her views on R2R Agenda of the Pre-RSC meeting indicating the Most Significant Change (MSC) MSC training Other supporting documents and sub-outputs (Folder) <ul style="list-style-type: none"> MSC Training Programme 	R2R is accepted at the national level as a legitimate framework for a multi-focal area approach to GEF investment for PIC sustainable development RPCU risk & assumption monitor: <ul style="list-style-type: none"> The assumption is valid. R2R is an accepted approach or resource governance framework (please refer to the technical report on options for mainstreaming R2R). However, effective collaboration is hindered either by turfing and competition due to the limited funds from national IW R2R projects. Implementing agencies failed to bring these two national projects together as one promoting the R2R approach. Lukewarm collaboration between national STAR and IW also noted at the national level Reserved and restricted participation of national STAR R2R as child projects of the GEF Pacific R2R Program....

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

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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<p>4.1.1 Number and quality of national and regional indicator set with the proposed targets and outcomes of the R2R program</p>	<p>Calls from Pacific leaders for strengthened emphasis on results in the planning and financing of development in PICs</p>	<p>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.</p>	<p>On track</p> <p>One simple and integrated national and regional reporting templates is available for use to the child projects of the GEF Pacific Ridge to Reef Programs in the 14 Pacific Island Countries. These templates are elaborated in the Results-Based Monitoring System.</p> <p>Various venues were utilized/ tapped to present, orient, and advocate the use of the RBM system and corresponding templates, specifically, the learning session held on August 1, 2019.</p> <p>A Project Management Information System (PMIS) complements the RBM system for analysing and visualizing results. The PMIS is anchored on the simple multi-year planning, financial and management template. The final construction of the PMIS was decommissioned due to contractual issue with the service provider selected to build this system (see indicator 4.2.3).</p> <p>The prototype PMIS was presented to UNDP Pacific and in the learning session of the community of practitioners organized by the Strategic Planning and Learning (SPL) unit of the Pacific Community.</p>	<p>RBM System of the GEF Pacific R2R Program</p> <p>Contributions to the GEF focal areas using the HRR were reported in 2019 and 2020 (Annex 4 of RSC4 meeting records and the highlights of the Pre-RSC5 meeting reporting session)</p> <p>Reporting template for use by child projects during the planning workshops</p> <p>The Harmonized Results Reporting (HRR) tool for use by child projects and the corresponding excel sheet/template</p> <p>HRR tool for GEF Implementing Agencies</p> <p>RPCG meeting records advocating use of HRR by the child projects.</p> <p>PMIS Sharing with the SPC/SPL Community of Practice</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • Annual Progress Report template • Midterm report template • MYCWP description & template 	<p>Design of national STAR projects include targets and related indicators aimed at achievement of R2R program goals and outcomes</p> <p>Legal agreements between national lead agencies and GEF implementing agencies for STAR projects include explicit requirement for project management units to meet R2R program reporting requirements</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • The project design is far from the real situation. Although R2R is an accepted approach or resource governance framework, its integration is hindered either by turfing among implementing agencies, and/or affected by competition between STAR and IW project managers due to the limited funds from national IW R2R projects. Implementing agencies failed to bring these two national projects together as one promoting the R2R approach. • The explicit requirement that ensures collaboration between STAR and IW projects - indicated in the MOA, was not enforced by the implementing agencies. • Lukewarm collaboration between national STAR and IW also noted at the national level
<p>4.1.2 Level of acceptance of the harmonized results tracking approach by the GEF, its agencies and participating countries</p>	<p>Lack of results tracking and reporting approach tested via GEF Pac IWRM project, including training of a cadre of national WatSan sector staff</p>	<p>One unified/harmonized multi-focal area results tracking approach and analytical tool developed, endorsed, and proposed to the GEF, its agencies and participating countries.</p>	<p>On track</p> <p>Since 2018, the Harmonized Results Reporting (HRR) tool was made available for use by the child projects in reporting specific contributions to the GEF focal areas. A separate GEF IA HRR tool is also available in anticipation that the child project will directly submit their respective reports to the IA. Through the Regional Programme Coordination Group (RPCG) composed of GEF implementing agencies such as FAO, UNDP and UN Environment, the use of this HRR by the child projects were advocated. The RPCG will promote the use of this tool (see page 75 of the RSC meeting records) .</p>	<p>Contributions to the GEF focal areas using the HRR were reported in 2019 and 2020 (Annex 4 of RSC4 meeting records and the highlights of the Pre-RSC5 meeting reporting session)</p> <p>Reporting template for use by child projects during the planning workshops</p> <p>The Harmonized Results Reporting (HRR) tool for use by child projects and the corresponding excel sheet/template</p>	<p>Sustained commitment of senior government officials with oversight of IW and STAR projects to develop and test a harmonized results approach for GEF investment in PICs</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • In majority of the PICs, senior officials are unable to bring the two projects (STAR and IW) together. National IW R2R projects is perceived and usually treated as inferior project due to limited funds for financing priority activities.

			<p>In October 2020, a pre-RSC session was organized by RPCU to give the child projects the opportunity to report on their respective project's contributions to the GEF focal areas using. Using the HRR, the child projects reported in 2019 and 2020. See Annex 4 of RSC4 meeting records and the highlights of the Pre-RSC5 meeting reporting session. Child projects were able to report on their contributions to the GEF focal areas including bottleneck and recommended measures for enhancing future project design and implementation.</p>	<p>HRR tool for GEF Implementing Agencies</p> <p>RPCG meeting records advocating use of HRR by the child projects.</p> <p>Pre-planning meeting in Townsville, 2018</p> <p>GEF Pacific R2R Third RSC Meeting in Townsville, Australia 2018</p> <p>RSC Meeting outcome in Townsville, 2018</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • GEF Pacific R2R RBM System • Pacific R2R Programme Dashboard – Prototype • Regional R2R Project Dashboard - Prototype 	
<p>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</p>	<p>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</p>	<p>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</p>	<p>On track</p> <p>Since 2015, the mode of delivery for this indicator is participatory but largely a combination of proactive and on demand modalities. Prior to Covid-19, the project engaged with the 14 PICs for R2R planning through country visits which offers direct mentoring and coaching.</p> <p>Annually, a joint planning session is conducted at the margins of the Regional Steering Committee meetings. Refer to the records of the pre-RSC meetings which can be found as annexed to each of the RSC meetings (link: Meeting documents tab).</p> <p>During the Covid-19 pandemic (2020 to present), the project engages with the national stakeholders virtually in the delivery of technical services through coaching and mentoring sessions. This is not an ideal mode of delivery as this is less effective. Needless to say, that the project was still able to reach out to the 14 PICs and provide advice and guidance despite Covid-19 restrictions. Zoom meetings were also recorded for follow-up actions and for reference.</p>	<p>Joint IW and STAR Annual Planning and meeting documents: Refer to the Pre-Regional Steering Committee Meetings folder</p> <p>A planning tool (Multi-Year Costed Workplan folder) was developed for use by both national STAR and IW R2R projects. IW projects (national and regional project) use this MYCWP planning tool. This planning tool was presented in several venues see MYCWP description.</p> <p>Records of country missions/ site visits (Folder)</p> <p>Records of virtual meetings (Folder)</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • STAR Project Documents 	<p>National planning and finance ministry staff are sufficiently well engaged in national planning exercises</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • In majority of the PICs, senior officials failed to appreciate the catalytic value of the national IW R2R project. • National IW R2R project is perceived and usually treated as inferior project due to limited funds for financing priority activities.

