



# Consultancy to Develop a Framework Document to Mainstream Ridge to Reef Approach for Sustainable Development in the Pacific Region: A Simple Guide

**Final Report**  
**9 September 2020 to 30 August 2021**





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## **FINAL REPORT**

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Produced by GEF Pacific International Waters Ridge to Reef Regional Project,  
Pacific Community (SPC), Suva, Fiji



Suva, Fiji, 2021

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## ABBREVIATIONS

CROP	Council of Regional Organizations in the Pacific
EBM	Ecosystem-based management
EGS	Ecosystem goods and services
FGD	Focus group discussion
GEF	Government Environment Facility
ICM	Integrated Coastal Management
ICRM	Integrated Coastal Resource Management
IDA	Island Diagnostics Analysis
IEC	Information, education, communication
IMC	Inter-ministry committee
IW	International Waters
IW-R2R	International Waters Ridge to Reef Project
IWRM	Integrated Water Resources Management
KII	Key informant interview
M&E	Monitoring and evaluation
MOA	Memorandum of Agreement
MTR	Mid-Term Review
NGO	non-governmental organizations
Pacific IW-R2R	Pacific International Waters Ridge to Reef Project
PIC	Pacific Island Country
PMU	Project management unit
R2R	Ridge to Reef
RapCa	Rapid Coastal Assessment
RPCU	Regional Programme Coordinating Unit
RSC	Regional Steering Committee
RSTC	Regional Scientific and Technical Committee
SG	Sub-Guide
UN	United Nations
UNDP	United Nations Development Programme

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# INTRODUCTION

## Background of the Consultancy

The ever-increasing demand by humans for Ecosystems Goods and Services (EGS) and the challenges brought about by the impact of climate change have just tipped off the scale and requirement for sustainably managing the environment and natural resources. Resource managers needed to be equipped with robust knowledge, expertise, and skills not only in understanding the carrying capacity of the ecosystem to sustainably deliver goods and services but also in understanding the interconnectedness of the environment and its natural resources. The impacts of climate change likewise dictate and set the new normal for sustainably managing natural resources. With this new normal it becomes more than necessary, an imperative, for national governments in the Pacific Region to review their current land use and natural resources practices and ultimately rethink their strategies for achieving climate-resilient and inclusive socio-economic development thereby ensuring sustainably delivery of ecosystems goods and services.

The Ridge to reef (R2R) perspective is viewed as valuable to address the concerns above. R2R management is an approach to managing all activities within the catchment or watershed and out to the sea to ensure natural resource sustainability. It relies on managing the activities of people and their use of natural resources within 'natural boundaries'. The approach also includes ecosystem-based management (EBM), which recognizes nature, and the functioning of entire ecosystems should be managed altogether, rather than focusing on one aspect or sector, e.g., a focus on forestry, or agriculture, or fisheries.

The Pacific Community (SPC) is cognizant of this complex and humungous demand and understands the wide-ranging environment management and governance architecture. The joint efforts of the GEF Pacific R2R program try to capacitate resource managers and communities of the participating Pacific Islands Countries to be effective managers. Pivotal to this is the comprehensive understanding of the role of and importance of robust scientific data and information as evidence or bases for decisions for natural resources management and governance along the ecosystem's continuum.

The consultancy is envisioned to contribute to current endeavours of the RPCU to provide capacity building support and coordination for consolidating and documenting lessons from mainstreaming ridge to reef in either planning process and/or appropriate policy. On July 31, 2019, a "Pacific Regional Ridge to Reef programmatic framework for development and compilation of lessons learned", developed by the Regional Programme Coordination Unit Communications and Knowledge Management Advisor, was presented to and approved by the Regional Steering Committee (RSC) to galvanize efforts in developing a learning legacy document on Mainstreaming R2R into Sustainable Development in the Pacific, which is consistent with the Recommendation 11 of the UNDP commissioned independent Mid Term Review mission in 2019. The MTR states: There is a clear need and opportunity for the RPCU to be actively involved in promoting lessons learned across the program and deriving (or compiling) lessons learned from previous IWRM/ICM/ R2R investments.

