

## Results Based Monitoring System

GEF Pacific Ridge to Reef Program  
Regional International Waters Ridge to Reef Project

Version 1.0

**Jose J. Antonio**

Country Coordination, Monitoring and Evaluation Adviser  
GEF/UNDP/SPC Pacific Ridge to Reef Programme,  
Geoscience, Energy and Maritime Division, 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

# Table of Contents

<b>ACRONYMS</b>	<b>2</b>
<b>TABLE OF CONTENTS</b>	<b>3</b>
<b>INTRODUCTION</b>	<b>5</b>
BACKGROUND	5
<i>The Pacific Community</i>	5
<i>The GEF SPC-UNDP Regional International Waters Ridge to Reef Project</i>	5
<i>The GEF Pacific Ridge to Reef Program</i>	6
<i>GEF System for Transparent Allocation of Resources (STAR) Projects</i>	7
RATIONALE	8
<b>ABOUT THE RBM SYSTEM</b>	<b>10</b>
PURPOSE OF THE RBM SYSTEM	10
STRUCTURE OF THE RBM SYSTEM	10
<b>SECTION ONE: INTRODUCTION TO RESULTS-BASED MONITORING</b>	<b>11</b>
WHAT IS RESULTS-BASED MONITORING?	11
WHAT ARE RESULTS?	11
HOW ARE RESULTS GENERATED?	11
FUNCTIONS OF RBM	13
MONITORING OF OUTPUTS	13
MONITORING OF DIRECT RESULT/OUTCOME LEVEL (BELOW THE ATTRIBUTION GAP)	13
MONITORING OF INDIRECT RESULT/IMPACT LEVEL	13
<b>SECTION TWO: OVERVIEW OF THE GEF PACIFIC RIDGE TO REEF PROGRAM</b>	<b>14</b>
BRIEF DESCRIPTION	14
PROGRAMMATIC APPROACH	15
PROJECTED GLOBAL ENVIRONMENTAL BENEFITS	20
GOVERNANCE, ORGANIZATION & COORDINATION	21
<i>R2R Program Coordination Group (RPCG)</i>	21
<i>R2R Program Steering Committee (R2RPSC)</i>	22
<i>National Inter-Ministerial Sustainable Development Committees (IMC)</i>	22
<i>Regional Program Coordination Unit (RPCU)</i>	23
<b>SECTION THREE: OVERVIEW OF THE REGIONAL INTERNATIONAL WATERS RIDGE TO REEF PROJECT</b>	<b>23</b>
BRIEF DESCRIPTION	23
REGIONAL IW R2R PROJECT STRATEGY	24
REGIONAL IW R2R PROJECT GOVERNANCE	26
<i>Regional Project Steering Committee (RPSC)</i>	26
<i>Regional Scientific and Technical Committee (RSTC)</i>	26
<i>National Inter-Ministerial Sustainable Development Committees (IMC)</i>	26
ORGANIZATION AND MANAGEMENT	27
<i>SPC and UNDP</i>	27
<i>Regional Program Coordination Unit (RPCU)</i>	27
PROJECT SITES	27
REGIONAL IW R2R PROJECT INDICATORS	30
<i>Stress Reduction Indicators</i>	30
<i>Process Indicators</i>	30
<i>Water, Environmental &amp; Socio Status indicators</i>	30
<i>IW: LEARN Indicators</i>	30
<b>SECTION FOUR: PLANNING, MONITORING, EVALUATION AND LEARNING</b>	<b>36</b>
THE COMPOSITION OF MONITORING TEAM	36
PROGRAM AND PROJECT PLANNING DOCUMENTS, TEMPLATES & TOOLS	36
1. <i>GEF Pacific Ridge to Reef Program Framework Document</i>	36
2. <i>Regional International Waters Ridge to Reef Project Document</i>	36
3. <i>Logical Framework of PICs</i>	36

4.	<i>MYCWP for Regional Program &amp; National IW R2R projects</i>	36
5.	<i>Quarterly work and liquidity/financial plan</i>	36
6.	<i>Quarterly financial report and financial forms</i>	37
7.	<i>Stakeholders engagement strategy and toolkit</i>	37
8.	<i>Gender mainstreaming strategy and toolkit</i>	37
9.	<i>Regional communications strategy for the GEF Pacific R2R Program</i>	37
10.	<i>A Guide to development of national communications plans</i>	37
MONITORING AND REPORTING TEMPLATES AND TOOLS		37
1.	<i>GEF Tracking Tools</i>	37
2.	<i>R2R Program Harmonized Results Reporting</i>	38
3.	<i>National Quarterly Progress and Financial Reports</i>	38
4.	<i>National Annual Project Reports: Annotated template</i>	38
5.	<i>National Project Midterm Report template</i>	38
6.	<i>Regional IW R2R activity and output monitoring</i>	39
7.	<i>Process and Results Monitoring for IDA and SAP</i>	39
8.	<i>Regional IW R2R Project Quarterly Progress Report</i>	39
9.	<i>Regional IW R2R Project Annual Project Implementation Report (APR/PIR)</i>	39
10.	<i>Training monitor/ Capacity Building Tracking Form</i>	39
11.	<i>Regional IW R2R Project website</i>	39
ADMINISTRATIVE AND TECHNICAL GUIDELINES		39
1.	<i>Consultant Reporting Template – Form XX</i>	40
2.	<i>Appraisal of Technical Reports of consultants – Form XX</i>	40
3.	<i>Appraisal of Technical and Financial Reports from PICs – Form XX</i>	40
4.	<i>Workflow and work process – Form XX</i>	40
5.	<i>Activity Design template – Form XX</i>	40
6.	<i>Activity Report template – Form XX</i>	40
7.	<i>Mission/ Travel report – Form XX</i>	40
IN-COUNTRY VISITS, PROJECT REVIEW AND EVALUATION		41
1.	<i>Periodic Monitoring through site visits</i>	41
2.	<i>Independent Mid Term Review</i>	41
3.	<i>Independent Final Evaluation</i>	41
4.	<i>Project Terminal Report</i>	41

**ANNEXES**----- **43**

**List of Figures**

Figure 1	Allocated funds by component (in US Dollars)	6
Figure 2	Estimated fund allocation per GEF Focal Area	6
Figure 3	R2R Programme fund allocation by country	7
Figure 4	Pacific Ridge to Reef Programme harmonized results framework	8
Figure 5	Impact triad for development results	9
Figure 6	SPC Theory of Change diagram	11
Figure 7	The basic structure of results chain (GIZ model based on the cause and effect hypothesis)	12
Figure 8	Pacific R2R Programme website schematic diagram	14
Figure 9	Funds share per GEF Implementing Agency	15
Figure 10	The Pacific Ridge to Reef Programmatic approach	15
Figure 11	Combined Pacific R2R Program and Regional IW 2R Project Governance	22
Figure 12	Project components, outputs, activities	24
Figure 13	Regional IW R2R project results framework	25
Figure 14	Organizational chart of the Regional IW R2R Project	28
Figure 15	Relative proximity of the 14 Pacific Islands Countries	29
Figure 16	Summary of the stress reduction end of the project targets	35

**List of Tables**

Table 1	Key project facts and figures	5
Table 2	Program fund allocation by GEF Focal Area	14
Table 3	Basic project information	23
Table 4	Regional IW R2R project monitoring plan	31

# Results Based Monitoring System

## GEF Pacific Ridge to Reef Program and Regional IW 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 in 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 is 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.

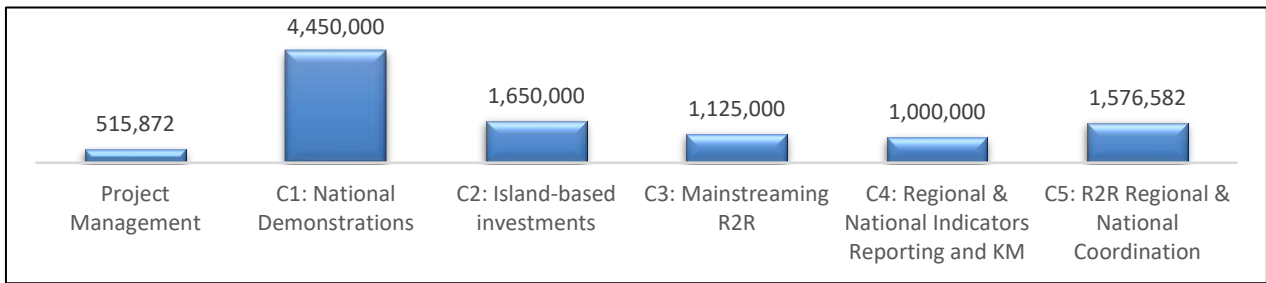
Pursuant to its mandate, SPC and United Nations Development Programme (UNDP) signed a [Project Cooperation Agreement](#) providing the legal basis for the implementation of a regional project that would support the Pacific Islands Countries (PICs) in managing their natural resources. Following the ridge 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 will 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 will be determined and assessed through this aforementioned 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 amounts 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
Expected Date of Terminal Evaluation	August 31, 2020
Original Planned closing date	November 30, 2020
GEF Grant amount	USD 10,317,454
Co-financing	USD 87,708,160

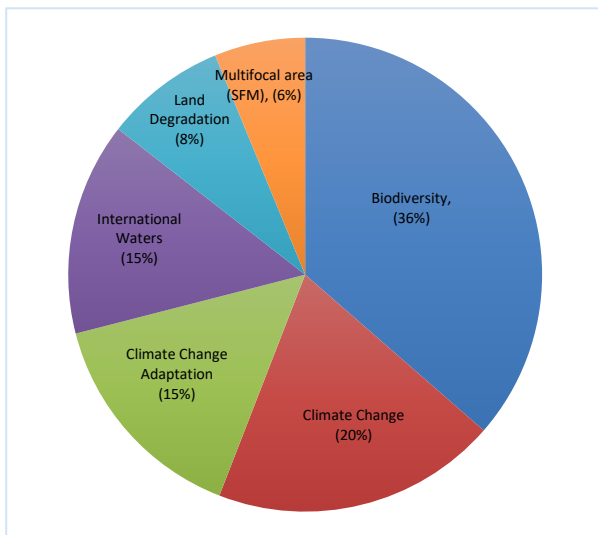


**Figure 1** Allocated funds by component (in US Dollars)

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 fund 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,

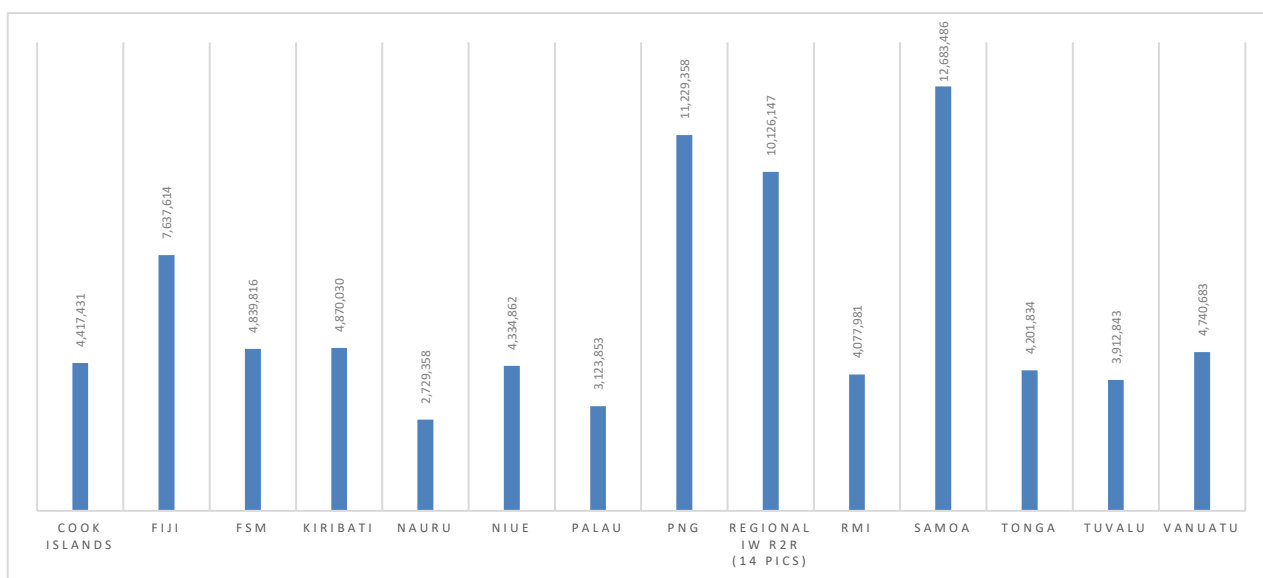
climate resilient land, water, forest and coastal management; (iii) Regional and national/local R2R indicators, monitoring and evaluation and knowledge management; and (iv) Regional program coordination.

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.

### GEF System for Transparent Allocation of Resources (STAR) Projects

Under the Pacific R2R Program, there are fourteen (14) STAR-funded projects and one (1) from the International Waters (IW) that are expected to contribute to the Program goal. Below are the list of countries with their corresponding estimated funding allocations.



**Figure 3** R2R Programme fund allocation by country

The preparation of the project proposal for Solomon Islands took time hence, it was not officially included in the Pacific R2R Program. In addition, Tonga also have two STAR projects supported by the two GEF implementing agencies.

