



FIJI RIDGE TO REEF (R2R) MONITORING AND EVALUATION TRAINING

Revisiting Results – Based Monitoring, Project Logical Framework and Establishing the Multi- Year Costed Workplan



Peninsula Hotel, Suva, Fiji. May 28th – 29th, 2018

Participants : Beverly Sadole (R2R Project Manager), Noa Vakacegu (West Coordinator), Timoci Nakalevu (North Coordinator), Sera Tinai (SAO), Eleni Nayacaibuna (PA-West), Michelle Baleikanacea, Maikali Rasuwaki (PA- North), Kesaia Sovosi(PA-North), Jacqueline Seru(PA-North), Jashneel Nair(IT officer), Snehal Jariwala(Finance officer), Mosese Sekikorolevu(M&E officer).

ACKNOWLEDGEMENT

The Fiji Ridge to Reef Project Team under the Project Management Unit (PMU) at the Department of Environment in the Ministry of Local Government, Housing and Environment would like to acknowledge the contribution, support and collaboration of the Regional Programme Coordination Unit (RPCU) under Pacific Community (SPC) in particular to Dr. Josea Antonio Shaleh, the Monitoring & Evaluation Adviser for the Pacific Ridge to Reef programme for his time in facilitating the workshop and his valuable knowledge and tremendous work on the monitoring template for the Fiji R2R project.

INTRODUCTION

The objective of the Fiji Global Environment Facility (GEF) 5 Ridge to Reef (R2R) project is to preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority water catchments on the two main islands of Fiji, Viti Levu and Vanua Levu.

The project will run for four years (2015-18) with GEF budget of USD 7.39 million and substantial co-financing from Fiji Government, Private Sector, UNDP and Conservation NGOs (USD 30.24 million). The sub thematic allocation includes US **\$4.94 million Biodiversity**, US **\$2.0 million for Climate Change** and US **\$0.65 million for Land Degradation** which has been brought under one umbrella project that will be implemented by United Nations Development Programme (UNDP).

The selected priority catchments are Ba River, Tuva River and Waidina River/Rewa Delta on Viti Levu; and Labasa River, Vunivua and Tunuloa district on Vanua Levu.

Monitoring and evaluation can help an organization to extract, from past and ongoing activities, relevant information that can later be used to as basis for programmatic fine-tuning, reorientation and planning.

The overall monitoring and evaluation (M&E) scheme of the project will be applied in accordance with the established UNDP procedures throughout the project lifetime. The Ministry of Environment as an implementing partner, together with the UNDP Multi-Country office in Fiji will ensure the timeliness and quality of the project implementation. Technical guidance and oversight will be provided from the UNDP's Regional Bureau for Asia Pacific, as well as the NBSAP and other technical committees. The project will be monitored through the M&E activities such Project Inception Workshop and Report, Project Induction Workshop and Report, Project Progress via Enhanced Result Based Management Platform, Project Progress Report (PPR), Annual project Review/Project Implementation Report (APR/PIR), Project Steering Committee (meeting reports), Periodic Monitoring via Site Visits, Mid Term Evaluation Report and Project Terminal Report.

These monitoring activities are essential to track implementation, outputs and be able to measure the effectiveness of Fiji R2R Programme in the six target catchment and steer the successful and in some cases replicated in other catchment.

Monitoring & Evaluation Training and Discussion

Monday, May 28th:

1. Brief Introduction on Results- Based Management: Rational, Basic Terminologies, Result Chain.

Mr. Shaleh firstly highlighted the important relationship between the administration aspect and technical aspect of the project was emphasized and should be complimenting each other.

The facilitator presented on the Result Based Monitoring & Evaluation (RBME). The R2R staff was educated on the basic principles and requirements of Results-Based Monitoring and Evaluation. The definition of terms commonly used in RBME were also been highlighted.

The facilitator elaborated on the importance of reporting results, activities, outcomes and outputs. Always making sure that activities are planned first before allocating its budgets.

Result chain should always be in chronological and logical sequence.

i.e. Inputs→Activities→ Outputs→ Outcome→ Impacts .