There are some other MTR recommendations that are relevant to stock-taking lessons learned. The MTR maintains that "the RPCU in collaboration with national agencies should: (i) map existing national (and regional) sustainable development planning processes (including climate change adaptation and disaster risk reduction and across all sectors) and related current activities; (ii)



identify immediate, short- and medium-term opportunities for mainstreaming R2R approaches into these frameworks; (iii) develop a clear and coherent approach to deliver mainstreaming needs into these frameworks, prioritising immediate opportunities based on existing scientific/technical knowledge and practical experience (without waiting for IDAs or SoCs); (iv) discourage activities that result in the development of new or parallel “strategic frameworks for R2R” or R2R planning mechanisms or frameworks, and instead build on existing processes; and (v) consider how the intended functions of “inter-ministerial committees” (as per the Project Document) fit with existing planning and coordination processes and governance arrangements and identify measures to deliver IMC functions by, as far as possible, building on existing governance structures and processes and building new ones only where clearly needed.

In view of the foregoing, the SPC-RPCU of the Regional IW R2R project, one of the 15 child projects under the GEF Pacific Ridge to Reef Program, deemed it appropriate and necessary to commission a consultant that will assess opportunities for wider application of Ridge to Reef approach, and determine options for appropriately and effectively mainstreaming R2R in the region, which in turn would contribute to fostering climate resilient and inclusive socio-economic development in the long-term

This Completion Report is intended to be a consultancy debrief. It aims to report on how consultancy performed against what was set to do in the Inception Report.

## Objectives

The objectives of the final report is to provide the following:

1. A summary of what has been produced with reference to the expected outputs/ milestone of this consultancy and to explain the reason for the variance;
2. A summary of the issues and concerns encountered in the implementation of this consultancy that could not be fulfilled during the duration of the consultancy and that SPC/RPCU will need to follow-up; and
3. Summary of the findings, conclusions, and recommendations in particular highlighting or providing advice to RPCU ensure that results of this study will be useful.

# OUTPUTS AND ACHIEVEMENTS

## Methodology, Approach, Duration

The Consultancy Team's Revised Inception Report includes a detailed discussion of how the team prepared and delivered each of the outputs listed in the Terms of Reference. This section only explains the overall methodology, approach, and duration in carrying out the tasks and activities of the Consultant Team. The Consultancy Team focused their review, analysis, and processes in formulating the suggested strategies for R2R mainstreaming and in preparing the guide for R2R mainstreaming. Given the volume of documents to review and analyse, the team focused its work on the six countries for the case study.

The Consultancy Contract was signed on 20<sup>th</sup> of September 2020 and completed on August 30, 2021. There were delays in carrying out the tasks because of scheduling meetings with the RPCU and the PICs counterparts because of the ongoing pandemic situation. The Covid 19 pandemic delayed, to a certain extent, data gathering, FGD schedules, and shifting the conduct of key informant interviews to mostly FGDs. We heavily relied on available secondary information, results from FGDs, feedbacks from meetings (written and verbal), comments of RPCU, and synthesis of the team member's analysis. Feedbacks from the FGDs, comments from RPCU-organized meetings, and analysis of R2R experiences outside PICs provided certain objectivity and triangulation of results and recommendations.

A summary of the methodology and approach is outlined below:

1. Gathering available reports and documentation including summaries, presentations, and proceedings of several technical and coordination meetings. This was followed by classifying the documents into various categories such as those that are of PIC-wide importance like design and preparatory documents of STAR and IW R2R, country-specific R2R designs, R2R demonstration site interventions and updates, and other reports of donor-funded initiatives. Available reports were sourced from the RPCU, websites and portals, and professional networks. These documents (Annex A. Compendium of References relevant to R2R mainstreaming in the Pacific) can be accessed through this link, [http://bit.ly/AnnexA\\_references](http://bit.ly/AnnexA_references).
2. As requested, team members participated in the RPC and RSTC pre-consultations and actual meetings. These meetings were helpful, especially for team members who have not yet visited any of the PICs. They opened opportunities to interact with the RPCU staff, country stakeholders, and implementers. The team gained a broader appreciation of R2R planning and implementation activities, including issues and future plans. Proceedings from the technical meetings, reporting, and coordination served as current updates in the progress of project implementation.
3. Review and analysis of available information. A purposive literature review of available R2R-related publications from authoritative websites was initially carried out to gauge the state of the art or knowledge related to integrated development approaches. Features of R2R-related frameworks combined with the consultants' expertise and experiences served as initial "lens" in gathering, organizing, analysing reports, filtering lessons, and practices during the planning and implementation of the "testing of R2R mainstreaming" by the IW-R2R project and to some extent, the initiatives of the STAR projects. Some were studied carefully and used as key