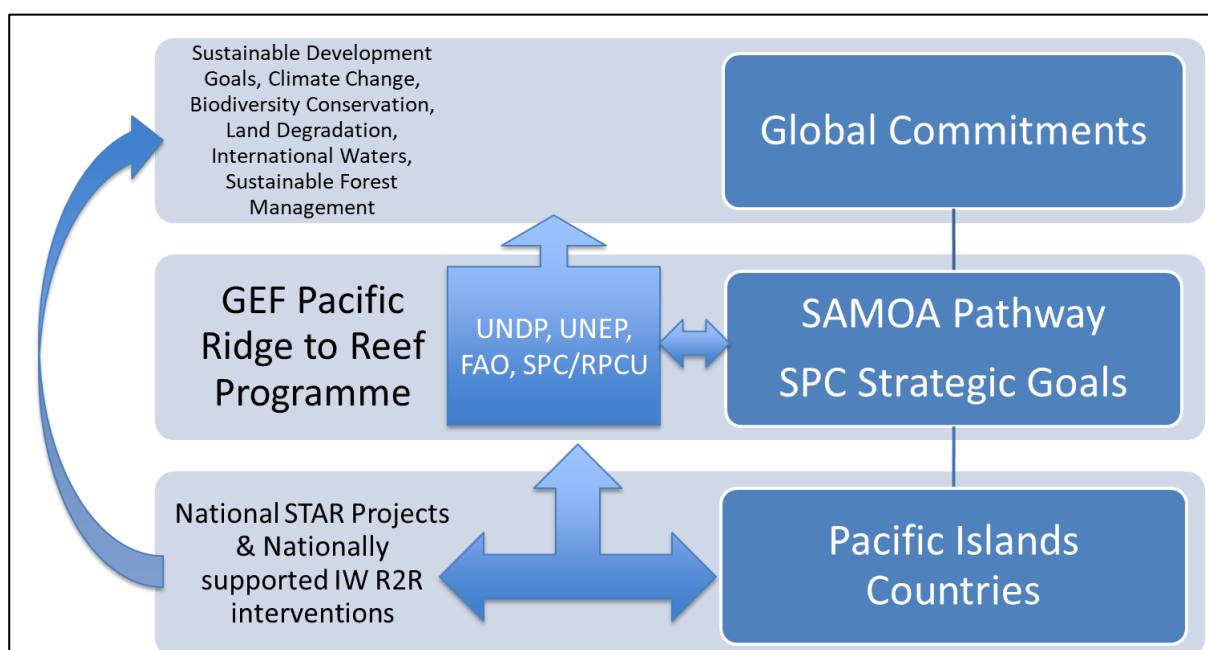
## Rationale

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 Based Management (RBM) System was developed.

The RBM System provides the framework for Regional IW R2R project planning, implementation and management, and reporting.

This RBM System 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.



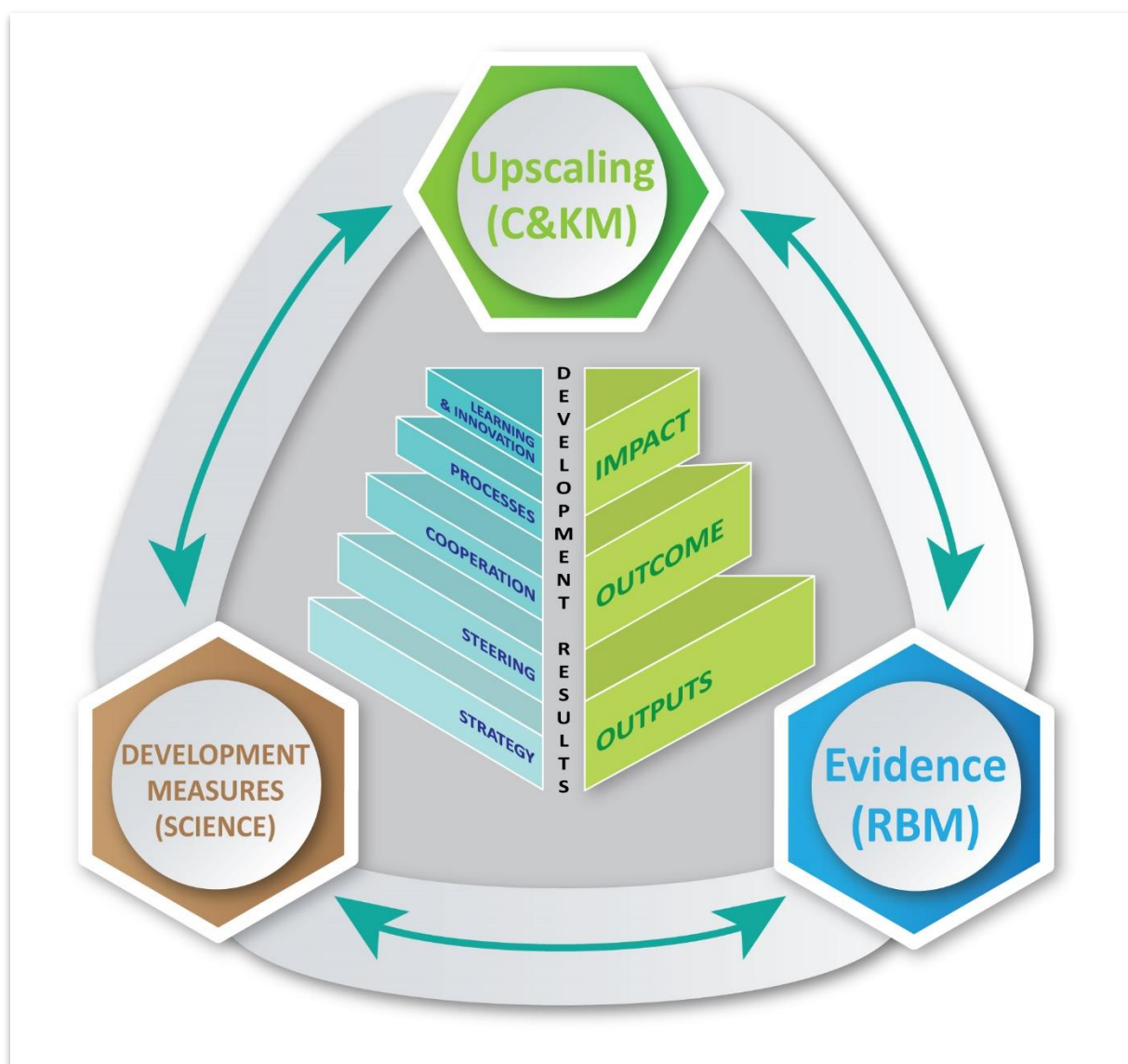
**Figure 4** Pacific Ridge to Reef Programme harmonized results framework

In addition, this RBM System adheres to the [DAC-OECD Criteria](#) such as relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability (REEIS). The various tools introduced in this document 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, this 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 in this document as the **Impact Triad for Development Results**. As mentioned before in this document, development results contributes to the production of outputs which then contributes to the achievement of outcomes and ultimately impact. The importance of a strong results-based monitoring 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/lens of the five success factors of the [Capacity Works](#)<sup>1</sup> namely: strategy, steering, cooperation, processes, and learning and innovation.



**Figure 5** Impact triad for development results.

Moreover, the impact triad for development results is fully aligned with the [Regional Communication Strategy for the Pacific R2R Program](#). The results generated from implementation of various development measures in the PICs pilot sites requires strong [Science](#) ensuring technical feasibility and effectiveness. Then all experiences from the testing of national demonstration projects are documented, lessons drawn, knowledge generated is packaged and will be disseminated to various national and regional audiences. Once disseminated, these knowledge products are expected to create ripple effects leading towards replication and upscaling of the tested R2R measures. CKM ensures that the lessons and successes are drawn and processed to further define developmental focus and policies for use by national and to the extent possible, regional decision-makers and institutions. CKM serves as generators of processed information and will ensure and create venues for effective and efficient dissemination of knowledge through experiential notes, success stories and lessons learned from implementing various interventions reaching various clients and publics as widest as possible.

Finally, complementary to this RBM System is the Pacific R2R Program/ Regional IW R2R Project website. The website will be the platform for visualization and dissemination of Program and project results, and knowledge products.

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

## About the RBM System

### Purpose of the RBM System

This RBM system is intended for use of the Pacific Ridge to Reef Program and the Regional IW R2R project. It guides overall program management from various levels of project implementation (i.e. community, national, regional project and Program) in planning, implementation, monitoring, results reporting, and upscaling. It should be used in tandem with other legally binding documents such as, but not limited to, the Pacific Ridge to Reef Program Framework and Regional IW R2R project documents, cooperation agreements and others.

The results-oriented and evidenced-based data and information generated from these monitoring system will serve as basis for steering, decision making and in reporting to intended audiences and clients.

### Structure of the RBM System

The document is divided into the following parts, namely:

#### [Background](#)

This provides information about the rationale for developing this RBM System, SPC, GEF Pacific Ridge to Reef Program, and Regional International Waters Ridge to Reef Project.

#### [Section one - Introduction to Results Based Management](#)

This section contains information and a description about the basics of Results Based Management (RBM).

#### [Section two – Overview of the GEF Pacific Ridge to Reef Program](#)

This section includes a description of the overall program strategy, governance, and indicators.

#### [Section three – Overview of the Regional International Waters Ridge to Reef Project](#)

This section contains descriptions of national stress reduction targets and process indicators, project organization and management, governance and steering.

#### [Section four – Planning, Monitoring Tools and Guidelines](#)

This section includes brief information on the available planning, implementation and management, and reporting tools, guidelines and templates.

[Annexes](#) – List of documents and references to the documents were provided with corresponding hyperlinks (and in USB).

## Section One: Introduction to Results-Based Monitoring

### What is Results-Based Monitoring?

Results Based Monitoring (RBM) is a management approach to improve planning, monitoring and evaluation, feedback, and learning. Its principles are:

- Focusing on dialogue and target group participation at all stages of the development process;
- Aligning programming, monitoring and evaluation with results;
- Keeping measurement and reporting simple;
- Managing for and not by results; and
- Promoting a learning culture by using results information for learning and decision making

Internationally known as [Management for Development Results](#) (MfDR), RBM means focusing first and foremost on results and not on activities or services delivered alone.

### What are Results?

Results are positive changes that can be attributed to a development measure. These can only be attributed to the project intervention if a direct causal relationship or at least plausible link can be traced. Results will affect not only the defined target groups, but also partners and intermediaries and may occur at any given point within the project duration, and/or may continue to evolve after its completion.

As mentioned in the previous section of this document, the PEARL document is anchored on the precise Theory of Change (ToC) process (see figure 6) which captures the various hierarchy of development results ultimately contributing to the long term goal. Development results of any particular program or project implemented within

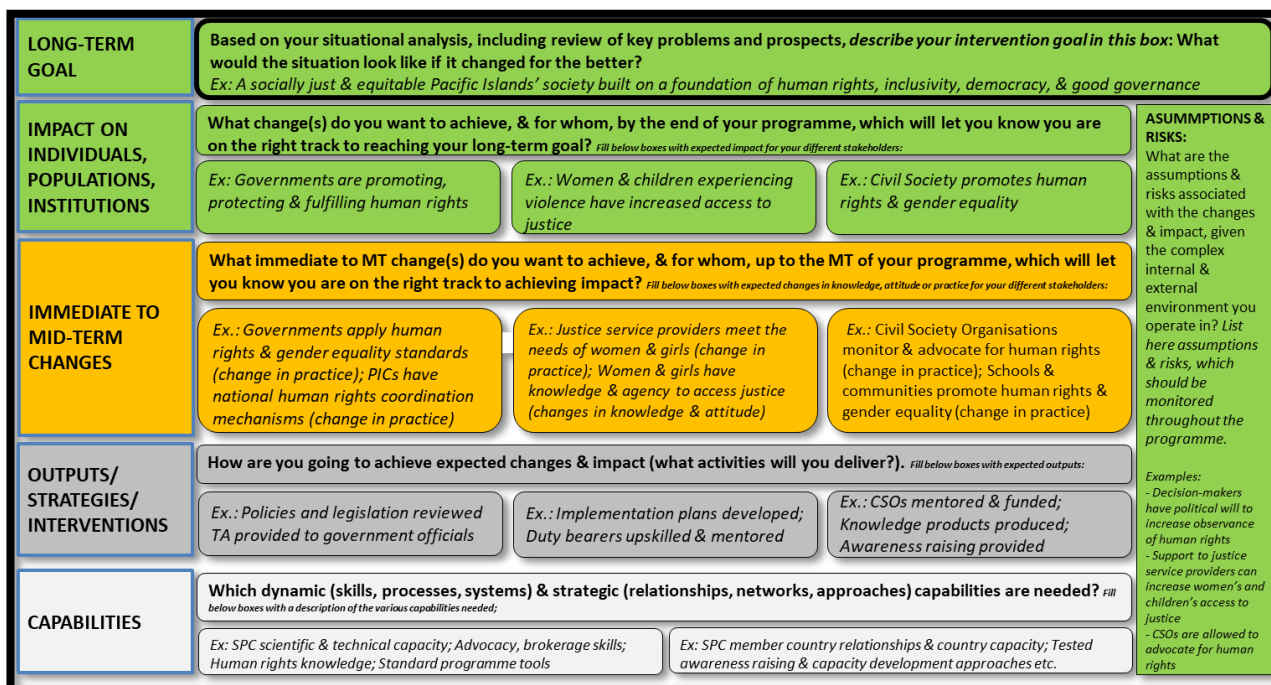


Figure 6 SPC Theory of Change diagram

SPC are reviewed regularly during the Strategic Planning and Learning (SPL) sessions among monitoring, evaluation and learning network (MELNET) of practitioners within the organization.