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

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	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
4.1.1 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 IWRM project	Regional ‘ridge to reef’ communications strategy developed and implemented, and assistance provided to national R2R project, including, as relevant, partnerships with national and regional media and educational organizations	<p>Achieved</p> <p>The Regional R2R communications strategy is available and implemented. The project provided orientation and advocacy for use of this strategy as guide in knowledge management and in communicating results.</p> <p>Complementing this strategy are the KM Strategy and a Guidance document for Programmatic documentation of experience and lessons learned in the implementation of R2R. Topping it all, there is the Pacific R2R website which ensures online visibility and access of information by all stakeholders and audiences around the world.</p> <p>Enumerated below are some of the informational materials that were produced and made available by the project (also online R2R website).</p> <ol style="list-style-type: none"> 2021-2022 Social Media campaign <i>This is R2R</i> Publications in chronological order: <ul style="list-style-type: none"> Tonga Rapid Coastal Assessment – Tonga Technical Report 1: A Framework for mainstreaming ridge to reef approach in the Pacific region. Rapid Coastal Assessment of the Marine Environment of Tuna Bay, Bootless Inlet, Port Moresby, Papua New Guinea IPBES8 R2R spatial prioritization Poster Assessment of ridge-to-reef management actions in Tagabe watershed and Mele Bay, Vanuatu Support establishment of the Niue Marine Learning Centre Palau IW R2R Lessons Learned Melekeok Conservation Network In Situ Water Quality Monitoring International Women’s Day 2021 Rapid Coastal Assessment of Tagabe River Catchment Report Port Vila Vanuatu FSM lessons learned Palau lessons learned 	<p>Communication Strategy</p> <p>Weblink to the KM Strategy</p> <p>GEF Pacific R2R Website link</p> <p>Link to Country information for both STAR and IW national projects</p> <p>Weblink to the Guidance document for Programmatic documentation of experience and lessons learned</p> <p>Media and communications partnerships</p> <p>Networks and Partnerships for effective media use</p> <p>Signboards: Kiribati, Fiji, Tonga,</p> <p>Brochure: Fiji</p> <p>Poster: DLT of Kiribati</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> • Concept note for lessons learned • Lessons Learned Journal • Networking and Partnerships • Development of National Communications Plan • Pacific R2R Branding • Photography Checklist • Communications & KE Planning • R2R Outreach • R2R-youtube • R2R Facebook • R2R Tweeter • 	<p>Willingness of regional and national media outlets prepared to partner with R2R program implementation; and adequate resourcing from national STAR projects to the development of media products required to effectively communicate the benefit of integrated R2R approaches</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • There is willingness and preparedness of regional and national media outlets to engage and collaborate. However, there is just inadequate funds for engaging a meaningful participation that will generate substantial results. Hence, the project opted to carry out this indicator using project resources and in-house expertise.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<ul style="list-style-type: none"> • Regional IW R2R Project: RPCU Assessment and Planning Workshop • International Day of Forests • Regional Guidelines Science to Policy • Regional Guidelines Spatial Prioritization • Identification of Priority Sites for future upscaling of R2R Investments in Vanuatu • Rapid Coastal Assessment of Mataniko River Catchment Report, Honiara <p>3. Launch of Phase 2 website/Roster of Experts October 2020</p> <p>4. Content Management System training September 2020</p> <p>5. Newsletters (August, December 2020)</p> <p>6. Online Campaign</p> <ul style="list-style-type: none"> • 2021 – 2022 Social Media Campaign <i>This is R2R</i>. <p>7. Advocacy and Outreach:</p> <ul style="list-style-type: none"> • Green Climate Fund - Regional Programmatic Dialogue: Towards a programmatic approach and upscaling (June 2021) • IUCN Ecosystem Restoration World Environment Day (June 2021) • Pacific R2R poster selection by Secretariat for showcase at the margin of 8th IPBES during the Stakeholder Days (June 2021) Over 130 national governments, and global stakeholders. • UNOCHR Climate Change and Indigenous Rights: R2R through a human security lens (April 2021) • 7th Asia Pacific Adaptation Network Forum: Ridge to Reef and Integrated Land to Ocean Governance (March 2021) SPC GEM Donor Showcase (November 2020) 		
4.1.2 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	<p>On track</p> <p>Since 2015 until 2019, national and regional stakeholders were selected to participate in the IW:LEARN activities, and conferences. Records of such participation and the corresponding papers presented are available. Despite Covid-19 pandemic (2020 to date), there were still opportunities for project staff to participate in international conferences for</p>	<p>IW Learn Bangkok Trip Report</p> <p>IW Learn Cape Town</p> <p>IWC-Morocco Trip Report</p> <p>Experience notes of Tuvalu</p> <p>Experience Notes of Vanuatu</p> <p>Experience notes on DLT by Taarai Abere, Gunter Koepke, and</p>	<p>Retention of national and regional level staff required to resource the documentation of experiences and lessons learned as IW:LEARN experience notes</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • This should have been made as a condition. There is simply no legal

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>sharing experiences and lessons learned, and boost visibility of results.</p> <p>Inter-regional SIDS knowledge exchange with Caribbean GEF LD/BD project portfolio on Cracking the Communications Conundrum lead by Communications and Knowledge Management Advisor. Proposed funding proposal to establish a learning exchange and resources network for the LD and BD focal area projects globally, similar to IWLEARN. (June 2020)</p> <p>There are 6 experience notes published online, 4 being finalized and will be posted by end of quarter 3. And the MSC, and Knowledge Management experience notes will make a total of 12, exceeding the end-of-project target of 10. More may be forthcoming from RPCU but have not yet been confirmed.</p>	<p>Faith Siba, Emma Newland</p> <p>Experience notes on CoastSNAP</p> <p>Experience notes on Inter-regional SIDS knowledge sharing</p> <p>Published lessons learned of Palau IW R2R Project</p> <p>Published lessons learned of FSM STAR R2R Project</p> <p>WEBINAR Series - Caribbean GEF biodiversity and land degradation project portfolio</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> Experience note template 	<p>basis to guarantee that regional and national staff will stay or be retained.</p> <ul style="list-style-type: none"> High turnover rate of both national and regional staff was observed since 2015 and the project was in no position to prevent this from happening. UNDP letter dated 16th May 2021 letter reference number 68/21 – “... as experienced with most donor funded projects; it is not uncommon for team members to depart for other employment opportunities in advance of project closure. The departure of project staff is beyond the control of UNDP and SPC...”.
4.1.3 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, etc.	<p>On track</p> <p>The Pacific R2R website is available. This website serves as the platform for R2R practitioners and stakeholders to exchange information and foster collaboration.</p> <p>Below are some of the website analytics and progress to date (from 22nd of March 2020 establishment of the platform):</p> <p>1. Website analytics</p> <p>Users: 8,428 (exceeding 100 users end of project target)</p> <p>Sessions: 14,485</p> <p>Pageviews: 51,310</p> <p>Avg. Session Duration: 00:04:15</p> <p>Downloads: 8,888</p> <p>Top 5 pages</p> <ul style="list-style-type: none"> Meeting Documents SPC-R2R Resource Library SPC-R2R Fifth Regional Steering Committee Meeting (Virtual) for the GEF Pacific International Waters Ridge to Reef Project SPC-R2R Second Technical Consultation of the Regional Scientific and Technical Committee for the GEF Pacific Ridge to Reef Programme SPC-R2R 	<p>GEF Pacific R2R Website link</p> <p>Link to Country information for both STAR and IW national projects</p> <p>Capacity development subpage highlighting the Roster of experts and practitioners</p> <p>R2R Science portal</p> <p>Published lessons learned of Palau IW R2R Project</p> <p>Published lessons learned of FSM STAR R2R Project</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> Status of website RFP for website Online register KM Strategy 	<p>Interconnectivity in national and regional project offices is adequate to support the efficient online compilation and sharing of information and data</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> It is not the interconnectivity of offices that hindered the efficiency and functioning of the Pacific R2R network. The design of each national STAR projects failed to consider ensuring collaborative action towards the functional network. Too much independence of the child projects operating almost in a silo from being a child project of the GEF Pacific R2R Program is the major rationale for such limited and inefficient online compilation and sharing of information and data.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<ul style="list-style-type: none"> Fiji SPC-R2R <ol style="list-style-type: none"> Phase 2 of website development launched during the Fifth RSC in October 2020, including roster of experts' portal. The Roster of experts and practitioners portal is intended to capture R2R experts' information. Access to the R2R Science portal Two (2) lessons learned published: <ul style="list-style-type: none"> Palau IW R2R Project FSM STAR R2R Project <p>As previously reported, part of phase 2 work on the website was the Project Management Information System (PMIS) with planning and results reporting tools for national IW R2R projects and national STAR projects. The PMIS prototype is available but completion has been stopped due to disagreement with the service provider. SPC decided that the consultancy be decommissioned. Hence, the PMIS will no longer be made available.</p>		