references and major sources for understanding the regional, country-specific, and local R2R demonstration site situation, while others were scanned. The review focused on how the regional, national (multi- and sectoral), sub-national and local policies, strategy frameworks, planning, and governance processes provide the basis for their adoption/application in the IW R2R demonstration sites using an integrated/R2R approach. It helped the team understand how R2R mainstreaming was being, or could be translated or downscaled, into a selected land-sea form in each of the six focal PICs. The adequacy of these policies, governance processes, and frameworks at the various governance levels is considered a prerequisite to sustainably managing, using, developing, and regulating the unique bio-geo-physical assets of the PICs in each major land-sea form.

4. Development of the overall framework for guiding, organizing, and analyzing the R2R-related documents. The (emerging) framework used in the review is broadly based on the context and opportunities of R2R mainstreaming provided by regional and national frameworks. It *looks at lessons learned, practices or interventions, processes, issues, and challenges in the national demonstration sites within the context of the larger picture, or the R2R mainstreaming pathway, as envisioned in the regional and national multi- and sectoral policies and frameworks.*

The translation or downscaling of the national and sub-national policies, governance processes, and strategic frameworks into integrated, complementary, collaborative, and doable strategies in each land-sea form is crucial as these sites face the challenges of coping with hazards and disasters resulting from erratic weather conditions and human-induced occurrences of negative environmental externalities from increasing demand for EGS-related livelihoods, enterprises, businesses, economic activities, and urbanization. *What happens in a specific R2R land-sea form can demonstrate the effectiveness and value of national multi- and sectoral policies.* Lessons from the specific R2R sites may provide a platform for advocating changes at the sub-national and national governments and even donors to ensure that current national and sectoral policies are responsive to realities on the ground. Lessons from the process of translating national/sub-national policies into specific R2R integrated strategies for implementation offer opportunities to “identity gaps,” “disconnects,” and “ineffective areas” of supply-driven programs and policy implementation processes.

5. Preparation of case country-specific PowerPoint presentations to launch the FGDs in each of the six-country case study sites. The PowerPoint presentations (compiled in Annex B. KII/FGD Guide at [http://bit.ly/AnnexB\\_fgd\\_guide](http://bit.ly/AnnexB_fgd_guide)) provided a broad outline of the team’s emerging framework for R2R mainstreaming in the PICs. It summarizes an approach that the team thinks supports the goals/outcomes of Regional IW R2R and STAR and permits analysis of how the results of their activities converge and contribute towards each PIC’s R2R envisioned future. As mentioned in the Consultancy Team’s Revised Inception Report, this framework follows an “If, Then and Thereby” logic as a way of connecting site, local, and national level IW R2R and STAR activities to chains of pathways and convergences as they contribute towards the envisioned future in each land-sea form, in each PIC. Below is a slightly revised logic statement (from what’s written in the Revised Inception Report) the team used for its review:

***IF** national and local stakeholders understand the importance and support the integration of multi-sector strategies in land-sea R2R (IWRM/ICM) planning and implementation to sustain the supply of EGS in each PIC as a result of:*

- ✓ Established demonstration sites to support R2R ICM/IWRM approaches for island resilience and sustainability (Program Component 1);
- ✓ Investments in island-based human capital and knowledge enhancement to strengthen national and local capacities for R2R ICM/IWRM planning and implementation that incorporate climate change adaptation (Program Component 2);
- ✓ Mainstreamed R2R ICM/IWRM approaches into national development planning (Program Component 3);
- ✓ Established regional and national R2R indicators for reporting, monitoring, adaptive management, and knowledge management (Program Component 4); and
- ✓ Established R2R regional and national coordination mechanisms (Program Component 5),

***THEN**, the Regional IW Ridge to Reef (IW R2R) programs have substantially supported the PICs' efforts to mainstream integrated approaches to land, water, forest, biodiversity, and coastal resource management; and*

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

The above logic statement served as guidepost in reviewing and analyzing available reports and feedback/inputs from on-line meetings and consultations; and in formulating the emerging R2R mainstreaming framework.