### How are Results Generated?

Results are generated starting from provision of inputs from GEF (through the Program and Projects) and partners (PICs and others) to implement an activity or series of activities that produces outputs. The simple diagram in Figure 6 indicates the process of results generation. It also shows that **“Activities** are actions taken within a development measure that involves using stakeholders’ inputs to produce outputs. **Outputs** are short-

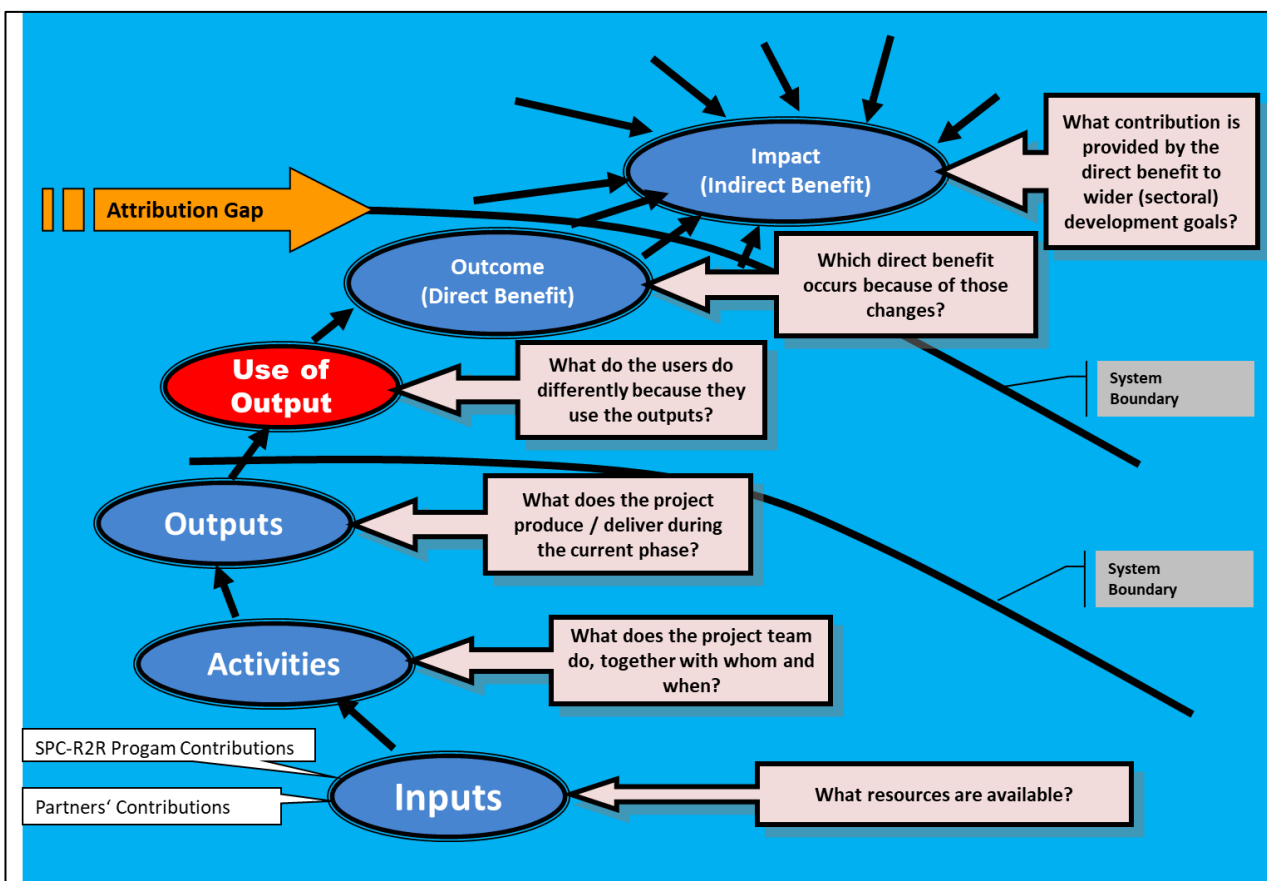
term results of the activities and are available for use by other actors in the form of equipment, materials, reports, studies and services.

The **use of outputs** refers to the change process that intermediaries and target groups undergo in order to achieve the objective (desired benefit). At this results level, the theory of change process (i.e. established contexts and assumptions and conditions) are tested and verified to ensure that the outputs are suited to bring in positive transformation that will lead to the outcomes (direct benefit). The achievement of this objective is the **direct result** among intermediaries and target groups that can still be causally and quantitatively attributed to the project. Direct result may contribute to further changes but can no longer be causally and quantitatively attributed to an individual measure, hence such occurrence is called **indirect results**.

**Indirect results** depend on inputs and influences from many other factors, whose share in the overall change may be plausibly demonstrated but which cannot necessarily be isolated or quantified. This results level lies beyond the "attribution gap". Results are outputs, use-of-output, direct benefits (outcome), and long term benefits or indirect benefits (Impacts). Just as each element in a results chain influences a number of circumstances and actors, a multitude of external factors on each element of the results chain may plausibly affects achievement of the outcomes and ultimately impacts. This influence is usually stronger the further one moves away from activities to indirect results (impacts). However, it is still relatively easy to establish how the outputs relate to the activities, despite the many interactions.

The relationship between outputs and the use of outputs is often difficult to establish. The causal attribution of the direct result and the plausible demonstration of indirect results certainly pose a challenge for any monitoring system. It is a challenge that must be taken up because accountability is absolutely essential.

Focusing on management and monitoring of results, however, does not mean that activities themselves need not be monitored. It is still important particularly for component management to actively manage and monitor activities in order to steer implementation of the components effectively. This way, services are delivered properly, resulting to desired changes and impacts.



**Figure 7** The basic structure of results chain (GIZ model based on the cause and effect hypothesis)

## Functions of RBM

Results-based Monitoring aims to support the program steering and decision-making of the development measures. It also promotes learning processes (as in the case of knowledge management) and lays the foundation for reliable accountability and ensuring integrity when communicating results to wider audiences. Results presents itself in three major levels, namely: outputs, outcomes and impacts.

### Monitoring of Outputs

It is relatively simple to measure outputs as these are products of implementing activities. This has been described in length in the previous section of this RBM system.

### Monitoring of Direct Result/Outcome Level (below the attribution gap)

Results falling below the attribution gap are monitored responsibly by the Regional Program Coordination Unit (RPCU). Reliable data are required on the initial (baseline) situation in order to precisely formulate objectives and establish qualitative and quantitative indicators to measure the achievement of objectives. These data provide the basis for realistically formulating objectives, the reference values for monitoring and evaluation. If these basic facts are not available prior to implementation, the project, together with the partner PICs, must gather and record such data, preferably at the start of the implementation.

A good alternative for the lack of baseline information is the use of perception survey wherein clients/beneficiaries were asked *what the situation was at the beginning of the program/project and* whether or not they have perceived any change/s during the implementation of the project or program intervention/s.

Correspondingly, monitoring on risks and assumptions and undesired effects are also conducted. Changes in the framework conditions or actions of other development organizations may have a positive or negative effect on the achievement of objectives. The officer responsible for the contract and cooperation (i.e. Regional Program Coordinator), and the entire project team (Regional Program Coordination Unit), must also keep an eye on the institutional, political, social, economic and environmental setting.

### Monitoring of Indirect Result/Impact Level

The contributions of the program beyond the attribution gap (sectoral outcomes and impact) will also have to be monitored and reported. Although it is by far a more difficult exercise, monitoring beyond objectives level should be accorded high priority since heightened interest is also given to it by the clients (i.e. UNDP, GEF). SPC clients consider the development measure as justified if it demonstrably contributes to the development policy objectives of cooperation as enshrined in the project document and project cooperation agreement. GEF for instance expects clear statements about:

1. the achievement of the Program and the project objectives;
2. the contribution made by the development measures to achieving sector objectives;
3. major cross-sectoral advances in development, such as in achieving the GEF 5 Focal Areas, Aichi targets, the Sustainable Development Goals, and where applicable other multi-lateral environmental agreements (MEAs).

In addition, for the PICs and SPC, it is by far important to also make a plausible inference whether and how the various development measures contributes to the achievement of the Pacific Regions development priority – SPC Strategic Plan, the SIDS Accelerated Modality of Action (SAMOA) Pathway, as appropriate, in reducing poverty, improving management of resources and most importantly in building climate resilience communities.

In the pursuit of harmonizing and timely reporting of results, an online database is planned to be established under this Program. Component four of the PFD mandated the RPCU to craft a simple yet functional system that will track results from PICs implementation. The proposed schematic diagram for the website that will host this “system” is provided in Figure 7.

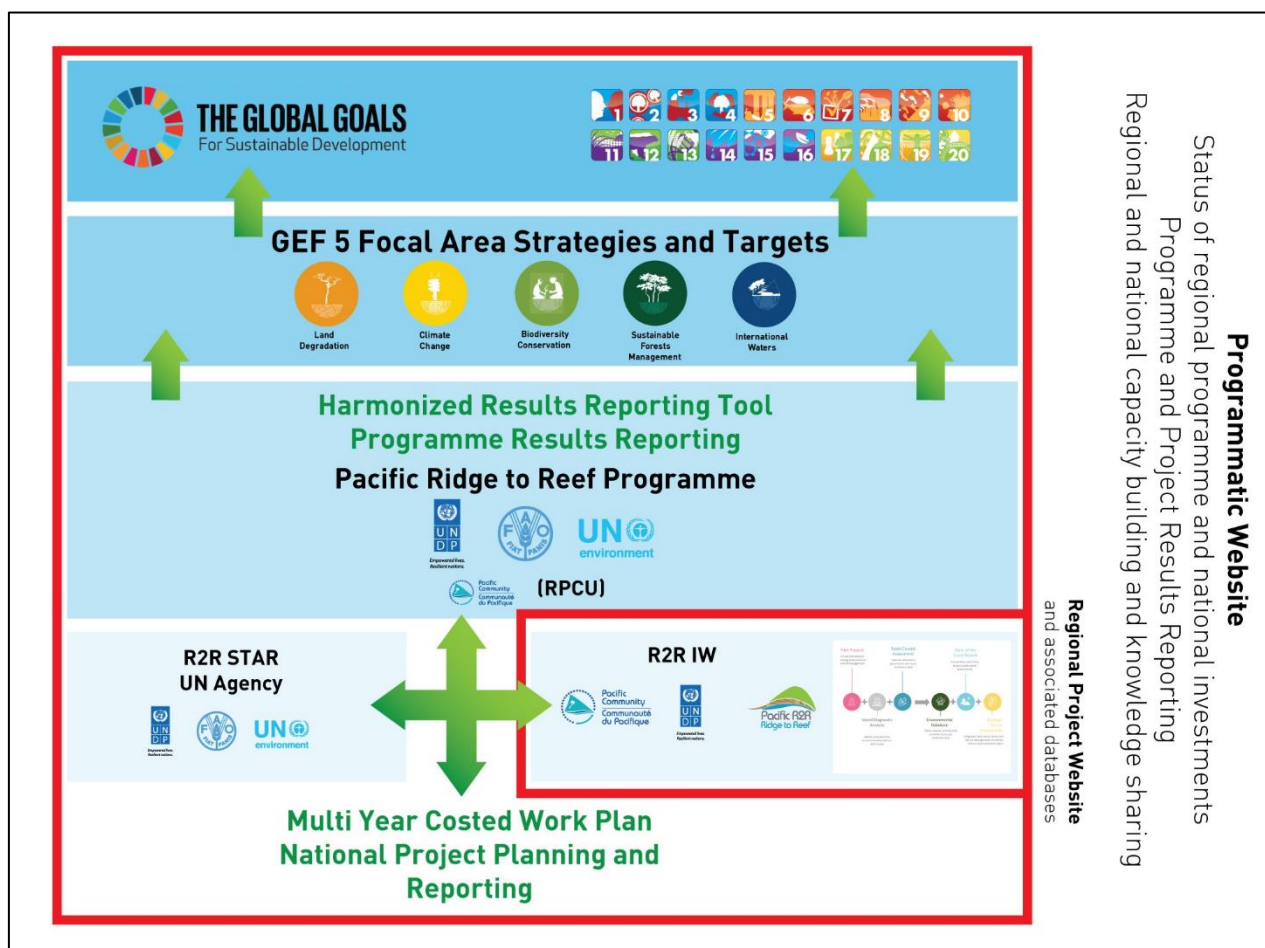


Figure 8 Pacific R2R Programme website schematic diagram

## Section Two: Overview of the GEF Pacific Ridge to Reef Program

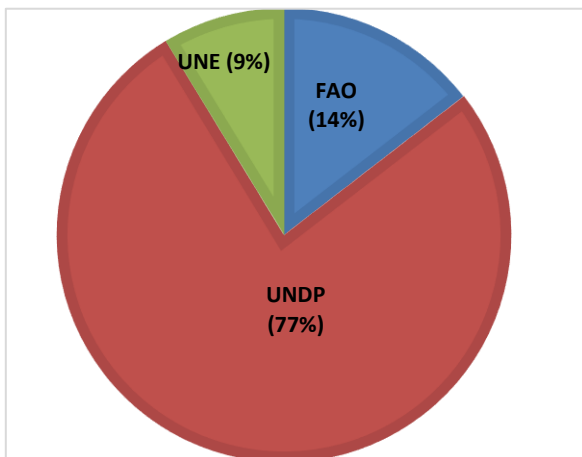
### Brief description

The “Pacific Islands Ridge to Reef National Priorities – Integrated Water, Land, Forest and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods or briefly [GEF Pacific Ridge to Reef Program](#), is a five year program which 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. GEF planned investment amounts to USD 90.4 million with a possible co-financing from various stakeholders of about USD 333 million. This amount will be used to finance measures that contributes to the GEF-5 focal areas, namely: (1) biodiversity; (2) climate change adaptation; (3) climate change mitigation; (4) international waters; (5) land degradation; and (6) sustainable forest management. Table 2 provides the information on the estimated fund allocation per focal area.