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

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

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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)	<p>On track</p> <p>To date, the project is operating slightly less optimal as indicated in the project staffing design. Recent changes were endorsed by RSC and approved by UNDP. Since June 2020, the Project Science Leader has been also designated as the Interim Regional Program Coordinator. The Project Science Leader that was hired in June but also resigned in September 2020 has been replaced with two Science Officers who came on board from 22nd of February 2021 with contract ending by March 1, 2022.</p> <p>To strengthen the science unit of RPCU, a team of consultants were commissioned to provide technical support and guidance to the national IW R2R projects</p>	<p>RPCU Staff Directory</p> <p>RPCU Consultants</p> <p>Other supporting documents and sub-outputs (Folder)</p> <ul style="list-style-type: none"> RPCU Assessment & Planning Workflows & Assessment Forms R2R Activity Monitoring system R2R Dashboard - Prototype 	<p>Regional executing agency ability to recruit and retain appropriately qualified staff for program coordination unit</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> The ability to recruit is valid. However, the ability to retain seems a challenge. Refer to the risk notes in 4.2.2. ...

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>in delivering outputs in accordance with the modified science-to-policy continuum.</p> <p>Also, an additional communications and KM consultant was commissioned to provide support to the 14 PICs in writing and packaging lessons learned and perform editorial support.</p> <p>Moreover, a gender consultant was also commissioned tasks to ensure gender responsiveness and ensure that all materials and knowledge products produced by the project is gender compliant. This is in response to the MTR recommendation number 18.</p>		
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.	<p>On track</p> <p>A functional RPCU that is able to provide technical, operational, and monitoring and evaluation support to the national R2R projects is available. All requests from 14 PICs have been effectively responded to and timely supported. In fact, instead of seeing this indicator as being an “on-demand indicator”, the RPCU indeed up chasing the national project managers with the intention to push for national implementation ensuring achievement of national outputs, achieved national outcomes, which will then contribute to the achievement of the Regional IW R2R project results.</p> <p>After the MTR (July 2019), the RPCU staff and management has been proactive in assisting the R2R stakeholders and proactive in providing guidance.</p> <p>Unfortunately, since February 2020, the Covid-19 pandemic basically immobilized the RPCU from its implementation momentum.</p> <p>All national IW R2R projects were extended from their original ending date of December 31, 2019. In summary, below are the final project completion dates:</p> <ul style="list-style-type: none"> - Palau and Tuvalu (Sept. 30, 2020) - Cook Islands (Dec. 31, 2020) - Nauru, Niue, PNG, RMI, Samoa (June 30, 2021) - FSM (September 30, 2021) - Fiji, Kiribati, Solomon Islands, Tonga, Vanuatu (December 31, 2021). <p>All national IW R2R projects were given the opportunity to catch up with the delays in project implementation.</p>	<p>Compilation of Reports from national IW R2R Projects</p> <p>Sample of technical and financial assessment done by RPCU (Folder).</p> <p>MYCWP planning tool</p> <p>Compilation of Annual, Quarterly Progress and Financial reports of Regional IW R2R Project</p> <p>Other supporting documents and sub-outputs (Folder)</p>	<p>Adequate resourcing available to program coordination unit to meet support requests of national STAR projects</p> <p>RPCU risk & assumption monitor:</p> <ul style="list-style-type: none"> • The adequacy of resourcing is hindered by the project design and budget limitations as indicated in the approved project document. • Adaptive management has its limitations and should be used within the ambit of institutional policies and processes. For instances, achieving outcomes has been heavily affected by Covid-19 pandemic restrictions. RPCU/SPC’s requests for additional time (no-cost extension) has been curtailed by no-cost extension policy limits of UNDP.

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
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.	Achieved Since project started, more than 14 R2R staff were trained in Results-Based Management (RBM) delivered by RPCU staff (Fiji STAR project) and other service providers (Palau). Also, as mentioned in 4.1.1, representatives from all 14 PICs were oriented on the RBM system (held on 1 st of August 2019), and trained in fulfilling the Harmonized Results Reporting. Also, in various occasions and in particular at the margins of RSC meeting, both STAR and IW project managers were oriented and provided guidance on RBM topics and other planning and reporting issues.	Sample report on RBM Training conducted. Several trainings ensued from 2018 onwards organized by UNDP for which RPCU was invited (last page of MYCWP description). Orientation on RBM system (held on 1 st of August 2019). No report was prepared for this session. Induction of new staff Refer to the cluster meeting agenda (Nov. to Dec. 2017) Pre-planning meeting in Townsville, 2018 GEF Pacific R2R Third RSC Meeting in Townsville , Australia 2018 RSC Meeting outcome in Townsville, 2018 Other supporting documents and sub-outputs (Folder)	IW pilot and STAR projects are retained to enable the longer-term development and local exchange of national project management and reporting capacity RPCU risk & assumption monitor: <ul style="list-style-type: none">See notes on indicator 4.2.2 and 5.1.1
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	On track As reported in indicator 4.2.3, the project established the Pacific R2R website which serves as the inter-alia a repository of information of the 14 participating Pacific Island Countries (PICs). Each PIC has its own page containing project information for both STAR and IW R2R projects. In addition, the website also the following portals: <ul style="list-style-type: none">Roster of experts and practitionersR2R Science portal.	GEF Pacific R2R Website link Weblink to Country information for both STAR and IW national projects Capacity development subpage highlighting the Roster of experts and practitioners R2R Science portal Other supporting documents and sub-outputs (Folder)	Internet connectivity in national and regional offices of program/project stakeholders adequate to support use of online training tools RPCU risk & assumption monitor: <ul style="list-style-type: none">The online platform is available. However, its full functionality is hinged on the ability and willingness of the national STAR projects to populate it.See also notes in indicator 4.2.3
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 inter-governmental 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.	On track A total of 5 planning and coordination workshops have taken place since the project started. This is done back-to-back with the Regional Steering Committee meetings. Both STAR and IW stakeholders actively participated in these planning and coordination workshops. Records of these meetings and workshops can be found and are accessible at the Pacific R2R website/Meeting Documents: https://www.pacific-r2r.org/meeting-documents	Joint IW and STAR Annual Planning and meeting documents : Refer to the Pre-Regional Steering Committee Meetings folder Videos on Regional Meetings <ul style="list-style-type: none">Regional IW R2R Project inception meetingR2R RSC Social Media Recap December 14, 2016Second RSTC meeting in Suva January 2018	National and regional organizations assign sufficient important to engagement with planning and coordination initiatives of the project RPCU risk & assumption monitor: <ul style="list-style-type: none">Since 2015, Regional organizations and other CROP agencies (e.g., SPREP, PIFS, USP, etc.) were invited to participate and collaborate in the GEF Pacific