6. From scoping mission to Online KII/FGD. The coronavirus pandemic largely constrained the methodology that was employed in this Consultancy. As international travel was virtually halted, the Consultants relied heavily on online key informants' interviews and focus group discussions that supplement the secondary data gathering methods. Conduct of the KIIs/FGDs to partly validate the R2R mainstreaming framework from the analysis of available documentation and draw out more specific responses on key topics such as policies and governance processes, completed national and sectoral strategies, and lessons from the planning, implementation, and capacity building support in the R2R demonstration sites. Annex C. KII/FGD Documentation at [http://bit.ly/AnnexC\\_documentation](http://bit.ly/AnnexC_documentation) contains the recordings and highlights of KII/FGDs conducted.

During the FGD, generic and open-ended questions were raised. Some of these questions were intended to validate what were stated in the power point presentations. The participants' responses provided clarifications, affirmations, revisions, and expression of willingness to share more relevant documents to explain in further detail the issues, constraints, and gaps in R2R planning and implementation. These questions are:

- ✓ What are the current mechanisms or systems in place that can support R2R mainstreaming at various levels? Policies, capacities, established institutional arrangements, financing, donor commitments, networks, partnerships, etc.?
- ✓ What do the R2R pilot sites represent with respect to the dominant or key land-sea continuum or formations in each country?

- ✓ What are the major EGS in each landscape-seascape, the major users, and their capacities to participate in the R2R planning and implementation including co-financing replication and scaling at various levels of mainstreaming— site or local, national, sub-regional, and Pacific Island countries?
  - ✓ What are the replicable and scalable landscape-seascape practices (tools, techniques, analysis, processes) that were used in each of the pilot sites given the biophysical and climatic factors, policies (statutory and customary) that are affecting the management and regulations of land and resource uses in the area?
  - ✓ How are these emerging practices supported by local, sectoral, and national policies and processes including financing and human resources support?
  - ✓ What are the major drivers (internal and external) that threaten, or may threaten, the sustainability of the supply and quality of EGS in each major landscape-seascape continuum?
  - ✓ What lessons can be learned from each of the IW R2R pilot and STAR child projects that could partly guide replication, scaling up and mainstreaming processes?
7. Analysis and synthesis for the preparation of the Consultancy Report No. 1. The desk-based review culminated in the preparation of the complete documentation of various national (and regional) sustainable development planning processes, strategic frameworks, and related activities, including results of assessments for effectively mainstreaming R2R. The first draft report was submitted on the 18th of January 2021 (delayed by 18 days from the agreed-upon due date on the 31st of December 2020). The final draft incorporating the RPCU’s suggestions for enhancement was finally transmitted on the 12th of March 2021.

The highlights and conclusions emerged from the review of available documentation, minutes of FGD meetings, interactions with key implementers of the IW R2R and STAR projects, and internal discussions and leveling off among the Consultancy team members. Specifically, the team:

- ✓ Looked at each demonstration/pilot site from a micro-analytical perspective, their component activities on R2R planning and implementation and capacity building support;
- ✓ Determined how the activities contributed to the stated big picture that is envisioned in the land-sea demonstration site;
- ✓ Filtered and drew out best practices, lessons, challenges, and gaps; and
- ✓ Inferred how the best practices<sup>1</sup> (tools, techniques, processes, etc.) and key lessons could potentially be used for replication and scaling up through the mainstreaming pathways at the local, country, and PICs.

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<sup>1</sup> Replicable (R2R-R) and Scalable (R2R-S) R2R practices are broadly defined as: steps, processes, techniques, tools, partnerships, policy, and program development for R2R mainstreaming (R2R-M). In some cases, lessons learned from effective or ineffective interventions are included if they offer potentials to achieving the R2R objectives but were not adequately supported during the implementation.

8. Preparation of the Simple Guide. The results of analysis of the select PICs' unique bio-geophysical and climatic features, policies and governance processes, and lessons learned from the planning and implementation of IWRM, GEF IW R2R, and STAR projects informed the development of the 'simple guide for mainstreaming R2R in the Pacific Region' document. The first draft of the Guide was submitted on the 16<sup>th</sup> of July to the RPCU. Following the suggestions of the RPCU, a second draft was submitted and was eventually accepted by the RPCU on the 27<sup>th</sup> of July. The final version was submitted on the 12<sup>th</sup> of August 2021.