One of the major role for M&E officer was to look at activities, Outputs and outcomes whether they are aligned to current government priorities and whether the project objective was still relevant and achievable.

It was very important to implement what have been learned in any training. Every training has a purpose and objective that needed to be achieved and these purposed must be defined before attending training.

Proper records of training must be kept in order to give evidence of your contribution to anyone's success story.

Mr Shaleh further highlighted, activities are there to produce outputs and without implementing the outputs it would merely impossible to achieved the outcomes. Activities must be formulated making sure it's feasible and not create future implication or problems.

He stated that one of the most critical elements for all catchment was the Land Use Plan; this will allow catchments to be divided into zones thus making it easier for management.

Managing for results is the basis for Result Base Monitoring & Evaluation. RBM is also known as Management for Development Results (MDR). Focus of RBM included: Strategy, Steering, Cooperation, Processes and Learning.

The facilitator highlighted on the use of Monitoring, used for planning, steering and decision making. According to the Development Assistance Committee (DAC) - OEDC, project should be viewed under five criteria i.e. Relevance, Effectiveness, Efficiency, Impact, Sustainability and Impact (REESI).

One common mistake for project planning and formulation was the inability to incorporate project sustainability in its inception stage but later considered eight to six months prior to project end. Project sustainability should be considered at the early stage of project with the relevant agencies or people involved in project activities and who would later took over once project life comes to an end.

Development is the movement from a baseline to a desired state in other words we desire for positive transformation.

Paris Declaration on Aid Effectiveness: Ownership, Alignment, Harmonization, Managing for results and Mutual accountability.

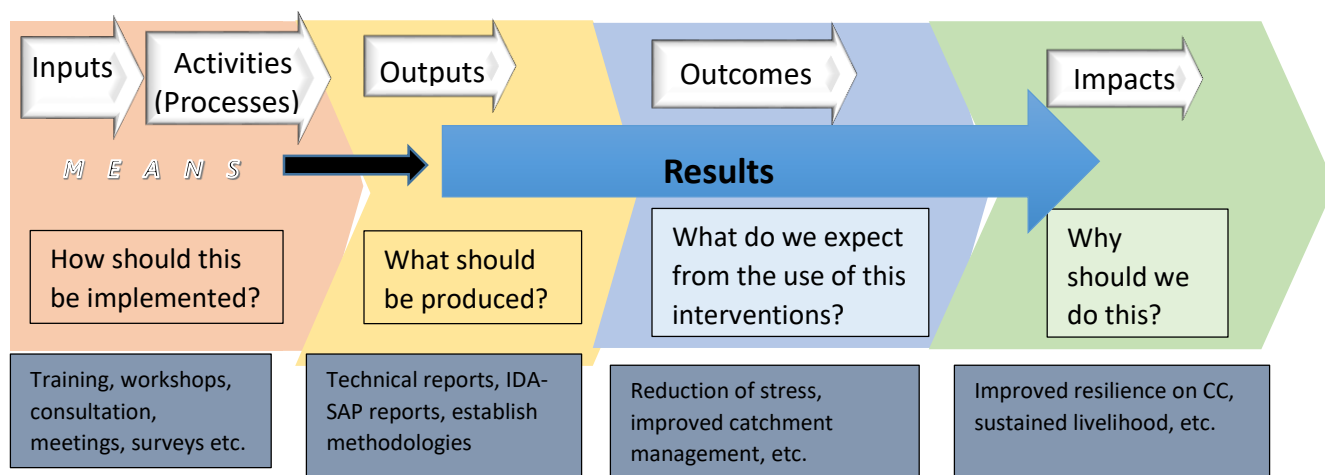
Mr. Shaleh stated that projects needed to be both environmentally and financially sustainable. Everything we do has an implication on sustainability.

The Project Steering Committee helps the project team to achieve the project outputs. Project should equip the Committee with enough correct data to help make informed decisions.

One of the main project target was to establish a Catchment Management Committee (CMC) and have Catchment Management Plan that promotes more integrated natural resource management. Mr Shaleh stated that the project must focus on achieving these main targets by the end of the project. Preciseness of activities was very important to ensure result are obtain more efficiently and effectively and identify the best possible way to obtain results.