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
			<p>Endorsements, recommended action, and decisions of these aforementioned meetings have guided the RPCU/SPC in project management and implementation.</p> <p>Specifically, the RPCU recognized the role of:</p> <ul style="list-style-type: none"> - RSC as the steering platform for the Regional IW R2R project, for providing strategic guidance to the Regional IW R2R implementation - RSTC for providing technical guidance - RPCG for providing coordination among the GEF IA and oversight to their respective child projects for achieving the R2R program outcomes. <p>Also, after the MTR, two technical consultations of the RSTC were held. The first TC-RSTC was held in February 5-7, 2020. See meeting records here: link. The second TC-RSTC was held in February 15-17, 2021. See meeting records here: link</p> <p>During the second technical consultation of the RSTC, it was agreed that a working group that provides guidance in ensuring that the lessons learned are transformed and used as basis for crafting new R2R project proposal is established. The first meeting of the RSTC working group meets to discuss the ToR and its workplan. For more details, please refer to the link: RSTC-WG.</p> <p>Finally, RPCU also held a total of 3 annual reflection and planning workshop.</p> <ul style="list-style-type: none"> - December 3-5, 2018 - February 3-4, 2020 - February 18-19, 2021 <p>These reflection and planning workshops were helpful for RPCU to take stock in project implementation and fine tune workplans that served as basis for implementation. UNDP representative/s attended all three workshops.</p>	<ul style="list-style-type: none"> ● Pre-planning meeting in Townsville, 2018 ● GEF Pacific R2R Third RSC Meeting in Townsville, Australia 2018 ● RSC Meeting outcome in Townsville, 2018 ● Opening ceremony of RSC meeting, 2019 ● GEF Pacific R2R Programme launching regional exhibition at the margins of RSC meeting in Nadi, 2019 ● Feedback from select R2R coordinators and managers during the RSC meeting, July 2019 ● Fata Malolo of Samoa IW R2R Project shares his views on R2R ● Beverly Sadole of Fiji STAR shares her views on R2R ● Silia Leger of Tonga STAR shares her views on R2R ● Levan Bouadze, UNDP Pacific ResRep shares his views on R2R project in the Pacific <p>Reflection and planning workshop held on December 3-5, 2018</p> <p>Reflection and planning workshop held on February 3-4, 2020</p> <p>Reflection and planning workshop held on February 18-19, 2021</p> <p>First Technical Consultation meetings of the RSTC for GEF Pacific Ridge to Reef Programme</p> <p>Second Series of technical consultations of the RSTC for GEF Pacific R2R Programme</p> <p>Highlights of the First RSTC-WG meeting to guide the formulation of follow-up project held on March 1, 2021</p>	<p>R2R Program implementation. This is an area that could still be harnessed in future regional projects like the R2R Program.</p>

Indicator(s)	Baseline	Targets End of Project	Cumulative status	Source of Verification (Evidence & References)	Risks and Assumptions
				Highlights of the Second RSTC-WG to guide the formulation of follow-up project Other supporting documents and sub-outputs (Folder) <ul style="list-style-type: none"> • Minutes of the cluster meetings • Project Manager Induction 	

Draft - for discussion purposes only

Analysis of the Implementation Progress

Inputs: To what extent have the planned inputs been supplied?

The project was designed to build-on and respond to the need of the Pacific Island Countries for securing ecosystem goods and services. Responding to this, SPC and participating countries forged a memorandum of agreement (MOA) indicating respective contributions. Specifically, letter of support and corresponding commitments were issued indicating cash and in-kind contributions for the operations and management of this project. Detailed account of the letter of commitment is provided under the financial summary section of this report.

GEF through UNDP allocated an amount of USD10.3 million to cover the costs of implementing planned activities that will produce outputs that contributes to the project outcomes. The funds allocated allows a slippage allowance to a maximum of 15% for reallocating funds between the 5-project components excluding the project management costs (component 6). SPC draws on the allocated budget in a quarterly basis upon satisfactory submission of the quarterly progress report and an acquittal/utilization of at least 80% of the previous funds advance by UNDP to the project.

Pursuant to the MOA executed between SPC and the participating PIC, funds were transferred directly to the project account on the basis of approved Multi-Year Costed Workplan (MYCWP) and a quarterly liquidity plan. Succeeding funds transfer depends greatly on the status of implementation, the timely submission of progress reports and corresponding acquittals and liquidity forecast. Delays in funds transfer occur when progress reports and corresponding supporting documents are delayed.

Advisory services were provided by the project to the national IW R2R projects based on approved workplan. In most cases, additional adhoc requests were received by national PICs for technical and management support. Prior to COVID pandemic situation (before 2020), these requests are easily responded to via in-situ technical cliniquing and mentoring sessions, owing to the possibility of international travel. However, since 2020 until the end of the project, the RPCU is unable to provide face-to-face mentoring and advisory support to the national project. IT-based platforms were then utilized as modality for providing advisory services, mentoring and coaching. For regionally-led project activities – following the science to policy continuum – national consultants were commissioned by national implementing agencies of the PICs (and using the national procurement process). Noting limited available national expertise, this modality was the only feasible option for ensuring that outputs are produced despite the various limitations due mainly to the COVID pandemic travel restrictions.

Supervisory support from the implementing agency of the participating IW R2R project is found most critical. Project managers relied on the support and supervision of the implementing agencies in matters concerning technical, financial, and administrative, especially those that requires inter-agency collaboration and coordination. This is when the advice and guidance of the IMC or PSC will be significantly needed.

Overall, and despite the Covid pandemic situation, all inputs are satisfactorily provided in accordance with the existing national policies and procedures, and in compliance with the SPC procurement processes.

Outputs: To what extent have the planned outputs been produced?

Notably, this project is a testing/demonstration project. At the outset, the design intended to cover the 14 PICs which then can be considered an upscaling rather than a demonstration of sort. In 2019, realizing the complexity and the magnitude of the project, the indicators were revisited and then were downscaled to cover a maximum of 14 PICs. This makes then the project outputs achievable within the prescribed available implementation time (prior to COVID pandemic). A mark improvement in the production of outputs were noted from mid-2019 onwards, see Figure 11 and 12.

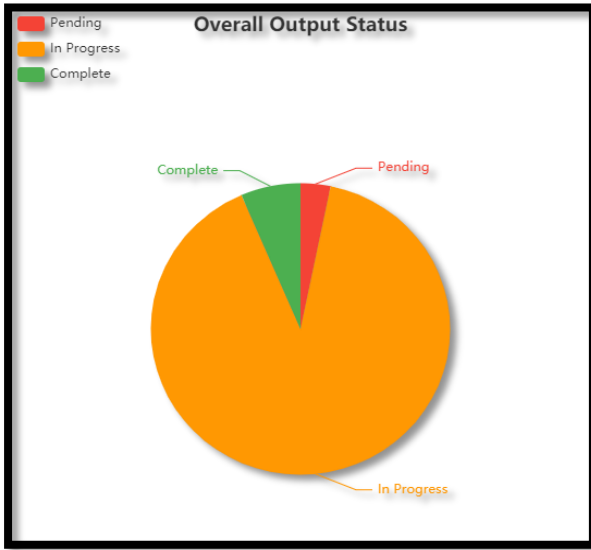


Figure 11 Status of outputs as of June 2019.

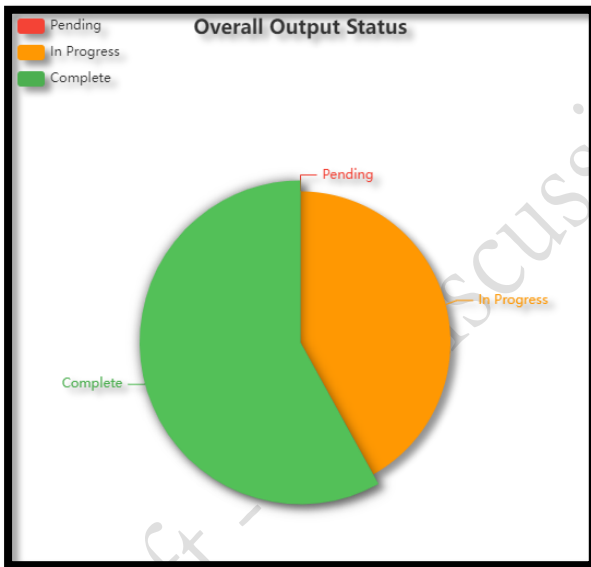


Figure 12 Status of outputs as of June 2021.