Table 2 Program fund allocation by GEF Focal Area

Focal Areas	Amount	Percentage Share
Biodiversity	32,919,656	36%
Climate Change Mitigation	17,605,000	19%
Climate Change Adaptation	13,650,000	15%
International Waters	13,137,500	15%
Land Degradation	7,469,999	8%
Multifocal area (SFM)	5,606,422	6%
<b>Grand Total</b>	<b>90,388,577</b>	<b>100%</b>

The Program Framework Document (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) 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 fund share per GEF implementing agency are the following: FAO (14%), UNDP (77%) and UNE (9%).



**Figure 9** Funds share per GEF Implementing Agency

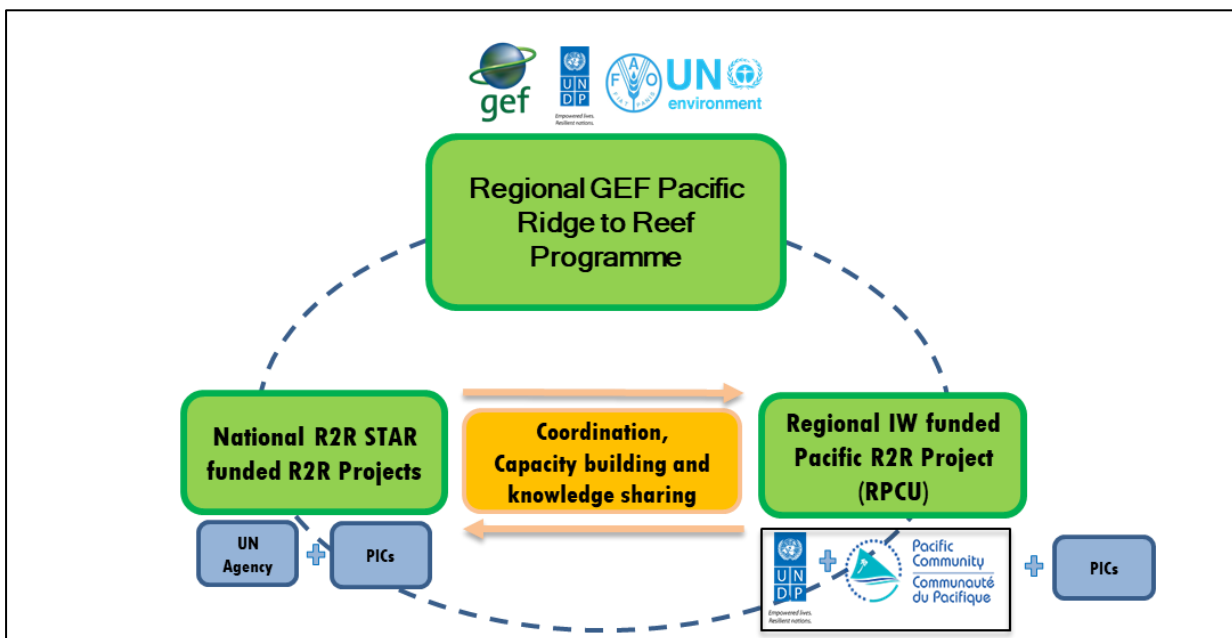
The Pacific Ridge to Reef Program has five components namely: (i) national GEF STAR funded multi-focal area R2R demonstrations in all PICs; (ii) Improved governance for integrated, climate resilient land, water, forest and coastal management; (iii) Regional and national/local R2R indicators, monitoring and evaluation and knowledge management; and (iv) Regional program coordination.

### Programmatic Approach

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 and on a bilateral basis in partnership with local stakeholders. As a bilateral project, a separate Project Cooperation Agreement (PCA) is entered between the designated GEF implementing agency and the individual country. The PCA serves as the legal document and basis for implementing the respective project document prepared by each participating PIC. This project document guides the implementation of the [individual STAR projects](#) or collectively called as “child projects” of the GEF Pacific R2R Program.

Below is a simple diagram illustrating the relationships among the “child projects” and the Regional IW R2R



**Figure 10** The Pacific Ridge to Reef Programmatic approach

project shall be interacting and contributing to the development outcomes envisioned by the Program. GEF Pacific R2R Program framework document (see page 38 of the PFD) provides the impetus for coordination, capacity building and knowledge sharing among the child projects under the Program through the Regional IW R2R Project stating that “a special indicator component of the Regional Project will test development and use of a simplified, yet integrated GEF reporting framework to avoid each country having to produce tracking tool submissions for as many as five focal areas”. Indicator 4.1.1 of the Regional IW R2R project requires that a simple and integrated national and regional reporting templates are developed based on indicator sets and regional framework to facilitate annual results reporting and monitoring from 14 PICs. Moreover, indicator 4.1.2 states that “a unified/ harmonized multi-focal area

results tracking approach and analytical tool developed, endorsed, and proposed to the GEF, its agencies and participating countries". This is the basis for developing the harmonized results reporting ([HRR](#)).

The Regional IW R2R Project through its Regional Program Coordination Unit (RPCU), serves as the primary coordination platform (on behalf of the R2R Program Coordination Group or R2RPCG) between the national R2R STAR projects or child projects (those that are included in the GEF 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.

The GEF investment for this program is meant to contribute to the GEF-5 focal areas earlier mentioned. In each of the focal areas, main issues were identified and corresponding focal area objectives, outcomes and expected outputs. A summary of these logical frameworks are provided below.

**Biodiversity (BD) focal area.** The R2R program will cater to the promotion of conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services through the improved management of 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. Three of the biodiversity (BD) strategic objectives for GEF 5 are addressed by projects in the program (BD 1, 2, 5). The program supports the development and implementation of comprehensive protected areas systems and helps build the capacity required to achieve their financial sustainability consistent with BD1: Improved sustainability of protected area systems in order to strengthen PA management effectiveness. The program is consistent with BD2: Mainstreaming biodiversity conservation and sustainable use into production landscapes, seascapes and sectors in that it will increase and expand 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 will translate 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. Specific BD focal area outcomes are as follows:

Objectives	Focal Area Outcome	Focal Area outputs
BD1	Improved management effectiveness of existing and new protected areas	New protected areas (number) and coverage (hectares) of unprotected ecosystem
	Increased revenue for protected area systems to meet total expenditures required for management	Sustainable financing plans (number)
BD2	Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks	Policies and regulatory frameworks for production sectors
		National and sub-national land-use that incorporate biodiversity conservation and ecosystem services valuation
BD5	Development and sectoral planning frameworks at country level integrate measurable biodiversity conservation and sustainable use targets	Development and sectoral planning frameworks that include measurable biodiversity conservation and sustainable use targets in the following sectors: agriculture, fisheries and tourism sectors

**Climate Change Adaptation (CCA) focal area.** The Program 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 and regional projects, the program 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. Additionally, the pilot demonstrations will help reduce vulnerability and strengthen physical, natural, and social assets consistent with CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level, including pilot operations through the LDCF for Samoa.

Objectives	Focal Area Outcome	Focal Area outputs
CCA1	Mainstreamed adaptation in broader development sectors frameworks at country level and in targeted vulnerable coastal areas	Adaptation measures and necessary budget allocations included in relevant frameworks
		Resilient infrastructure measures introduced to prevent economic losses
	Reduced vulnerability in development sectors	Vulnerable physical, natural and social assets strengthened in response to climate change impacts, including variability
CCA2	Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas	Risk and vulnerability assessments conducted and updated
		Systems in place to disseminate timely risk information
CCA3	Successful demonstration, deployment and transfer of relevant adaptation technology in targeted areas	Relevant adaptation technology transferred to targeted groups

**Climate Change Mitigation (CCM) focal area:** The program will support efforts to conserve and enhance carbon stocks through sustainable management of land use, land-use change, and forestry (LULUCF), and reduce GHG emissions by reducing forest degradation pressures on these lands in the wider R2R landscape. CCM-5: LULUCF: Promote conservation and enhancement of carbon stocks through sustainable management of land use, land-use change, and forestry. Many of the national projects will be linked, where opportunities exist, with cross-cutting Sustainable Forest Management (SFM) objectives and generate measurable reductions in GHG emissions. Several mitigation objectives will be achieved through the proposed national Project work on regulatory frameworks and through targeted activities at the regional level which aim to increase the commitment and strengthen the processes for mitigation of GHG emissions in protected area and forest management.

Objectives	Focal Area Outcome	Focal Area outputs
CCM5	Restoration and enhancement of carbon stocks in forests and non-forest lands	Forest and non-forest lands under good management practices

**International Waters (IW) focal area:** The Program 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 regional multi-focal 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 ICMIWRM 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.

Objectives	Focal Area Outcome	Focal Area outputs
IW1	Incorporation of national policy reforms on IWRM into national/local plans and actions	National and local policy and legal reforms adopted with functioning national inter-ministry committees
	Innovative solutions implemented for reduced pollution, improved water use efficiency, sustainable fisheries with rights-based management, IWRM, water supply protection in SIDS, and aquifer and catchment protection	Types of technologies and measures implemented in local demonstrations and investments (number)
		Enhanced capacity for issues of climatic variability and change and groundwater management
IW3	Political commitment and capacity demonstrated for ICM integrating with existing IWRM commitments	National ICM-IWRM commitment in place, including coastal diagnostic analysis (number) and national inter-ministry committee oversight documented
	On ground actions implemented for coastal habitat conservation of “blue forests”	Local ICM plans adopted (number)
	IW portfolio capacity and performance enhanced from active learning/KM/experience sharing	Demonstration scale local actions piloted for ICM integrating with IWRM
		Active experience / sharing / learning practiced in the IW portfolio, including through GEF IW:LEARN

**Land Degradation (LD) focal area:** The Program seeks to contribute 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 by projects in the program 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 will be complemented by innovative SLM practices in the pilot demo projects building on earlier enabling activities in the PICs in support of objectives LD-1: Agriculture and Rangeland Systems: Maintain or improve flow of agroecosystem services sustaining the livelihoods of local communities and LD-2: Forest Landscapes: Generate sustainable flows of forest ecosystem services in drylands, including sustaining livelihoods of forest dependent people. In particular, the program 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 program 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.

Objectives	Focal Area Outcome	Focal Area outputs
LD1	An enhanced enabling environment within the agricultural sector	National policies that guarantee small holder and community tenure security
	Improved agricultural management	Types of innovative SL/WM practices introduced at field level
	Sustained flow of services in agro-ecosystems	Suitable LS/WM interventions to increase vegetative cover in agroecosystems
LD2	Enhanced enabling environment within forest environments in drylands	National policies that guarantee small holder and community tenure security
	Improved forest management drylands	Types of innovative SFM practices introduced at field level
	Functionality and cover of forest ecosystems in drylands maintained	Suitable SFM interventions introduced
LD3	Integrated landscape management practices adopted by local communities	Integrated land management plans developed and implemented INRM tools and methodologies developed and tested

**Sustainable Forest Management SFM/REDD Plus focal area:** Two of the SFM objectives for GEF 5 are addressed by projects in the Program (SFM 1, 2). It will achieve multiple environmental benefits from improved management of forests, in conformance with the GEF-5 strategy for SFM which 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 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, consistent with the relevant country GEF-5 priorities. Management regimes are to be introduced that strengthen conservation, sustainable management of forests and enhancement of forest carbon stocks will be supported, including the development of regulatory and institutional framework and the necessary tools. Projects under the Program will support the sustainable land management interventions articulated under the UNCCD National Plans of Action (NAPs) of the participating PICs.

Objectives	Focal Area Outcome	Focal Area outputs
SFM1	Enhanced enabling environment within the forest sector and across sectors	Forest area under sustainable management, separated by forest type
	Good management practices applied in existing forests	Payment for ecosystem services (PES) systems established

SFM2	Enhanced institutional capacity to account for GHG emissions reduction and increase in carbon stocks	National forest carbon accounting system designed and peer reviewed ready for implementation
	New revenue for SFM created through engaging in the carbon market	Innovative national financing mechanisms designed using established models and customized

Based on the abovementioned GEF focal areas logical framework, a desk review done during the formulation of the harmonized results reporting tool, reveals that individual STAR projects are not always entirely and directly contributing to the abovementioned focal areas. At least one or more outcomes and/or outputs indicators are contributing but not in exactly 1:1 ratio. There are also indicators in the individual STAR projects which simply can be considered unique and therefore may not be possible to consolidate the outcomes and outputs to the wider Programmatic objectives of the GEF-5 focal areas outcome and outputs. As a child project of the Pacific GEF R2R Program it is expected that majority if not all of the indicators are directly contributing to the Program indicators, however, this is not entirely the case.