Mr. Shaleh also emphases on the importance to undertake a stock take in Fiji to clearly identify NGO's, academia and government department work in various sites around the country. Status of implementation from various partners was very critical so that process can be tracked and build upon when new programs or project are to be implemented.

Result chain are a casual or plausible link between development measures and the desired changes. Result chain are chronological arranged and in a logical sequence. Pilot testing is a chain of proven measures that was tried in new place with proven evidence that it has been tested and worked in previous programs or project. The result chain: outputs – Outcome framework (Hierarchy of Results):



These processes are called results or result chain. Ensure activities, output, outcome and objectives of project are still aligned, achievable and relevant to current government policy and priorities. All management plan developed by project needs to be adopted and enforced by government to enable project targets are achieved and effectiveness on our community.

A program or project must have indicators which will allow its variable to measure one aspect that is directly related to the project objectives. Indicators are benchmark where we can measure our achievement from and can be in quantitative and qualitative form. These should be expressed in Quality, Quantity and Time (QQT) or Simple, Measureable, Attainable, Realistic and Timebound (SMART) and measure its trend or change overtime. There should be one or two indicators per result, one indicator for each output and not more than fifteen indicators per area of significance problems.

Discussion

Questions raised by Mr. Maikali on why sometimes Management plan was set up but not being implemented. Mr Shaleh mentioned we should stop and ask ourselves 'why' plans are not being implemented, because unless the plan is implemented we would not achieved our output.

Mr. Maikali also raised the questioned on why some communities resort back to their initial stage/ life style after project intervention. Mr. Shaleh then responded maybe because the intervention was not relevant to the community or it wasn't their priority. It was very important to develop a Land Use Plan to identify areas of priority including a designated area for planting or production zone and areas to be conserved for forest rehabilitation program and biodiversity conservation.

Mr. Vakacegu commented on the development of management plan through community consultation where community members come up with solution before advice is given for livelihood option that can assist them for decision making.

Mr Shaleh then highlighted the importance of participatory consultation to enable community members include their priority and future plans and able to take ownership of plans being developed and able to implement it.

Mr. Shaleh stated that the lowest result we can report on would be at the output level, after combination of activity or processes that has been conducted to achieved the output. This also applies to series of consolidated output to achieved outcomes. However, activities (processes) can be reported if output has nothing to report on. Activities not yet being implemented would always be in present tense (action word) and when it's done it leads to the output which would always be in past tense.

2. Overview of Multi- Year Costed Work Plan

The Mr. Shaleh then introduces the Multi Year Costed Work Plan (MYCWP) template to the team. He stated that part of the information needed to fill the MYCWP can be derived from the Indicator framework under the Strategic Result Framework of the project document. He further stated that MYCWP that also includes partner's activities as an organization (not just contract activities) would become a sectorial or programmatic work plan, which would enable all partners to monitor same activities. Status of implementation differentiated with different colors under the MYCWP were very important to enable tracking of multiple activities.

Description of the Measures					Financial Information				Schedule, Responsible parties, et.al.				
Component	Reference Number			Output/ Activity/ Sub-activity	Implementation Status	Quantity	Unit of Measure	Detailed components per unit cost	Funds Sources	Implementation Period	Lead Implementor	Cooperating Parties	Additional Info./ Remarks
	Output	Activity	Sub-Activity										

Multi Year Coasted Work Plan format (above)

Mr. Shaleh also stressed the importance to include and account for the time and knowledge of Government input and contribution to the project in terms of co- financing including availability of office space, value of their time sitting in project meeting etc. Also other partner’s contribution in monetary value should also be included as GEF operates in a 1:4 ration, i.e. with every dollar spent GEF requires four dollar in return.

Discussion

Mrs Eleni raised a questioned on co-financing partners submitting their work plan and budget without indicating their co-financing contribution (i.e. in-kind). Mr. Shaleh answered that sub-contract are with clear ToR with specific activities, date of implementation and cost, however, joint implementation with the co-financing partner would assume that the partner would bear some cost (in-kind) of that particular activities.