The implementation momentum was hindered by the COVID pandemic travel restrictions, et.al. Various adaptive management and mitigation measures were enforced in order not to disrupt the already positive implementation progress from 2019. As COVID pandemic continues, project implementation slowed down and significant delay was noted. Strategic management measures to mitigate the implementation delay were undertaken. A shift in the implementation modality was then adopted and so the Science to Policy continuum needing to be modified to reflect and capture the implementation realities. In particular, the project adapts, and project implementation continued using appropriate management and implementation modalities for delivering project interventions and produce outputs. Since February 2020, all international travels were cancelled, and virtual and IT-based mode of delivery is considered the primary platform. Delivery modality of technical, policy and management advise were revisited including the modification of the Science to

policy continuum cum theory of change framework. Execution of regionally led activities are transformed into nationally executed but heavily supervised by the RPCU in recognition of the limited technical and management capability of the national project managers and partner agencies. Largely, national procurement processes are applied utilizing national/local consultants. Contractual and administrative processes were challenged and adjusted accordingly to adapt with the new normal brought about by Covid-19.

Overall, all 28 outputs indicators were on track and corresponding evidence were produced though in various quality. True to its testing nature, the outputs produced though may not be optimal or ideal, it provides a good basis for learning on what outputs are doable and which are not, and under which particular context.

Objectives: To what extent have the outputs contributed to achieving the project objectives?

The project has 10 outcome indicators which are all on track and in varying degree of qualities. A plausible link between the project outputs produced vis-à-vis project outcomes has been made. The conclusion is that all outputs indeed contribute to the project outcomes. The project has employed measures to adapt to the changing circumstances and of course fill the gaps due to the assessed disparities in project design which was also attributable to the delay in the project implementation.

With the project of this magnitude and complexity, it is acknowledged that the outputs produced can still be made optimal had there been sufficient implementation time for this project. The effect of COVID pandemic was massive and has affected not only the quantity of the outputs produced but also its quality. The project adaptive management measures are not enough to ensure effectiveness and efficiency in project implementation. In fact, additional investments were required (i.e., purchase of appropriate communication equipment and platforms for project and partners) to effectively, efficiently, and undisturbed deliver technical, policy and most importantly capacity building interventions to the clients through virtual modality. Internet connectivity is a major issue in the Pacific region.

Despite the abovementioned limitations, the project has sufficiently produced the critical number of outputs that plausibly contribute to the project outcomes. Undoubtedly, the project has sufficient basis then to report on the results of the testing of the effectiveness of ridge to reef approach for securing ecosystem goods and services. See also the lessons learned section of this report.

Sustainability of the project results: To what extent will the intended results of the activity be sustainable?

By design the project builds on experiences of GEF's portfolio of international waters in the Asia-Pacific to develop island style approaches to integrated R2R management. The pilot demonstration projects also build on the achievements and lessons learned from the GEF Pacific IWRM projects to expand the focus of national IWRM demonstration projects from freshwater and sanitation issues to broader land and coastal issues associated with climate hazards management, coastal 'blue forests' and livelihoods. Replication of the successes from national IWRM approach in selected outer island communities, particularly atoll environments where water security and good governance of scarce groundwater resources are critically important. The active linkage of these pilot projects with national STAR projects within a R2R framework aims to facilitate inter-sectoral cooperation on building and retaining capacity, coastal policy reform, and coordination of results monitoring and knowledge management. The networking of R2R project managers and community leaders associated with pilot and STAR projects supports inter-country and multi-lateral sharing of best practice in ICM and IWRM in PICs.

Operationally, the project ensued largely in the manner for which it was designed. There were obvious gaps mainly on the continued financing to bridge the previous IWRM projects i.e., continued provision of technical and advisory services and financing for post project monitoring. Site selected by the PICs for this project has also been based on current priorities with little regard on the technical dimension for comparing results of both demonstration outcomes as basis for upscaling.

The community to cabinet approach on the other hand, has proven to remain relevant. Communities playing both roles of that of resource managers and users are important project client and implementors.

Project steering and national management guidance are assumed to be built on the already established IWRM structure. Changing in the national framework conditions – and thus, project leadership – somehow

altered this situation leading towards the building of independent project steering structure believed to be effective and efficient for individual projects steering and not much on ensuring coordinated action for national mainstreaming.

On capacity building, much has been achieved by this current project, in particular the formal capacity building component via the Post Graduate Certificate and Post Graduate Diploma (PGC/PGD) courses. There was humungous effort to bring together formal and practical application of R2R approach from planning, implementation, and management. The pilot demonstration is an avenue whereby theories learnt in the formal/academic setting were applied in practice. Project managers and those that were enrolled in the PGC/PGD have the enhanced ability to connect the theories with the project realities hence, they (project managers, et.al.) became an instrument of this project as “trainers” and members of community of practice of R2R approach. Of course, this is far from the ideal situation but in areas where capacities are limited, this is considered as a success and would be worth replicating.

Finally, the project also has generated a number of knowledge products to be used as basis when further replicating and upscaling R2R approach in the Pacific. In particular, a R2R Practitioners’ Guide is made available for use by various players in the Pacific such as but not limited to national and regional agencies, NGOs, academe, advocates from the public sector and most importantly, development partners who are willing to invest in ensuring sustainable natural resource governance, food and water security and climate resilience.

Also, project implementation was largely anchored on strategic interventions that are inherently assessed and have been proven sustainable. Hence, the sustainability element is always at the forefront of planning, implementation, and management rather than the usual conventions of thinking sustainability as an afterthought of project implementation when project is phasing out. Therefore, once the project is completed by March 2022, the project gains and those that needs follow-up will be just continued by the implementing agencies and be regarded as mainstreamed activities or usual norms and practice. An account of this situation can be found in the respective final reports of the national IW R2R project under the sustainability section.

Risks/Assumptions/Conditions: To what extent were the previously identified conditions, assumptions and accompanying risks addressed?

The project document provides an account of conditions, risks, and underlying assumptions. These have been regularly monitored by the project. Refer to the last column of the implementation progress.

Overall, the project rated the risks as generally low. The was able to mitigate these risks and adaptive measures were carried out in consultation with the participating national implementing agencies and UNDP.

Notably, there were major assumptions registered during the project design but have significantly changed during implementation. For instance, in several participating PICs, major shifts in the framework conditions were noted due mainly to change in political leadership and thus, development priorities.

The assumption that the STAR financed projects (the child project of the R2R Program) will work hand-in-hand or in complementary in delivering/achieving R2R results have in fact been different in the actual implementation. Majority of the child projects operates in Silos. There was a lukewarm atmosphere for collaboration despite numerous advocacies and attempts by RPCU/SPC and UNDP through the RSC and RPCG platforms. This has resulted to poor data and information sharing among the child projects.

Finally, one of the identified condition is that a joint steering between STAR and IW projects will be established. Consequently, the IW project managers will provide secretariat support to this Joint Inter-Ministerial Committee (IMC) or even at the level of project steering committee (PSC) or project board. Joint steering has not been made optimal. Majority of the implementing agencies have strong preference over establishing a project-based PSC as it facilitates project decision-making.