Moreover, each child projects were designed at different temporal dimensions. Most of the child projects becomes operational more than a year (and even longer/ some even just started) after the endorsement of the PFD (e.g. the case of Solomon Islands, RMI and Palau). Again, the project duration not aligned with the Program project timeframe. There are more issues surrounding the design and programming aspect of the individual child projects. But what is striking and worrisome is the **steering and cooperation settings** for which each child projects are designed. Although SPC tried to fill this gap by indicating in Article IV, number 4 of the MOA with PICs for the execution of the National IW R2R Projects stipulating that “a joint project board/ IMC between STAR and IW” will be established, this often not adhered to. Hence, there are PICs where project board of STAR and IW are separate. Facts relating to this scenario will be provided under the governance section of this document.

In summary and based on the review of the individual project documents (PIF) by the RPCU, the program will contribute to GEF-5 focal areas, specifically the 25 outcomes and 28 outputs.

Focal Area	Number of Outcome	Number of outputs
Biodiversity	4	5
Climate Change Adaptation	4	6
Climate Change Mitigation	1	1
International Waters	5	5
Land Degradation	7	7
Sustainable Forest Management/ REDD+	4	4
Total	25	28

To report on the abovementioned results, RPCU established a simple system of tracking these Program results. The harmonized results reporting tool is a tool for reporting the contribution of each child projects and the national IW R2R project to the Program indicators. Each project managers is expected to report on their respective project’s contribution using the provided template.

## Projected Global Environmental Benefits

As stated in the Program Framework Document (PFD), the program will incorporate STAR resources from each PIC into national R2R multi-focal area demonstration projects with some including IW allocations to include integration with IWRM and ICM. Each Island State (except Fiji which is just outside the STAR flexibility envelope) has elected to program its ‘flexible’ STAR to one, two or all three STAR focal areas (Biodiversity, Land Degradation, Climate Change Mitigation) and one or more Strategic Objectives within these focal areas. The specific Global Environmental Benefits (GEBs) delivered through each national R2R demonstration project will

be defined within each country's respective project identification form (PIF). Broadly, GEBs to be realized will include:

1. Protection and/or sustainable use of globally significant biodiversity, including agro-biodiversity, in Pacific Island forests, agricultural lands, watersheds, and coastal areas;
2. Improved provision of agro-ecosystem, forest, watershed and coastal area ecosystem goods and services;
3. Reduced Greenhouse Gas (GHG) emissions from agriculture, deforestation, forest and coastal degradation and increased carbon sequestration;
4. Enhanced climate resilience of Pacific Island ecosystems and societies through R2R program support to low emission, climate resilient development pathways; and
5. Improved management of coastal and freshwater resources of SIDS consistent with the GEF-5 IW Strategy, including conservation of coastal 'Blue Forests' that complement MPAs under biodiversity.

The practical application of R2R principles not only presents PICs with a unique opportunity to **test, refine, replicate and upscale an emerging and highly appropriate environmental and economic sustainability paradigm, but also, through longer term mainstreaming of ICM/IWRM/SLM/SFM concepts, practices and policies, move towards a level of sustainability that could prove to be a model for up-scaling at the level of large continental river basins and linked coastal and marine areas.** The GEF Pacific R2R Program also provides a unique opportunity to build capacity of local professionals (including new graduates and through continuing education), new stakeholder groups, and community leaders (mayors/chiefs) to build sufficient human capital on the islands for leading adoption of these integrated and participatory mechanisms to complement traditional measures and taboos.

With regard to benefits from utilization of Special Climate Change Fund (SCCF) funding, avoiding future infrastructure and economic losses with use of resilience measures will help each country reduce costs of disasters. Adoption of ICM policies and measures nationally will involve prior planning for infrastructure investments to avoid high risk areas and minimize vulnerability, so emergency costs for reacting to disasters should be reduced. Resilient measures introduced in the catchment pilot demonstrations should help reduce economic losses, increase farmer income, and sustain drinking water supplies that would be subject to droughts. Additionally, human health should be improved and hospital costs reduced with continued access to safe drinking water during droughts and reduction of sewage pollution of groundwater supplies and shellfish.

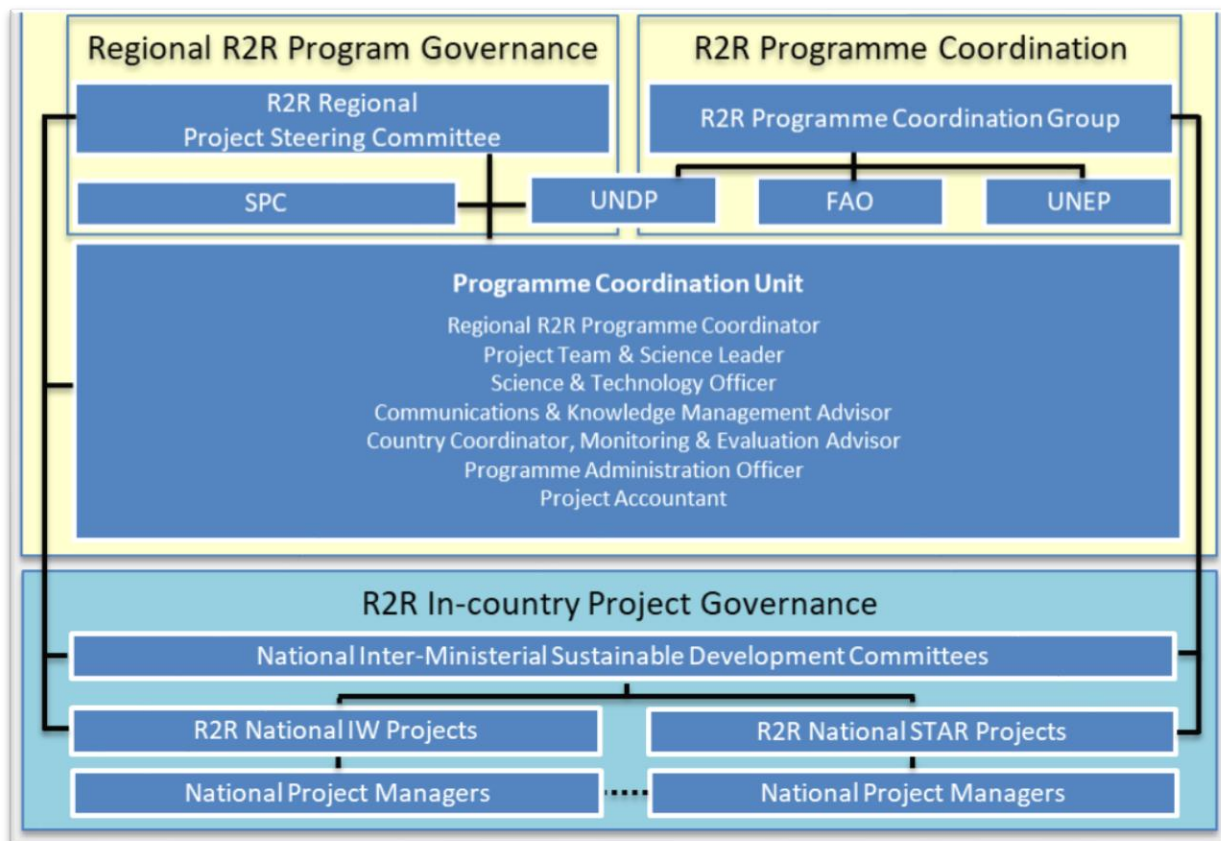
## Governance, Organization & Coordination

### 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)<sup>i</sup> 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.

The R2R Program is owned by participating PICs. During country consultations, UNDP as R2RPCA has regularly informed the countries through a series of Bulletins that were circulated to the countries. These consultations culminated through the convening of a special meeting of the GEF Pacific Constituency in Sydney on April 4-5, 2013. The constituency expressed overwhelming support for the program through respective endorsements.



**Figure 11** Combined Pacific R2R Program and Regional IW 2R Project Governance

### R2R Program Steering Committee (R2RPSC)

A R2R Program Steering Committee (R2R PSC) guides the entire R2R Program<sup>2</sup>. 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 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 10 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, the 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 we can infer that 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.

### National Inter-Ministerial Sustainable Development Committees (IMC)

At the national level and each child projects, a National Inter-Ministerial Sustainable Development Committees is established. Known as a national inter-ministry committee (IMC) or project board, and building on the structures that have already been established in each PICs through the existing UNDP/UNEP/GEF IWRM project, the national IMCs will meet bi-annually to review progress, provide strategic advice and support adaptive project management. It is composed of relevant local and national government agencies, NGO/CBO, private

<sup>2</sup> Page 37 of the PFD.

sector and UN system participants. It provides overall national oversight functions and directs the implementation of each child projects. See related topic found in the governance section of the Regional IW R2R Project.

### Regional Program Coordination Unit (RPCU)

On top of its usual management function for the Regional IW R2R project, the RPCU provides coordination, capacity building and knowledge sharing platform for the Pacific R2R Program. The RPCU led by its RPC serves as the secretariat to the R2RPSC, R2RPCG and the RSTC. The RPCU prepares all relevant documents and charge with documenting and disseminating the outcome of each meetings.

Moreover, the RPC also provides technical and programmatic support not only for the regional project activities but also for the national R2R projects (also referred to in this document as the STAR project or child project) as may be requested by the PICs.

## Section Three: Overview of the Regional International Waters Ridge to Reef Project

### Brief description

“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 International Waters Ridge to Reef Project**, is a five year project which is implemented by the Pacific Community (SPC). UNDP is the GEF implementing agency for this project. The project facts are provided in table 3:

**Table 3** Basic project information.

<b>Fund source</b>	Global Environmental Facility
<b>Lead GEF agency</b>	United Nations Development Program (UNDP)
<b>Other executing partners</b>	<ul style="list-style-type: none"> <li>• Pacific Community (SPC)</li> <li>• National Government Agencies in the 14 PICs</li> </ul>
<b>Project duration</b>	September 1, 2015 to August 31, 2020 (5-Years)
<b>Total resources required</b>	<b>USD 98,025,614</b>
<b>GEF contribution</b>	<b>USD 10,317,454</b>
<b>Total co-financing</b>	<b>USD 87,708,160</b>
	SPC USD 31,481,555
	National governments USD 47,926,605
	UNDP USD 8,300,000

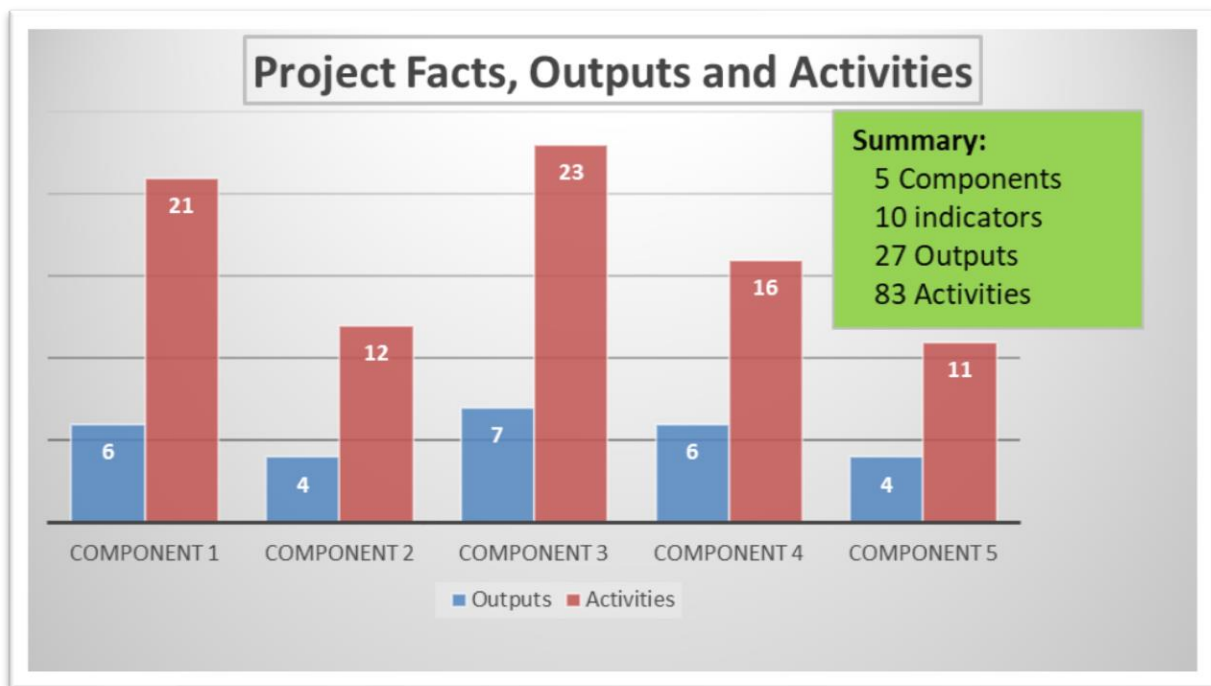
As indicated in Table 3, GEF committed an amount of USD10.4 million while the national governments and other stakeholders pledged to contribute a total co-financing amounting to USD 87.7 million. Co-financing shall come in a form of already ongoing initiatives and in-kind contributions of each participating PICs, SPC and UNDP. 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 also provides the strategic role to the GEF Pacific R2R Program. Also, through the RPCU, it provides coordination support for the national R2R STAR Projects that are part of the Pacific R2R Program. It 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’. Additional information of the role of the Regional IW R2R project in the context of GEF Pacific R2R Program can be found in page 32 of the [Program Framework Document](#).