The analysis of R2R approaches and their potential for mainstreaming considered the "givens" in each demonstration site and country. These are the bio-geo-physical and climatic factors, including biodiversity, key ecosystems, and EGS; and the policies (statutory and customary) that define and direct land and resource uses in each land-sea area. These considerations, because of their category as "givens", were used as lens for determining the following:

- ✓ doable and science-based local and national governance systems;
- ✓ effective participatory assessment, planning and programming processes;
- ✓ guidelines for national replication and upscaling during the mainstreaming period; and
- ✓ capacity improvement and support programs for self-interested local stakeholders to adopt for effective R2R management of specific land-sea area, habitat, unique natural or cultural sites and attraction, ecosystem, island, a unit of political or traditional rights claim.

The team used that what came out of the analysis for crafting holistic science-based national and local policies for regulating, protecting, restoring, and monitoring land use and resource use of various EGS, and for developing and managing corresponding integrated interventions, in a specific land-sea continuum. After all, carrying out integrated multi- and sectoral strategies in a specific R2R site has the main objective of achieving the proper balance between EGS utilization and protection, and regulation and enforcement to avoid their depletion/contamination. It requires evaluation of trade-offs in determining and managing land and resource uses to ensure sustainable supply of EGS for the present and future generations.

The review and analysis of the Regional IW R2R outputs and outcomes including the results of the modified Science to Policy (S2P) initiatives helped define direction in developing the R2R mainstreaming approach- doable site-specific R2R strategies to reduce stresses, align or modify technical interventions, and strengthen local policies for implementation. Outputs also directed upstream social marketing campaigns (advocacy to reach policy makers/decision makers) and downstream social marketing campaigns that will broaden community's awareness, change attitudes, and facilitate adoption of desired environmental behaviors.

Modifications of the proposed methodology and steps in carrying out the terms of reference of the Consultancy are considered minimal. The team gave more emphasis on the review of available reports, responses during the FGDs, feedbacks during and after the FGDs, suggestions and comments from RPCU, review of the frameworks of ridge to ridge-related approaches under different names, and the synthesis of the consulting team. The Covid 19 pandemic limitations in some way provided opportunities for the team to dig deeper on what, why, and how to translate the



ridge to reef approach into replicable and scalable strategies in PICs. What emerged as the recommended R2R Mainstreaming Strategies gave clarity in the process of developing and vetting the “Simple Practitioners’ Guide for R2R Mainstreaming in PICs”.

## Expected output 1.

*Complete documentation of various national (and regional) sustainable development planning processes, strategic frameworks, and related activities, including results of assessments for effectively mainstreaming R2R. Following the agreed assessment framework, the assessment should highlight the appropriate mainstreaming strategy, the appropriate steering platform upon which the mainstreaming shall take place, specify cooperation landscape and corresponding processes necessary and appropriate for mainstreaming R2R at the case study sites, and ultimately in the Pacific Region.*

### **Status: Completed (See Annex 1)**

The Consultancy Team started formulating the strategies based on the mainstreaming definition of being the “*process of embedding R2R approach and processes into national, sub-national, and community policies, strategies, programs, and practices to ensure that the ecosystems and EGS in various land-sea formations in PICs are maintained and enhanced to help reduce poverty, sustain livelihoods and build up climate resilience*”.

The definition was used as a lens in documenting sustainable development planning processes, key success factors, strategic frameworks, and related activities of the 6 selected PICs. The mainstreaming of R2R 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.

## Expected output 2.

*A simple guide for mainstreaming R2R in the Pacific Region document. Based on the results of documentation and assessment of the case-study sites, a “framework document” or a simple guide for mainstreaming R2R in the Pacific Region shall be formulated. The guide will at the minimum indicate how to effectively mainstream R2R in the Pacific Region precisely indicating the strategic approach, steering requirement, cooperation and institutional landscape, and appropriate processes, including necessary conditions, assumptions, and risks.*

### **Status: Completed (see Annex 2)**

Discussions between the consultancy team and the SPC team on draft output 2 revealed differing views on what constitutes a “simple guide.” Some SPC team members saw the simple guide as a short guide than what the consulting team has prepared. The consultancy team proposed that the SPC benefit more with a “Practitioners’ Guide for R2R Mainstreaming in PICs” intended for technical staff involved in planning and implementation as the document’s primary audience. They are envisioned to implement the process to help the PICs mainstream the R2R strategy, building on their current policies and programs, existing capacities, experiences with R2R-related projects, and willingness to integrate sector initiatives to achieve synergistic outcomes.