Project contributions to GEF Focal Areas, SDGs, and Special Themes

GEF Focal Areas

International Waters

The project seeks to test cross-focal area (which means also cross-sector), integrated management of catchments, aquifers, and coastal/marine ecosystems of the Pacific Islands. The strategy of testing this R2R integrated management approach implemented through national multi-focal projects based on national priorities, complemented by a regional multi-focal project (consisting mostly of IW funding) poses serious coordination, cooperation, learning, experience sharing, and administrative costs for the PICs but is the only way to achieve a sustainable future for these vulnerable island states.

The project is primarily under the IW focal area and SCCF but also from IW and SCCF. Two of the IW Strategic Objectives are addressed by projects in the program (IW 1, 3). It is supportive of focal area strategic objective IW-1 for implementing IWRM where previously introduced (IW-1: Transboundary basins/ aquifers catalyse multi-state cooperation to balance conflicting water uses in trans-boundary surface and groundwater basins while considering climatic variability and change (and for SIDS IWRM) and supportive of objective IW-3 for building capacity and national commitments toward integrated ICM/IWRM R2R approaches as well as testing these practical on-the-ground approaches across focal areas to sustain communities in the face of increasing climatic fluctuations (IW-3: IW Capacity Building: Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of transboundary water systems, including ICM). For those countries wishing to adopt integrated approaches with water-related outcomes, an increment of GEF funding consistent with IW-3 and its 'Learning by doing' capacity building involving local pilot demonstration work included in a number of the national projects.

To illustrate this, the project advocated the R2R planning continuum through catchment management planning and implementation.

Biodiversity Conservation

The project contributes to the promotion of conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services through the improved management of catchments whereby existing and new protected areas, sector reforms to conserve and sustainable use of biological diversity, and the incorporation of biodiversity conservation and sustainable use into planning frameworks. Resource assessments are primarily carried out to determine existing biodiversity (both flora and fauna) and that its protection and management are carefully assessed and incorporated in the appropriate management plans. The project is also consistent with BD2: Mainstreaming biodiversity conservation and sustainable use into production landscapes, seascapes and sectors in that it has advocated to increasing and expanding sustainably managed landscapes and seascapes that integrate biodiversity conservation while maintaining economic livelihoods that are closely tied to maintenance of healthy ecosystems. Watershed protection and sustainable forest management for water-related ecosystem services translates seamlessly to biodiversity conservation along with incorporation of biodiversity conservation into policies and programs. Several national projects in the program aim to assist in meeting objective BD5: Integrate CBD obligations into national planning processes through enabling activities.

Sustainable Forest Management

Two of the SFM objectives are addressed (SFM 1, 2). Multiple environmental benefits from improved management of forests are also achieved. SFM aims to reduce pressures on forest resources and generate sustainable flows of forest ecosystem services and strengthen the enabling environment to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from land-use and land-use change in forestry (LULUCF) activities. The two objectives that are addressed by the program are SFM 1: Forest Ecosystem Services: Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services and SFM 2: Reducing Deforestation: Strengthen the enabling environment to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from LULUCF

activities. These GEF strategy objectives will be achieved through SFM promoted in-field activities that are integrated with forest biodiversity conservation, sustainable land management and climate change adaptation. Management regimes that were introduced strengthened conservation, sustainable management of forests and enhanced forest carbon stocks, including the development of regulatory and institutional framework.

Land Degradation

The project contributes to arresting and reversing current trends in land degradation in the Pacific, which is aggravated by deforestation and unsustainable land management particularly in the more mountainous areas and other landscapes with fragile soils that are vulnerable to soil erosion. Three of the LD Strategic Objectives are addressed in an integrated fashion (LD 1, 2, 3). An enhanced enabling environment in the agriculture and forest sectors with their attendant national policy and institutional reforms has been complemented by innovative SLM practices in the pilot demo projects building on earlier enabling activities in the PICs. In particular, the project addresses objective 3 (LD-3: Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape) by reducing barriers to cross-sectoral collaboration (through adoption of integrated tools, including land-use plans and hazard area designation from the forested and agricultural uplands down to the tidal lowlands that so often receive adverse impacts from upstream agriculture and forestry activities). The project fosters the promotion of integrated landscape management practices adopted by local communities building on lessons learned from community-based and participative interventions from the GEF/UNDP/UNEP Pacific IWRM Project. These demonstration initiatives run the gamut from investments in integrated watershed management through forest rehabilitation and conservation of degraded upland areas as well as conservation of riparian corridors and coastal/mangrove ecosystems.

Climate Change Adaptation

The project supports the PICs to become climate resilient by promoting both immediate and longer-term adaptation measures in development policies, plans, programs, projects and actions. It is aimed at reducing economic losses and social costs due to climate change, including from increased variability and more extreme climatic conditions of storms, droughts, floods, and sea-level rise. Through the national demonstration projects, the project helps PICs mainstream adaptation into the development sectors, ICM, and IWRM as well as updating risk and vulnerability assessments to include the R2R approach consistent with CCA-2: Increasing Adaptive Capacity: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level.

Sustainable Development Goals (SDGs)

Below is the summary of the project contributions to the relevant Sustainable Development Goals.

SDG 5 – Gender equality

As indicated in the gender mainstreaming section of this final report, the project ensures that gender equality and social inclusion analysis are carried out. GESI serves as basis for dissecting and understanding the varied gender roles in the Pacific. This information then translated into a gender action plan which guides project implementation. This approach then ensures that equal opportunities for all clients at all diversities to participate in the project implementation.

In particular for the component 2 – capacity building, majority of the capacitated individuals were women due to its mere representations in project management. Refer to the detailed account indicated in component 2 of this report.

SDG 13 – climate change

The project contributes to making communities resilient through enhanced governance of natural resources. A healthy ecosystem across R2R continuum are building blocks for ensuring community resilience against the impacts of climate change. Promoting the R2R approach through planning and management, increases the ability of communities to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten

food production. The project infers that this will happen once natural resources are sustainably governed and more importantly protected.

SDG 14 – Life below water

ICM/IWRM/ICZM following the R2R approach ensures that economic benefits are maintained and enhanced through sustainable management and use of marine resources. R2R planning process plausibly contributes towards ensuring a healthy coastal and marine ecosystem thereby ensuring fish abundance.

SDG 15 – Life on land

The project promotes sustainable governance of flora and fauna that thrive in land. Pacific islands are most atoll and are home of important biodiversity. The project advocated for ensuring conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and degraded forests. Through catchment management planning and implementation, important and especially those endangered flora and fauna will be managed, conserved, and protected.

SDG 17 – Partnerships for the goals

Strategically, the project engaged all sectors, institutions and community organization towards sustainable natural resource governance. Partnerships are means to entice all stakeholders to have a voice in decision-making process that affects them socio-economically, including that of securing food security and enhanced resilience against the impacts of climate change. The project advocated strong partnerships especially among private sectors, CSOs, and development partners to adapt the R2R approach as a framework for working together, green investment and financing.

Special Themes

Gender Mainstreaming

Gender analysis and stakeholder engagement are the primary basis for project implementation. Since the project started, a Gender Equality and Social Inclusion (GESI) expert has been guiding the project. The RSTC has a gender expert who ensures gender aspects of project implementation. The same expert has done rounds to the national IW R2R projects to assist in ensuring gender analysis are carried out and gender markers are satisfied. As an offshoot of the gender analysis and social inclusion process, a gender action plan is developed ensuring gender-sensitive/responsive implementation.

Also, a gender mainstreaming strategy and a toolkit are available. These documents incorporated the experience of R2R implementation. Since the Regional IW R2R project is considered as GG1, 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. No one should be left behind and excluded.

Notably, all project reporting templates contained section where participation of stakeholders are not only sex-disaggregated but also ensuring that project interventions respects community norms and local practices. The project provides equal opportunities for all stakeholders to participate in the project implementation in accordance with locally/culturally established norms and practice. Their participation is recorded by the 14 national Project Managers can be traced in their respective final reports.