### Regional IW R2R Project Strategy



**Figure 12** Project components, outputs, activities

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 27 outputs, see Figure 11. These 10 outcome indicators is 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 12.



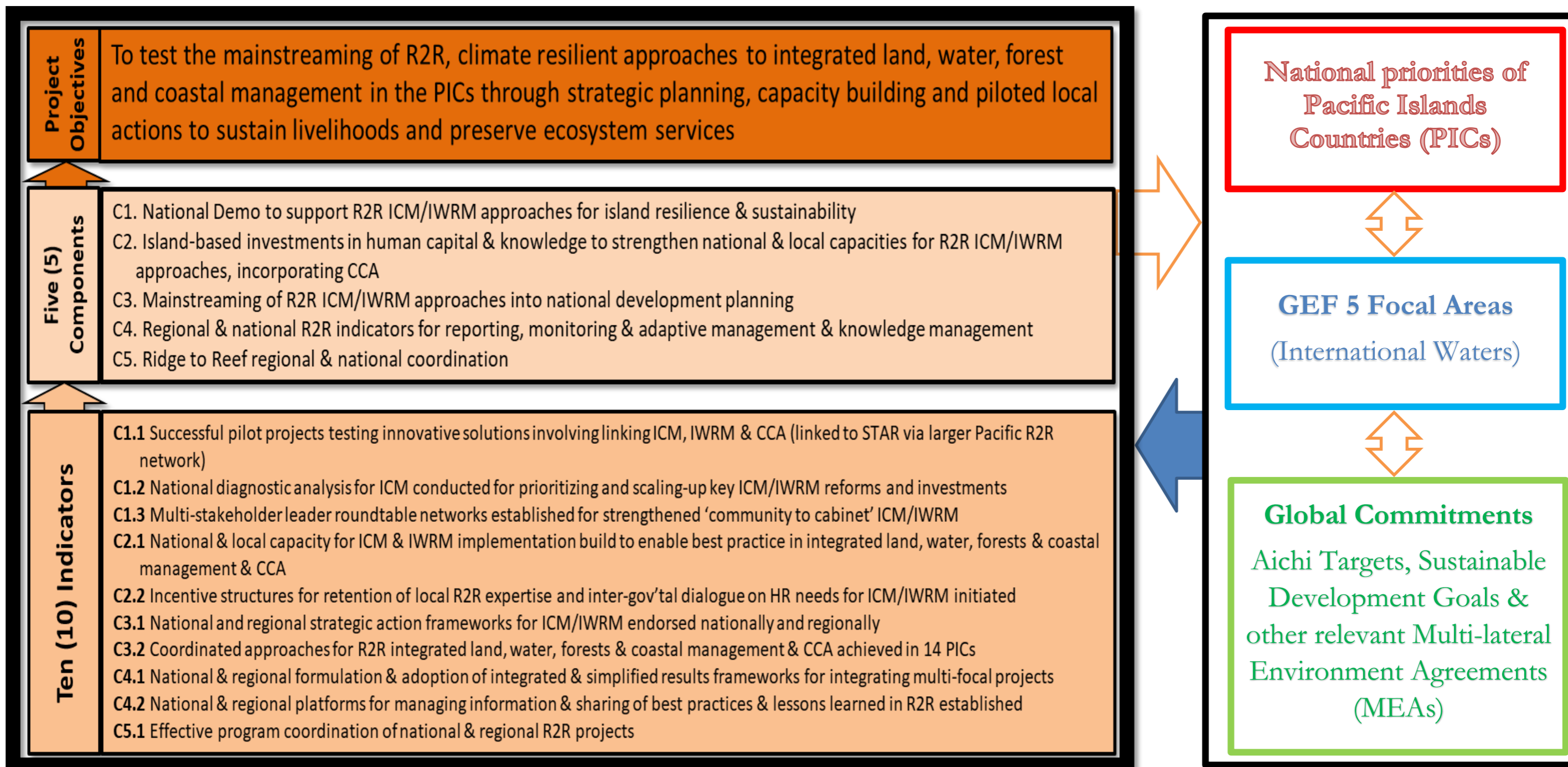


Figure 13 Regional IW R2R project results framework

## Regional IW R2R 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 UNE), SPC, and PICs GEF focal points. The RPSC governance structure is shown in Figure 10. 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.

### 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.

### 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 provide 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.

## 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 Program 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. See related topic above – R2R Program governance.

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 13 presents the organizational structure of the Regional IW R2R Project.

### Project Sites

The Regional IW R2R project operates in 14 Pacific Island Countries. Figure 14 shows the relative proximity of the PICs.

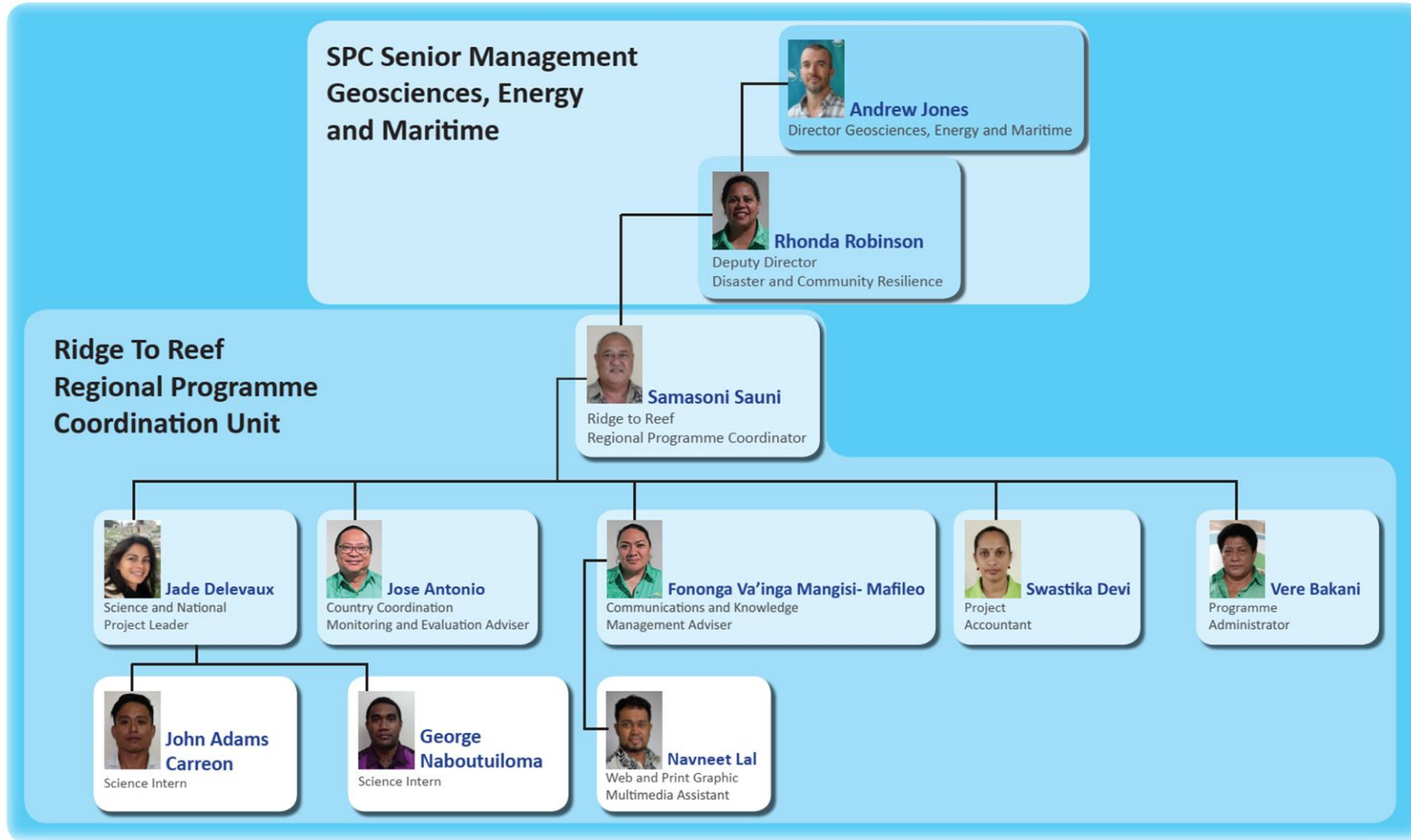


Figure 14 Organizational chart of the Regional IW R2R Project



**Figure 15** Relative proximity of the 14 Pacific Islands Countries

## Regional IW R2R Project Indicators

As mentioned above, there are 27 outputs that are expected to be delivered at various stages of the project implementation. These outputs serve as the building blocks and as a basis for achieving the 10 outcome indicators. The detailed lists of the **end of the project targets** is provided in Table 4 - Regional IW R2R project monitoring plan.

### 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 PIC/s 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).

Table 4 Regional IW R2R project monitoring plan

Results Level	Description of the end of the project target indicator	Milestone Targets				Data collection		Frequency/ timing
		Status to-date	2019	2020	2021	Methods/Tools (Means of Verification)	Responsible Body/ Cooperating Party <sup>3</sup>	
<b>Objective Level</b>								
	IW1: Catalyse multi-state cooperation to balance conflicting water uses in transboundary surface/ groundwater basins while considering climatic variability and change						RPCU	
1.1	Successful pilot project testing innovative solutions involving linking ICM and IWRM and CCA							
1.2	National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM							
1.3	Multi-stakeholder leader roundtable networks established or strengthened ‘community to cabinet’ ICM/IWRM							
3.1	National and regional strategic action framework for ICM/IWRM endorsed nationally and regionally							
3.2	Coordinated approaches for R2R integrated land, water, forest and coastal management and for CCA achieved in 14 PICs							
<b>IW3: Support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based, joint management of transboundary water systems</b>								
2.1	National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water						RPCU	
2.2	Incentive structures for retention of local R2R expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated							
<b>Outcome/Output level</b>								
1.1	<b>Successful pilot projects testing innovative solutions involving linking ICM, IWRM CCA (linked to national STAR projects via larger Pacific R2R Network)</b>							
1.1.1	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		6			Pilot area diagnostic reports published online.	ST & NPM / CFP	
1.1.2	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 – specified “ <b>stress reduction targets indicated in Table 9, page 44 of the Regional IW R2R project document</b> ”					Reports of community and sectoral participation in the planning, execution, and monitoring and evaluation of pilot activities, including annual reports on effectiveness of stress reduction measures.	ST & NPM / CFP	
	14 National pilot projects demonstrate gender responsive implementation and results Direct national pilot project beneficiaries equitably shared					Project implementation reports, mid-term and terminal evaluation reports.		
1.2	<b>National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments</b>							
1.2.1	14 Diagnostic analysis for ICM/IWRM and CCA investments conducted to inform priority areas for scaling-up in each of 14 participating PICs		6			Diagnostic reports for priority coastal areas published.		

<sup>3</sup> Regional Program Coordination Unit (RPCU), Regional Program Coordinator (RPC), Project Science Leader (PSL), Science Officer (SO), Communication, Knowledge Management Adviser (CKMA), Country Coordination, M&E Adviser (CCMEA), Program Administrator (PA), Project Accountant (PActt), Graphics and Multimedia Assistant (GMA), National Project Managers International Waters Ridge to Reef (NPMIWR2R), Participating Pacific Islands Country (PICs).