The Guide supports the processes of carrying out the three recommended R2R mainstreaming strategies for PICs, which are:

1. Scaling up R2R mainstreaming of advocacy and social marketing campaigns based on results of comprehensive analysis and unifying message of optimizing benefit flows from ecosystems of PICs’ land-sea areas;
2. Replicating participatory integrated R2R planning with envisioned R2R benefit flows at the local, sub-national, and national levels; and
3. Replicating R2R implementation of approved integrated R2R plans to realize the R2R benefit flows at the local, sub-national, and national levels.

The Guide consists of six sub-guides, which will hopefully help simplify the complexities of the R2R approach with doable processes, steps, tools, and techniques for translating the strategies into reality.

1. Sub-Guide 1 – Data Gathering, Mapping, and Analysing the Benefit Flows of Land-Sea Forms in Support of R2R Mainstreaming Strategies
2. Sub-Guide 2 –Identifying Relevant R2R Institutions and Establishing Governance Bodies for Steering, Directing, and Supporting Policy Development, Planning and Implementing R2R Mainstreaming Strategies at the Site, Sub-National, and National Levels
3. Sub-Guide 3 - Developing Strategies for Advocating R2R Policies and Programs at the Site, Sub-National, and National Levels
4. Sub-Guide 4 – Developing and Implementing Social Marketing Strategies for Target R2R Communities
5. Sub-Guide 5 –Preparing, Legitimizing, and Seeking Approval of R2R Plans at the Site, Sub-National, and National Levels
6. Sub-Guide 6–Mobilizing, Organizing, and Strengthening R2R Site Project Management Units for Implementation

Report 2 highlights the IMPORTANT CONSIDERATIONS to program-based approach to R2R mainstreaming. These are:

- ✓ Site level integrated planning and implementation is key to realizing the synergistic positive impacts of the R2R approach under the mainstreaming strategies. Replicating these sites at the sub-national level can offer “believable” outcomes of the R2R approach.
- ✓ The Guide with its Sub-Guides is intended for facilitating/assisting users to systematically “LISTEN” *to the local stakeholders, those who have choice (some with no choice) and are “staking” their livelihoods, enterprises, safety and security, their future and lives on the inherent capacity of the ecosystems to supply their EGS needs*”.
- ✓ Gender equality and social inclusion concerns must be mainstreamed into all aspects of R2R work through timely interactions, participatory consultations and discussions with women, men, youths, elders, and other vulnerable populations who not only use resources but depend on these resources for their future livelihoods.
- ✓ The Guide with its Six Sub-Guides are expected to be implemented at all levels of the program-based approach for carrying out R2R mainstreaming.
- ✓ Where needed, the guide supports a series of “training-exercises followed by field work, and coaching activities” to help develop and/or strengthen local capacities, provide on-the-ground learning for key processes, and help visualize how the outputs of SGs could serve as major inputs in the program-based approach to R2R mainstreaming.

### Expected output 3.

These are the PowerPoint presentation slides on both annexes 1 and 2.

#### **Status: Completed (See Annex 3)**

A presentation was given on the consultancy’s preliminary findings in February 2021 during the Second Technical Consultation of the Regional Scientific and Technical Committee for the GEF Pacific Ridge to Reef Programme. The file of the Power Point presentation during the RSTC meeting in February 2021 and the updated Power Point integrating the highlights from Outputs 1 and 2 are both in Annex 3.

## OVERALL CONCLUSION AND RECOMMENDATIONS

The Consultancy Team believes that it has accomplished the required tasks and outputs required as outlined in the Terms of Reference and the Contract. A conclusion and recommendations for similar type of consultancy tasks in the future is listed for SPC/RPCU considerations.

### Conclusion

The Guide for the three strategies of R2R mainstreaming in PICs offers an attempt to prepare and broaden the perspectives of lead agencies, project team, advisors and consultants, researchers, academicians, NGOs, and media groups as they contemplate to plan and implement R2R approach at the site, sub-national, and national levels. The Guide with the six sub-guides reveals the complexities and the simplicity of translating the concept of R2R strategy into reality.