In addition, Component 2 of the Regional IW R2R project is capacity building. Majority of the participants to the PGC/PGD are women. The large women participation is due to the fact that most of the project managers and coordinators of the GEF Pacific R2R program are women. In fact, 65% of the PGC graduates were women. The same trend is reported in national projects activities in training and awareness workshops and outreach.

In the Pacific, results of gender analysis revealed that roles of men and women varies. There are countries where women dominated the development arena and thus, decision making as well. The “equal opportunity to participate approach” works best highlighting the importance of gender balance with high regard/respect to cultural norms and practice.

Finally, all knowledge products produced by the project were gender audited. The project ensures that all materials especially publications satisfy or conform with the GG1 - gender marker.

Lessons Learned (Innovations and Catalytic Impacts)

During the Regional Steering Committee meeting held on October 2021, majority of the child projects of the GEF Pacific Ridge to Reef Program agreed that Ridge to Reef approach is an effective approach for ensuring sustainable resource governance. However, this approach requires convergence of ideas among stakeholders and agreements on clear pathways for achieving desired results. For R2R approach to be successful, a unified science to policy continuum should be established to ensure technical and scientific robustness as basis for achieving Programme results. The design of each child projects should consider the temporal aspect (started at the same time), steering and governance body harmonized – all geared towards the achievement of the desired outcomes.

Mainstreaming R2R requires strong political support from the highest governance level through the inter-ministerial committee (IMC). IMC shares the responsibility of joint action and decision for achieving results. In practice however, IMC or Project Steering Committees (PSC) were established solely for the purpose of project steering rather than serving as platform for mainstreaming R2R. Some PSCs are so concerned with project management and operational issues such as contracting, staffing, and spending. The latter is a management function as opposed to the expected role of the IMC/ PSC – that is to provide strategic guidance and directions for mainstreaming R2R tested approaches. For those countries with joint PSC, a greater chance of success was reported. Joint planning took place at this level and the PSC provides clear directions and guidance. The requisite for this is a strong Project Management Unit (PMU) that is providing excellent secretariat role for instance by supplying accurate monitoring data and information, as basis for PSC decisions.

On the other hand, at the GEF Pacific R2R Programme level, the steering structure remained unclear. The Regional Programme Steering Committee (RPSC) as defined in the Programme Framework Document (PFD) that was endorsed by 14 Pacific island countries (PICs) in April 2013 in Australia, is not functional. During the last RPSC meeting in July 2019, it was reiterated that the RPSC's role would be confined to steering, guiding and advice the Regional International Waters Ridge to Reef project.

Cooperation means to collaborate, work together, join or combine forces or resources to achieve the Programme objectives. Active and meaningful participation means to invest, to contribute, to play a part. Both terms – cooperation and participation, are emphasized in the Programme Framework Document. However, in practice, majority of the child projects reported that cooperation and buy-in of and among R2R stakeholders needs improvement. A carefully and properly conducted stakeholders' mapping and analysis needs to be done to ascertain the willingness to participate and cooperate meaningfully.

Processes, rules and procedures are directed towards achieving the Programme objectives. As demanded by the Programme, new processes and procedures will have to be instituted and for the same to be clearly understood by the stakeholders to eliminate confusion and enhance compliance. For example, clear agreements among executing agency and project partners through MOA/MOU helped ensure transparency and understanding.

The abovementioned implementation analysis is corroborated and aligned with the findings and conclusions of an independent study commissioned by the project. Results of study revealed that, in the overall, the “testing of R2R mainstreaming” in the PICs yielded experiences, lessons, and an array of possible practices and measures for improving spatial- and science-based strategies on communication, advocacy and social marketing; on setting up and strengthening governance processes; and on R2R planning and implementation. These could pave the way towards R2R mainstreaming either through a combination of replication and scaling-up modes at the geographical and institutional levels (e.g., sub-national and national). The results of the analysis of experiences from the “testing R2R mainstreaming” phase constituted considerations and building blocks of possible follow-through R2R programming and implementation in the PICs, to wit.

- a) The PICs' bio-geophysical and climatic features remain fragile, highly susceptible and increasingly vulnerable to the negative impacts of climate change and human-induced socio-economic and development-related activities. Key volcanic nature land-sea forms such as watersheds, catchments, islands, and atolls and the key ecosystems that supply major ecosystems and goods and services (EGS) supporting agriculture, fisheries, tourism, and natural resources are emerging to be the PICs' main comparative advantages, both for export and sustaining the local economies. These sectors will continue to be the PICs key economic drivers to sustain and move forward their sustainable development towards the UN Sustainable Development Goals. Thus, it is a must that the PICs adopt a more coordinated, complementary, and collaborative R2R approach to maintain and enhance their comparative advantages. Sector-focused policies with their well-intentioned programs and strategies may not be able to fully respond to the increasing challenges of sustaining and improving the resiliency of ecosystems and the EGS they provide.
- b) The six country case studies have adequate R2R-relevant national sector policies (statutory and customary) to deal with the challenges in conserving biodiversity, climate change adaptation, climate change mitigation, land degradation, sustainable forest management, and securing international waters. There is limited available data, however, to review and analyse as to how the R2R-relevant national sector policies are translated, adopted or embedded into the sub-national governments' strategic policies, frameworks, and programs in support of site level R2R planning and implementation. This is a critical factor in developing R2R mainstreaming frameworks and strategies. National governments need to support and incentivize local buy-in to setting up sustainable R2R governance systems that are linked with EGS users and consumers and with stable and diversified financing arrangements to serve as catalysts in mainstreaming replication and scaling up of R2R planning and implementation at the geographical, thematic, and institutional levels.
- c) The PICs' experiences and lessons from the planning and implementation of IWRM, IW-R2R and STAR projects with national, sub-national, and local stakeholders provide starting points for refining, improving, and mainstreaming R2R replication and scaling up initiatives. Key lessons and promising practices and processes reveal that in the six countries:
- **Effective communication and advocacy campaigns** could speed up the recognition of, and buy-in to, R2R as an effective integrated approach for sustainable resource governance and management of various land-sea forms in PICs;
 - **Establishing and/or strengthening inclusive governance bodies** (such as Steering Committees, IMCs, Project Management Committees) **is/are key in** supporting multi-level advocacy and communication campaigns, R2R policy advocacy, fund leveraging, collaboration, coordination and direction setting, conflict resolution, participation of communication, and promoting private investments;
 - **Engagement of customary/traditional/native land and sea owners as “on-site resource managers”** in a land-sea form could determine the success (or not) of site-level R2R approach;
 - **To address limited capacities to plan and implement R2R initiatives, and** increase the supply of R2R-trained local staff, improve formal and informal ENR educational systems, and broaden community perspectives. **Capacity building** is best approached through a mix of technical support, networking, coaching, partnership, cross visits, and on-site assistance.
 - **Effective project management units (PMUs)**, with committed, competent and incentivized staff are needed for replication and scaling up R2R approaches and even in establishing partnership arrangements. Processes, rules and procedures are more effective if these support local and site-level goals, objectives, and targets. In this regard, MOAs need to spell out transparent agreements among executing agency and project partners with the participation of on-site communities.
 - **Assessments** such as the IDA and RAPCA, modelling studies, technical studies, watershed planning, spatial analysis, community mapping, and community consultations could direct prioritization of R2R strategies within an R2R subsidiary unit, re-align project resources, provide scientific information to policy advocacy, inform and substantiate audience-appropriate communication campaigns, and help identify replication sites.