Mr. Timoci also raised a questioned on past GEF experience of co-financing partners not disclosing their co-financing contribution during project inception phase but later reveal during or at later stage implementation. Mr. Shaleh stated that partners should be transparent enough to reveal their co-financing, however, as answered to the previous questioned the difference between sub-contracting and joint implementation should clearly be defined.

Mr Noa raised a questioned on steps the R2R project can take with partners who submit’ s their budget that exceeds the allocated budget celling of a particular activities or outcomes. Mr. Shaleh answered that the project can request for a budget breakdown of the requested activities with proven evidence of positive result from previous Programme.

Mr. Mosese was then given the time to discuss the R2R MYCWP with the participants.

- Main end target for R2R project was to have sound catchment management plan in all six catchment (promoting integrated natural resource management) and a multi- stakeholders catchment management committee operating in at least four catchment (Ba, Tuva, Waidina and Labasa)
- Participants need to have a look at the Management Effectiveness Tracking Tool (METT) to help measure the effectiveness of activities.

- Identify total area (ha) of catchment, areas of existing protected area and area of potential protected areas.
- Proper land use plan was important to enable the identification of areas of protected area and production zone within catchment.
- Breakdown target end of project to enable proper and effective monitoring of activities.

Tuesday, May 29th

Recap of discussion from day one.

3. Overview of a Monitoring Plan

Mr. Shaleh defines monitoring as the routine process of data collection and measurement of progress towards program objectives. The availability of monitoring data allows **steering** the project towards intended result, **report** on project progress and **learn** from experiences.

Evaluation on the other hand, was a process that attempts to determine as systematically and objectively as possible the relevance, effectiveness, and impact of activities in light of their objectives. "Evaluation therefore was an exercise to help decision-makers understand how and to what extent, a program was responsible for a particular results" said Mr. Shaleh.

The government would always undertake their mandate intervention with or without project intervention. However, with project intervention that is relevant and complement's government priority, the measured difference in the outcome of interest (i.e. between having or not having project intervention) would be referred to as 'impact evaluation'.

Mr. Shaleh mentioned that it was very important for the project to assist the government and be a catalyst to development. Project should be able to change and enhanced their capability to be relevant and not become obsolete.

Mr. Noa raised a questioned on weather evaluation can be carried out mid-term during project implementation phase? Mr. Shaleh answered its possible if the project was at some point not performing to the required standard.

Internal evaluation helps project (team) shape progress and direct project implementation to the right direction whereas external evaluations are usually requested by the implementing agency (IA) of the purpose of project not fulfilling the purpose of their existing.

Project coordinators role was to make sure that partners fulfill their agreement and obligation to the project. And making sure reports are screen and reviewed and should be technically feasible, correct and up-to standard and also be able to provide recommendation.

Mr. Shaleh describes the M&E plan as a comprehensive document for all monitoring & evaluation activities within the project. It would detail the project objectives, intervention and development and describes the producers that would be implemented to determine whether or not the objectives are meet. Therefore the M&E plan function was to address questions such as:

- What indicators have been collected, how often, when, how and why?
- Indicate expected results.
- Baseline values, target and assumptions.
- How data will be analyzed.
- How data will be disseminated.

Mr. Shaleh then discusses the Fiji R2R M&E Plan with inputs and suggestion from the R2R team. Inputs included information needed to ascertain result, source of verification, responsible partner and timing (expected time completed). Much of the information needed to fill the M&E plan was extracted from the project document, however, participants were asked to give an estimated time when particular activities would be completed.

For terrestrial protected areas to be formally established and gazette, it would take tremendous amount of time and these needed to be monitored in project to be proved.

4. Harmonized Result Reporting Form

An overview of the Pacific R2R harmonized programme results reporting was presented by Mr. Shaleh. A results reporting excel form that needed to be filled as a combine programmatic report rather than each project reporting for each country.

5. Closing

Mr. Shaleh thanked the Fiji R2R team for the opportunity provided. The training was then closed with a closing remark from Ms. Michelle Baleikanacea.

Annexes:

Photos from M&E Training





Fiji R2R Monitoring & Evaluation Training 2018