To make the R2R mainstreaming strategies effective, we need the buy-ins of policy and decision makers who are the “gate keepers” of power and resources that support actions – coordination, complementation, collaboration, investments, regulation, development - at the sub-national and site levels. At a smaller scale, the same is true at the sub-national level especially with provincial or state governments that are less dependent on the national government. At these levels, key donors can influence in this process especially if they have short, medium, and long interest in aiding the PICs.

### Recommendations

To make a difference and see the synergistic positive impacts of R2R approach, site level integrated planning and inter-sector implementation must happen. The existing R2R demonstration sites can potentially serve as “learning sites” for replication and scaling up the R2R approach. The sub-guides were prepared to ensure that assisting organizations, projects, advisors, project staff, donors, national line agencies, and local governments “LISTEN” *to the local stakeholders, those who have and are (some with no choice) “staking” their livelihoods, lives, enterprises, safety and security and even their future on the inherent capacity of the ecosystems in supplying their EGS needs*” BEFORE formulating R2R prescriptions for the sound protection, restoration, use, and management of the ecosystems in a land-sea planning area. In this regard the integration of gender mainstreaming into all aspects of R2R work is crucial to ensure that any interventions at the community level is through interactions, participatory consultations and discussions with men, women, youths, and vulnerable populations who not only use resources but depend on these resources for their future livelihoods.

Future designs of R2R may use the R2R mainstreaming guide as a framework in preparing and even reviewing proposed R2R log frameworks of follow-on activities. R2R initiatives must be willing to face long-term engagement, which may not fit donor’s time frame. PICs must strongly phase in R2R mainstreaming strategies with several donors but based on the common framework of replication and scaling up approaches.

It is suggested that future R2R projects plan and carry out orientation and training of project staff, key government and non-government counterparts, and target community leaders. They may use or modify the framework and key messaging of the recommended R2R mainstreaming strategies in PICs. The training activities, ideally, should be followed by learning together, adaptive field activities that are designed to complete R2R mainstreaming plans for implementation

Partnership with local resource institutions (universities, NGOs, etc.) during the preparatory R2R mainstreaming – data gathering and carrying out various spatial, governance, and capacity; conduct of data gathering and analysis; and participatory planning with local stakeholders, getting joint implementation buy-ins, etc. Activities with these organizations could directly impact the R2R readiness of the next generation of PIC technicians and leaders and provide continuing education and upgrading support for middle level professionals.

Lastly, it is highly recommended that the Guide with the six sub-guides be fully tried at all levels of planning and implementing the R2R mainstreaming strategies. If there are resources from donors who are willing to be part of the process, the testing and refining processes be carried out with the concerned national, sub-national, and public and private stakeholders before widespread use. A series of “training-exercises followed by field work, and coaching” approach type of support may be provided to develop local capacities, observe how the processes are carried out, and how the outputs of SGs could serve as major inputs in preparing the advocacy and social marketing strategies, R2R plans and R2R implementation.

## ANNEXES

1. Output 1: at <https://bit.ly/3zEryRm>
  2. Output 2: at <https://bit.ly/3kEyUOD>
  3. Output 3: at <https://bit.ly/3gQxkYG>
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- A. Compendium of References at <https://bit.ly/2LKPApP>
  - B. KII/FGD Guide (Power Point Presentations) at [http://bit.ly/AnnexB\\_fgd\\_guide](http://bit.ly/AnnexB_fgd_guide)
  - C. KII/FGD Documentation at <https://bit.ly/2LKPApP>
  - D. R2R Mainstreaming in Pacific Consultancy Update PPT at <http://bit.ly/3bNhJ8K>
  - E. Spatial Data and Maps References at <https://bit.ly/38X286c>
  - F. Sample Spatial Analysis (FIJI) at <http://bit.ly/3b0fhfZ>
  - G. Chart of R2R-relevant Policies of the 6 Case Study Sites at <http://bit.ly/2ZTUog8>
  - H. Governance Review of 6 PICs at <https://bit.ly/3in6neA>
  - I. Status of Documents Requested at <https://bit.ly/2XROg6Y>
  - J. List of Meetings Attended and Key Persons Met at <https://bit.ly/3ktq0Ta>
  - K. Annex K. Photo Documentation of Zoom Meetings at <https://bit.ly/3t4s3kR>