- **Management information systems, supported by functional M&E** systems, are beneficial to strengthening and substantiating the actions of governance bodies, policy making organizations, and project management units.
- **Factoring adaptive management** into an R2R programmatic approach encourages country ownership, systems thinking, innovation and flexibility in aligning plans, project priorities and designs with the changing realities in countries and R2R sites. In terms of implementation of approved project interventions, it renders on-site management more effective.
- **Functional Site Level R2R Project Committees** or implementing units could serve as the **conduits for transmitting community feedback and recommendations** to the IMCs in updating national and sub-national policies and programs in R2R sites.
- **Knowledge products on R2R such as** orientation and training materials, enriched/enhanced existing manuals on watershed planning, ICRM, RAPCA, guides for spatial mapping and analysis, technical bulletins or how-to's based on lessons and relevant best practices are going to be useful in R2R mainstreaming.

Based on the bio-geophysical and climatic features, governance systems, and experiences and lessons from testing, the sub-national governments are the emerging possible subsidiary locus in planning and carrying out R2R mainstreaming strategies in PICs. This direction supports national policy initiatives and respond to the needs and opportunities at the site level with local stakeholders (tribes and villages, EGS users and urban consumers, customary land and coastal/marine area owners). Ministries and their field units are probably much more effective in providing policy and technical advice, capacity building support, facilitating sector policies to be more supportive of site level R2R initiatives, M&E, and aligning resources to complement other sectors.

With the sector policies and frameworks, lessons on governance processes, and site level learnings, the PICs are in a better position now to mainstream R2R replication and scaling up. There are opportunities to start again with refinements in the existing R2R demonstration sites, replicative R2R expansion in other land-sea forms in a sub-national unit, and even in other sub-national units.

Financial Summary

An amount of **USD10,317,454** was made available for this project. Of this amount ___ percent was utilized or USD _____. Detailed breakdown of the financial utilization per component is provided in Table 2.

Table 2 Project fund utilization per component

Component	Original Budget	Approved Budget 2 nd No-Cost Extension	Expenditure	Percentage Utilization
Component 1	4,450,000	5,031,916	4,674,644.57	93%
Component 2	1,650,000	1,426,542	1,290,320.07	90%
Component 3	1,125,000	960,728	585,086.64	61%
Component 4	1,000,000	1,039,740	836,186.64	80%
Component 5	1,576,582	1,342,656	875,047.10	65%
Component 6/PM	515,872	515,872	479,207.71	93%
Total Budget	10,317,454	10,317,454	8,740,492.73	85%

Table 3 Project fund utilization of national IW R2R Projects

Country	MOA Signed on	First Tranche	Fund utilization as of Dec. 31, 2021	% Utilization as of Dec. 31, 2021
Palau	13/06/2016	20/06/2016	195,532.73	98%
FSM	28/12/2016	6/10/2017	148,622.61	74%
Marshalls	13/06/2016	20/06/2016	169,658.38	85%
Kiribati	10/03/2017	5/09/2017	200,042.14	100%
Tuvalu	1/06/2016	2/11/2016	196,806.40	98%
Nauru	26/05/2016	5/08/2016	36,592.67	18%
Samoa	10/03/2017	27/09/2017	181,369.35	91%
Tonga	1/09/2016	13/09/2017	238,076.38	119%
Niue	7/02/2017	16/03/2017	167,067.57	84%
Cooks	15/09/2016	28/09/2016	201,613.76	101%
Fiji	10/03/2017	6/10/2017	84,998.47	42%
Vanuatu	1/06/2016	12/07/2016	145,768.78	73%
Solomons	1/09/2016	10/01/2017	207,346.28	104%
PNG	9/01/2017	2/03/2017	265,149.10	133%

Materialized Co-financing

During the design of this project, an estimated amount of USD87.7 million was committed as co-financing of this project. Letter of commitments were provided indicating the respective contributions of the participating national IW R2R projects. Also, SPC through its ongoing projects were also indicated as in-kind commitment valued at USD31 million. These letter of commitments were used as bases for tracking mobilized funds (cash and in-kind).

Table 3 below indicates the mobilized co-financing from various participating national IW R2R projects, and including SPC.

Table 4 Project co-financing mobilized

Country/ Organization	Based on the letter of commitment	Mobilized co-financing contributions by various parties
Cook Islands	1,675,736.00	15,304.35
Fiji	3,674,640.00	35,040.00
FSM	560,474.00	300.00
Kiribati	7,321,797.00	213.00
Nauru	1,448,275.00	-
Niue	1,887,967.00	1,500.00
Palau	1,110,000.00	617,000.00
Papua New Guinea	3,000,000.00	100,000.00
RMI	3,060,925.00	-
Samoa	3,200,000.00	189,153.00
Solomon Islands	5,353,042.00	17,443.54
Tonga	3,500,000.00	202,142.03
Tuvalu	2,900,094.00	30,000.00
Vanuatu	9,233,655.00	4,734.28
Sub-total	47,926,605.00	1,212,830.20
SPC	31,481,555.00	693,280.00
UNDP	8,300,000.00	
Grand total	87,708,160.00	1,906,110.20

Annexes

Doc. No.	Document Name	Hyperlinks to the file or Document Folder
1.	Regional IW R2R Project document	Project Document; Annexes
2.	Project Cooperation Agreement (PCA) between UNDP and SPC	PCA
3.	GEF Pacific Ridge to Reef Programme Framework Document	PFD
4.	Pacific Community Strategic Plan	Strategic Plan
5.	STAR Project Documents	Folder
6.	Pacific Ridge to Reef RBM System	RBM System; Monitoring Plan; Original Regional IW R2R Project Logframe; Updated Regional IW R2R project Logframe
7.	Gender Equality and Social Inclusion documents	Folder
8.	Regional IW R2R Project – GEF Tracking Tool 2014	GEF-Tracking Tool 2014
9.	Regional IW R2R Project – GEF Tracking Tool 2019	GEF-Tracking Tool @MidTerm
10.	Regional IW R2R Project – GEF Tracking Tool 2021 (in progress)	Awaiting submission of data from PICs
11.	Quarterly Narrative/Progress Reports	Folder
12.	Annual Progress Implementation Report	Folder
13.	Regional IW R2R Financial Reports	Folder
14.	Regional IW R2R Audit Reports	Folder
15.	Regional IW R2R Project –Workplans or Multi-Year Costed Workplan	Folder
16.	Records of Regional Steering Committee (RSC), Regional Scientific and Technical Committee (RTC), and Regional Program Coordination Group meetings	https://www.pacific-r2r.org/meeting-documents
17.	Mid-Term Review Report of the Regional IW R2R Project	MTR Report (Web); Final Version
18.	Highlights/ Minutes of Meetings of the RPCU	Folder
19.	MOA between SPC and 14 PICs and amendments/letters of variations	MOA&LOV Folder

20.	National IW R2R Logframes and Multi-Year Costed Workplan	Logframes and MYCWP Folder
21.	National IW R2R Annual Project Reports (APR)	APR Folder
22.	National IW R2R Financial Summary	Financial Folder
23.	National IW R2R Quarterly Narrative/Progress Reports (QPR)	PICs-QPR Folder
24.	National IW R2R Mid-term reports	MT Report Folder
25.	National IW R2R Final Reports	Final Reports Folder
26.	National IW R2R Booklet	Folder
27.	Country visits Travel/ Mission Report	Mission Folder
28.	Recordings of Zoom meetings with Pacific Island Countries	Folder
29.	Recordings of Zoom meetings with UNDP and other development partners	Folder
30.	Terms of Reference of the Country Focal Points	CFP-ToR
31.	Proposed/Indicative Schedule of the Terminal Evaluation	Indicative Schedule
32.	Terms of Reference of the Terminal Evaluation mission	Folder
33.	Regional IW R2R project staff (from 2015 till current)	Directory
34.	National IW R2R and STAR Projects – Directory/Contacts	Directory
35.	Technical Studies and Policy actions from STAR R2R Projects shared to the Regional IW R2R Project	Folder
36.	Links to Some R2R Videos	Video-clips and highlights
37.	On-going National Activities and Consultancies	Folder