Results Level	Description of the end of the project target indicator	Milestone Targets				Data collection		Frequency/ timing
		Status to-date	2019	2020	2021	Methods/Tools (Means of Verification)	Responsible Body/ Cooperating Party <sup>3</sup>	
1.2.2	Up to 14 ICM-IWRM investments utilizing methodology and procedures for characterizing island coastal areas for ICM investment developed by the project					Regional guidelines for characterizing and prioritizing coastal areas for ICM investment prepared.		
<b>1.3</b>	<b>Multi-stakeholder leader roundtable networks established for strengthened “community to cabinet” ICM/ IWRM</b>							
1.3.1	Institutional relationships between national and community-based governance structures strengthened and formalized through national R2R IMCs in 14 Pacific Small Islands Developing States (PacSIDS)					Reports of multi-stakeholder leader network activities		
1.3.2	Up to 14 new national private-sector and donor partnerships forums for investment planning in priority community-based ICM/IWRM actions					Reports of private sector and donor partnership forums.		
<b>2.1</b>	<b>National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and CCA</b>							
2.1.1	At least 10 people with Post Graduate training in R2R management. At least 5 people will be women.					Agreed curricula and materials for post-graduate training program published.		
2.1.2	At least 14 community stakeholder groups (i.e. catchment management committees, CSO, etc.) engaged in R2R planning and CCA activities					Community training materials compiled and published online.		
<b>2.2</b>	<b>Incentive structures for retention of local R2R expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated.</b>							
2.2.1	Up to 14 R2R personnel identified, with functional competencies are benchmarked, tracked and analyzed.		1			Assessment of national and local government competencies and capacity development needs published	PSL/ Consultant (Consider the JCU post certificate final report as the basis for this indicator)	
2.2.2	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; appropriate guidelines and incentive structures for retention of local R2R expertise proposed.		1			Report of Public Service Commission employment conditions, ICM/IWRM human capacity needs, and recommended incentive structures published.	PSL/ Consultant (Consider the JCU post certificate final report as the basis for this indicator)	
<b>3.1</b>	<b>National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally.</b>							
3.1.1	National recommendations for 14 PICs for coastal policy, legal and budgetary reforms for ICM/IWRM for integration of land, water, forest, coastal management and CCA compiled and documented with options for harmonization of governance frameworks.		6			14 national reviews of existing policies, laws, executive orders, presidential decrees, and departmental strategic plans relating to land, forest, water, and coastal management, including recommendations for the harmonization of governance frameworks published.		
3.1.2	Agreements and strategic action frameworks for 14 PICs endorsed by leaders.					Endorsed national and regional strategic action frameworks published.		
3.1.3	National ‘State of the Coasts’ or ‘State of the Islands’ reports for 14 PICs completed and launched to Pacific Leaders during National Coastal Summits (year 3) in coordination with national R2R projects and					Published 'State of the Coasts' reports		



Results Level	Description of the end of the project target indicator	Milestone Targets				Data collection		Frequency/ timing
		Status to-date	2019	2020	2021	Methods/Tools (Means of Verification)	Responsible Body/ Cooperating Party <sup>3</sup>	
	demonstrated as national development planning tool, including guidelines for diagnostic analyses of coastal areas.							
<b>3.2</b>	<b>Coordinated approaches for R2R integrated land, water, forest, coastal management and CCA achieved in 14 PICs.</b>							
3.2.1	Up to 14 national networks of R2R (ICM/IWRM) national pilot project inter-ministerial committees formed by building on existing IWRM committees and contributing to a common results framework at the project and program levels.					Meeting reports of pilot project committees (joint management/ planning decisions and participant lists).		
3.2.2	The number and variety of stakeholders participating in periodic IMC meetings in 14 PICs are doubled, with meeting results documented, participation data assembled and reported to national decision-makers and regional forums.					Meeting reports of periodic national IMC meetings (joint management/ planning decisions and participants lists), including annual IMC 'results' report to national leaders in 14 PICS and regional fora.		
3.2.3	Community leaders and local government create at least 14 networks via national and regional roundtable meetings complemented by community tech-exchange visits.					Reports of national and regional round-table meetings.		
3.2.4	At least 20 IMC members total from the 4 pilot PICs (sub-regional, mix of high island, atoll settings) engaged in learning, leading to change in perception through participatory techniques.		20			Report of the application of participatory techniques to gauge learning and change in perception among IMC members in 4 pilot PICS.	CKMA/ CCMEA+NPM	
<b>4.1</b>	<b>National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects.</b>							
4.1.1	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.		1			Agreed national and regional reporting templates published online.	CCMEA/CKMA	
4.1.2	Unified/harmonized multi-focal area results tracking approach and analytical tool developed, endorsed, and proposed to the GEF, its agencies and participating countries.		1			Regional results framework and analytical tool developed and accessible online for review and testing.		
4.1.3	Up to 14 national planning exercises in 14 PICs conducted with participants from relevant ministries with a mandate to embed R2R results frameworks into national system for reporting, monitoring and budgeting.	14				Reports of national planning exercises in 4 PICS on embedding R2R results frameworks into national systems.	CCMEA/ NPM	
<b>4.2</b>	<b>National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established.</b>							
4.2.1	Regional R2R communications strategy developed and implemented and assistance provided to national R2R project including partnerships with national and regional media and educational organizations.	1				Approved communications strategy published.		
4.2.2	Participation in IW:LEARN activities: conferences; preparation of at least 10 experience notes and interlinked websites	2				IW: LEARN	CKMA SO	Dec. 2017 (& April 2018)
		1				IWC	CKMA/ NPM	IWC Nov. 2018 (Erick & Pesega)
		0	2+3			Published experience notes.		Tuvalu & Vanuatu

Results Level	Description of the end of the project target indicator	Milestone Targets				Data collection		Frequency/ timing
		Status to-date	2019	2020	2021	Methods/Tools (Means of Verification)	Responsible Body/ Cooperating Party <sup>3</sup>	
4.2.3	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.		1			Regional and national project portals, GIS and meta-databases, roster of national and regional experts and practitioners on R2R, register of national projects, repository for best practice R2R technologies, lessons learned, and results portal accessible online via 'Pacific R2R network'	CKMA/ ST	
<b>5.1</b>	<b>Effective program coordination of national and regional R2R projects.</b>							
5.1.1	Functioning overall R2R program coordination unit with alignment of development worker positions contributing to coordinated effort among national R2R projects.	Achieved				Terms of Reference and contracts for program coordination unit staff.	RPC	Year 1
5.1.2	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.	Several mission reports				Outputs of in-country technical support missions.	RPCU	On demand (as maybe requested)
		2	1	1	1	Annual client (country) survey on regional R2R support quality.	RPCU/ NPM	Annual (what about the RPSC Mtg. evaluation)?
5.1.3	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				Training modules for results reporting and online information sharing published online.	CCMEA/NPM	14 PICs consultation on HRR and MYCWP, and reporting tools Pre-RSC3 meeting in Townsville
						R2R staff annual performance evaluation	RPC/ RPCU	Annual (PDS cycle)
5.1.4	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		1			Program stakeholder contributions of information and data published online.	CKMA/ ST+NPM	
5.1.5	At least 4 (one per year) planning and coordination workshops conducted for national project teams in the Pacific R2R network.	1	1	1	1	Agenda, list of participants and minutes of planning and coordination workshops	RPCU	Annual (cluster meeting in Nov&Dec.2017) <b>Note:</b> Only with NPMIWR2R not with the entire Pacific R2R network.

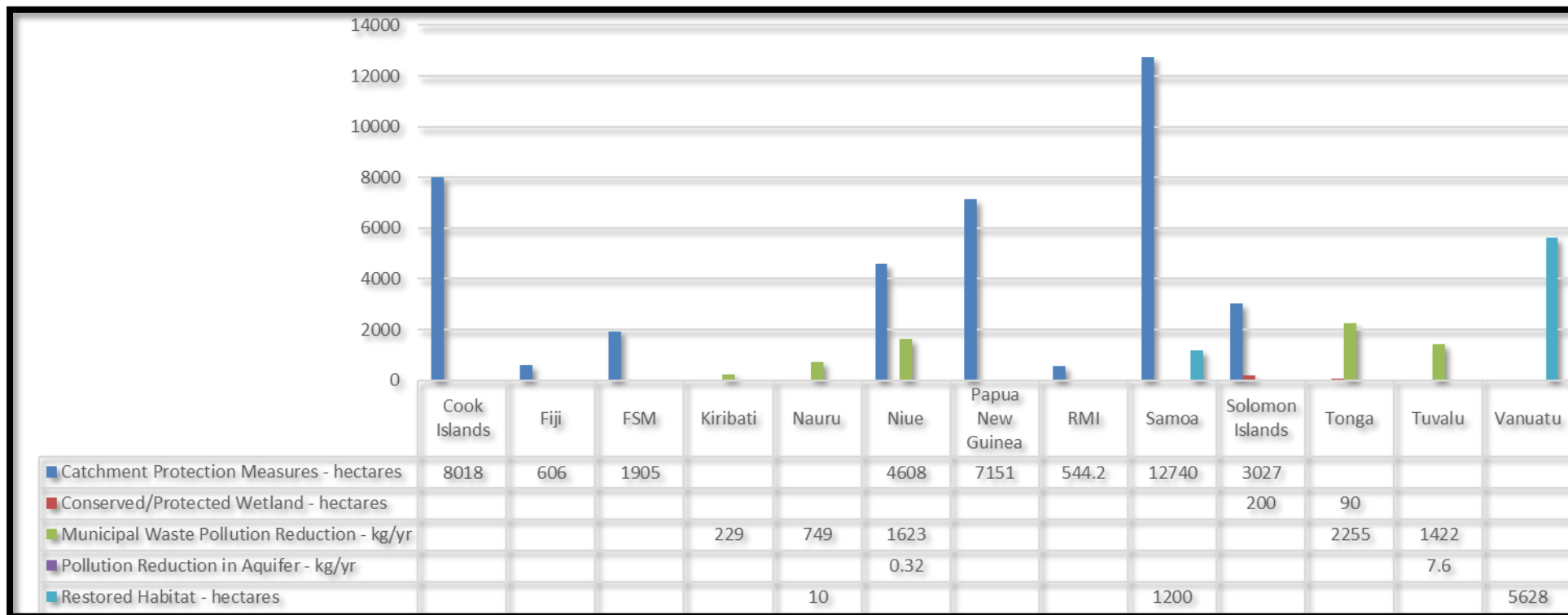


Figure 16 Summary of the stress reduction end of the project targets

## Section Four: Planning, Monitoring, Evaluation and Learning

### The Composition of Monitoring Team

Program and project results are closely monitored by the monitoring team composed of National Project Managers from the 14 PICS and where appropriate STAR projects, agency representative/s, in close collaboration with the Science Team (ensuring technical feasibility of the various stress reduction and process indicators).

The Country Coordination, Monitoring and Evaluation Adviser (CCMEA) provides guidance in ensuring that both the qualitative and quantitative criteria of both Program and Projects are achieved within the committed/agreed timeframe.

The Monitoring Team conducts is guided by section 6 of the [Regional IW R2R project document](#) and aligned with the Regional IW R2R Project Monitoring Plan.

### Program and project planning documents, templates & tools

#### 1. GEF Pacific Ridge to Reef Program Framework Document

The [GEF Pacific R2R Program framework document](#) provides the overall framework and guidance in the design of the “child projects” that will be included in the Program. The design of each child projects should respond to either of the identified GEF-5 focal areas.

#### 2. Regional International Waters Ridge to Reef Project Document

The [Regional IW R2R project document](#) provides the overall scope of the regional project specifying as well its role as coordinating platform for the child projects that are included in the GEF Pacific R2R Program.

#### 3. Logical Framework of PICS

Each STAR/child projects have their respective project documents with corresponding logical frameworks. This serves as basis of management, implementation, monitoring and reporting of results.

Meanwhile, each participating PICS of the Regional IW R2R project has a [detailed logical frameworks](#) outlining the indicators and end of the project targets. The respective end of the project targets are the basis of RPCU in tracking the national IW R2R project contributions to the Regional IW R2R project indicators.

#### 4. MYCWP for Regional Program & National IW R2R projects

Multi-Year Costed Work Plan ([MYCWP description](#) and [template](#)) is a planning, management and implementation tool. It also serves as basis for reporting of results, including the importance of capturing joint activities under the programmatic approach and establishing the basis for co-financing among stakeholders. As a planning tool, this guides the project managers in translating their respective national logical frameworks indicators clearly stipulating activities, end of project outputs and outcomes.

MYCWP also captures joint activities between STAR and IW projects resembling programmatic implementation and synergies among the two national projects including activities/ initiatives carried out by the other stakeholders. Hence, MYCWP can also serves as a tool for joint programming and reporting of results achieved by various stakeholders.

#### 5. Quarterly work and liquidity/financial plan

Based on the MYCWP, the national IW R2R project manager draws his quarterly work and liquidity/financial plan. For updated and current MYCWP, the quarterly work and financial plan is simply a cut-and-paste of the activities in the MYCWP which is planned for the quarter. However, as delays in project implementation are expected, the MYCWP should then be adjusted to reflect the actual status of the project implementation. This is called the **rolling-planning-and budgeting approach** to project management. Once the MYCWP is current, then the corresponding work and financial plan for the quarter can be drawn and submitted to RPCU for review. The results of the review will then serves as basis for

calculating the liquidity/financial needs of the project for the given quarter. Funds transfer will then be made once the work and financial plan are approved, and most importantly financial acquittals authorised and approved. See relevant section on the processing and approval of quarterly financial report.

## 6. Quarterly financial report and financial forms

Every quarter, the national IW R2R project has to submit the financial report. Various forms are made available by RPCU in conformity with both SPC and UNDP rules and regulations. The financial report provides sufficient basis for assessing utilization of funds for the reporting period. The RPCU shall review the financial report and corresponding annexes. Once the expenditures for the reporting period is authorized and approved, the funds for the succeeding quarter can be made.

## 7. Stakeholders engagement strategy and toolkit

The [stakeholders' engagement strategy](#) and [toolkit](#) document guides the project management unit specifically the project manager in identification of project stakeholders and designing appropriate level of participation and establish mechanisms/structure required for different stakeholder groups. It is based on the model designed by the International Association for Public Participation (IAP2) where the following features are embedded such as inform, consult, involve, collaborate and empower.

## 8. Gender mainstreaming strategy and toolkit

The [Gender mainstreaming strategy](#) and [toolkit](#) aims to guide project managers to effectively support gender mainstreaming. It sets out entry points for gender mainstreaming initiatives, key steps required for implement and proposed indicators for success.

## 9. Regional communications strategy for the GEF Pacific R2R Program

The [Regional communications strategy](#) is designed to guide and support awareness and outreach efforts of the programme during implementation, and is based on needs outlines in the Pacific R2R program and project documents.

## 10. A Guide to development of national communications plans

The [guide to development of national communications plans](#) is a document that outlines the step-by-step process to support national level project implementation and communication planning efforts.

## Monitoring and reporting templates and tools

All monitoring and reporting templates and tools provided by RPCU are meant to capture not only the status of the project implementation but also the other equally important aspects of the development measures such as but not limited to: Relevance, Effectiveness, Efficiency, Impact and Sustainability (REEIS), risks, assumptions, conditions, co-financing, other development markers (e.g. gender), and ultimately, inferential assessment of its contributions to the regional (e.g. SAMOA Pathway) and global commitments (e.g. Aichi targets, SDGs, and MEAs).

### 1. GEF Tracking Tools

For all GEF funded projects an appropriate GEF tracking tool will have to be accomplished at start, mid and end of the project.

For the Regional IW R2R project, the [GEF IW tracking tool](#) was prepared. An updated version of the IW tracking tool will be made available at midterm and at the end of the project. At midterm, an updated tracking tool will be the basis for the midterm review mission for assessing the progress of project performance and achievements. This will contain and update of the data and information contained in the first submission (baseline) of the tracking tool. Most importantly, it should show the progress of implementation at mid-point of the project duration. At the end of the project, the final GEF IW tracking tool has to be submitted indicating the final consolidated contributions of the project.

## 2. R2R Program Harmonized Results Reporting

The [Harmonized results reporting tool description and template](#) (HRR) is made available to ensure consolidated reporting of the GEF Pacific R2R project initiative. This tool will complement the individually prepared GEF tracking tool of each “child projects” in each country belonging to the Program. The HRR was presented to the RSTC in Townsville for review and endorsement for implementation.

In the development stage of the HRR, all 15 child project documents were consulted and their corresponding indicators mapped and tagged against the national priorities of the PIC, GEF-5 focal areas, including its plausible contributions to the Aichi targets, SDGs and relevant multi-lateral environmental agreements (MEAs). In addition, appropriate users and audiences of the HRR were also identified highlighting the importance of not only creating a functional system but also ensuring its utilization for steering, management and outcome reporting. Furthermore, roles and responsibilities were also mapped to ensure that the project management unit (PMU) of each child projects, the designated GEF operational focal points and implementing agencies are informed about their roles and responsibilities.

Prior to the presentation to the RSTC, the HRR prototype was transmitted to the respective GEF implementing agency (by RPCU through UNDP) for conveyance to all project managers of the child projects under the GEF Pacific R2R program. Complementing this pilot testing process, several orientation sessions were held to inform the project managers and coordinators on the purpose and use of the tool. On the 29<sup>th</sup> of July, 2018, the HRR was presented to the RSTC for review and endorsement. The process of development and securing RSTC endorsement culminated with the presentation of the HRR prototype at the pre-RPSC meeting held on July 30, 2018 in Townsville, Queensland, Australia with all project managers from both IW and STAR projects, focal points and representatives from lead agencies in PICs were in attendance.

## 3. National Quarterly Progress and Financial Reports

The Regional IW R2R project managers use the established [quarterly reporting format/ template](#) provided by the RPCU. It has four sections that will contain the following information: project details, project status, project delivery and specifications on the needed support from RPCU. Notably, the co-financing or counterpart contributions from participating stakeholders will also be captured in this template.

## 4. National Annual Project Reports: Annotated template

The [annual project report \(APR\)](#) is required to be submitted by participating PIC for both STAR and IW projects. STAR project directly report to their respective GEF implementing agency (i.e. UNDP, UNE or FAO).

For national IW R2R projects, and based on the MOA, PICs submits their APR to RPCU for review. Reported facts and figures are then consolidated by RPCU and will form part as basis for the Regional IW R2R project reporting to UNDP. The template is designed to precisely report on the status of national implementation in a results-oriented manner and also capture the contributions of the national IW R2R projects to the “regionally initiated<sup>4</sup>” activities and desired project outcomes. A section is also provided to capture the national project relevance and contributions to the regional and global commitments such as the SAMOA Pathway, Aichi targets, SDG, and other multilateral environmental agreements (MEAs).

## 5. National Project Midterm Report template

The [annotated midterm report template](#) is also made available by RPCU for use by the national IW R2R project managers. The scope of this report covers the start of project till midway. Similar to the APR, this report shall be submitted by the project manager to RPCU as basis for assessing national performance by the midterm report mission.

---

<sup>4</sup> Some of the regionally-managed activities are Islands Diagnostic Analysis (IDA), Rapid Assessment of Priority Coastal Area (RAPCA), State of Coast (SOC), Strategic Action Plan (SAP).

Three months before the end of the national IW R2R project, a terminal report shall be prepared. An updated (start till end of project) midterm report shall be sufficient and will be considered as the terminal report.

## 6. Regional IW R2R activity and output monitoring

An [Activity and output monitoring tool](#) is prepared for the RPCU with a purpose of tracking the status of project implementation and outputs produced. It has a simple dashboard which provides the status of completed activities, ongoing, and those that are yet to start (i.e. green, orange and red, respectively). The status is presented in simple bar chart. The updating of this tool requires that the country focal point (CFP) and designated RPCU technical staff by the RPC shall select from the dropdown lists (i.e. 0-1-2) the appropriate status of the activity. Once this is selected, the dashboard will summarize this into a simple graphs that depicts the overall project performance (in terms of activities and outputs completed, ongoing and not yet started). This tool is meant to be embedded into the Regional R2R website.

## 7. Process and Results Monitoring for IDA and SAP

The [Island Diagnostic Analysis \(IDA\) and Strategic Action Planning \(SAP\)](#) processes is also available as part of the feature of the activity and output monitoring tool. This feature **indicates by way of a snapshot of the progress** following or in accordance with the established processes. This tool is intended for use by the RPCU.

## 8. Regional IW R2R Project Quarterly Progress Report

This is a UNDP provided [template](#) which captures all the relevant features of the project implementation. It highlights the cumulative status of the development progress, records bottlenecks and appropriate measures implemented to respond to the variety of issues, problems, and concerns encountered by the RPCU during implementation. This is submitted on a quarterly basis and is reviewed by UNDP designated personnel.

## 9. Regional IW R2R Project Annual Project Implementation Report (APR/PIR)

Every first week of July, the RPCU submits to UNDP an [Annual Project Implementation Report \(PIR\)](#). This covers the project period July-June. This report is prepared by RPCU in close collaboration with UNDP Country Office. The final “authorized version<sup>5</sup>” of the PIR is the responsibility of UNDP.

## 10. Training monitor/ Capacity Building Tracking Form

As a feature of the Regional IW R2R project website is the [training monitor](#). Trainings conducted in each PICs will be uploaded to the website including [profiles of trainees and information](#) about the subject/topics, details of the trainors, etc. The IW project managers will have the responsibility of uploading these information in a sex-disaggregated manner.

## 11. Regional IW R2R Project website

The innovative nature of the Regional IW R2R project, the testing of various measures are constantly recorded and tracked. The Regional IW R2R project website is meant to have planning, implementation and reporting features on top of such functions as visibility, advocacy and the usual repository of outputs produced and achievements. The schematic diagram of this Regional website is found in Figure 7 of this RBM system document.

With RPCU serving as coordinating platform for the GEF Pacific R2R Program, the overall website schematic captures the programmatic nature of this initiative, thus the inclusion of the child projects contributing to the overall development objectives of the Program.

## Administrative and Technical Guidelines

---

<sup>5</sup> This is the one that is uploaded in UNDP database.

On top of the planning, implementation, monitoring and reporting tools, several administrative templates and guidelines are established. This section contains these various templates, guidelines for preparing, assessing, administrative and technical documents. Established process workflows, systems, and protocols are also available.

### 1. Consultant Reporting Template – Form XX

Each consultant engaged by RPCU is required to use the [consultancy reporting template](#). This template captures the basic information about the consultancy, an executive summary, highlights of the outputs and achievements, overall conclusions and recommendations, and corresponding annexes/ attachments. The highlights are meant to be results-oriented for ease in assessing the performance of the consultant against its Terms of Reference (ToR). The responsible RPCU staff assessing the report of the consultants will then use the consultancy assessment form which will be discussed in the succeeding section of this RBM system document.

### 2. Appraisal of Technical Reports of consultants – Form XX

An [appraisal form for assessing reports of consultants](#) is also established. The form captures the following information: basic contract information, brief assessment of the report, additional remarks, recommendations, and endorsements. This form is accomplished by the designated/ responsible RPCU staff assessing the report of the consultant for approval by the RPC.

### 3. Appraisal of Technical and Financial Reports from PICs – Form XX

An appraisal form for [assessing technical and financial reports](#) from participating PICs is also available. The form captures the following information: basic project facts, summary of ratings, brief assessment as regards inputs, outputs, outcomes and sustainability, additional remarks and recommendations, and endorsements. This form is meant to be accomplished by the CFP ensuring completed staff work (CSW<sup>6</sup>) among concerned RPCU personnel.

### 4. Workflow and work process – Form XX

RPCU also established relevant work processes ([for PICs](#) and for [Consultants](#)) ensuring effectiveness and efficiency. This workflow process where appropriate are meant to ensure CSW and thus, facilitate evidence-based decisions by the RPC.

### 5. Activity Design template – Form XX

An [activity design](#) for all activities planned to be carried out by the RPCU including missions/travel<sup>7</sup> is also available. This template includes information such as: background, rationale, objectives, expected outputs, approach/methodology, participants, resources needed, and schedule. The intention of having this activity design is to ensure that expectations on outputs and delivery of services and harmonized and coordinated, thus ensuring effectiveness and efficiency.

### 6. Activity Report template – Form XX

Records and documentation of various activities conducted are vital and important basis for drawing lessons and learnings from project implementation. As mentioned before, the innovative nature of this project requires that that a sufficient documentation are available. RPCU also made available an [activity report template](#) to capture or record activities and processes during implementation. This template offers the opportunity to give a brief profile of the activity including information such as: executive summary, introduction, results-oriented highlights, assessment of the activity and corresponding annexes.

### 7. Mission/ Travel report – Form XX

---

<sup>6</sup> CFP consults with concerned RPCU personnel to gather feedback on the technical, policy financial, and administrative aspects thereby ensuring full utilization of the in-house expertise of the RPCU before the report is brought forward for approval by the RPC.

<sup>7</sup> See also mission/travel report template.



SPC has a standard mission report format. Complementary to this format is a [mission/travel report template](#) which could be used by RPCU personnel travelling as a team. This template contains the following information: background, persons/officials consulted, mission findings and recommendations, challenges encountered, annexes. This template ensures results-oriented and coordinated approach to providing advice to countries on technical, policy and administrative matters. This combined mission report would also serve as records for RPC to make follow-up decisions.

## In-Country visits, Project Review and Evaluation

### 1. Periodic Monitoring through site visits

As indicated in the Regional IW R2R project document, UNDP Country Office and the RPCU will conduct site visits to project countries. The schedule by which these site visits are carried out will be mutually agreed by both parties.

The RPCU on the otherhand, will conduct regular country visits aimed to proactively provide the necessary support to the national implementation of the IW R2R project and to a certain extent ascertain the status of implementation of the STAR projects. The latter requires a prior agreement with the concerned GEF implementing agency to ensure transparency, and efficient coordination.

Combining attendance to country board meetings (e.g. project steering committee meeting or IMC meetings) with the joint UNDP-SPC project site visit is considered most appropriate and efficient timing.

### 2. Independent Mid Term Review

Considering the project started in September 2015, the midterm will be in February-March 2018. However, in view of the considerable delays in the project implementation due to several factors, it was decided by the RPSC in Townsville that the review will take place first quarter of 2019. As stated in the project document, this independent midterm review will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation, and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

### 3. Independent Final Evaluation

Also, an independent Final Evaluation is planned for this project three months before the final RPSC meeting and will be undertaken in accordance with UNDP and GEF guidance. Its focus will be on the delivery of the project's results as initially planned (and as corrected after the midterm evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

### 4. Project Terminal Report

Three months before the end of the project, RPCU will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations

for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

## Annexes

1. Regional IW R2R Project document	<a href="#">Project Document, Annexes</a>
2. Project Cooperation Agreement (PCA) between UNDP and SPC	<a href="#">PCA</a>
3. GEF Pacific Ridge to Reef Program Framework Document	<a href="#">PFD</a>
4. Regional IW R2R Project – GEF Tracking Tool 2014	<a href="#">GEF-TT2014</a>
5. Progress Implementation Report 2017	<a href="#">PIR 2017</a>
6. Quarterly Progress Report Q3-2017	<a href="#">QPR3-2017</a>
7. Quarterly Progress Report Q4-2017	<a href="#">QPR4-2017</a>
8. Quarterly Progress Report Q1-2018	<a href="#">QPR1-2018</a>
9. Progress Implementation Report 2018	<a href="#">PIR 2018</a>
10. Quarterly Progress Report Q3-2018	<a href="#">QPR3-2018</a>
11. Quarterly Progress Report Q4-2018	<a href="#">QPR4-2018</a>
12. Regional IW R2R Project – Annual Workplan 2016	<a href="#">R2RAWP2016</a>
13. Regional IW R2R Project – Annual Workplan 2017	<a href="#">R2RAWP2017</a>
14. Regional IW R2R Project – Annual Workplan 2018	<a href="#">R2RAWP2018</a>
15. Highlights/ Minutes of Meetings of the RPSC	<a href="#">Folder</a>
16. Highlights/ Minutes of Meetings of the RSTC	<a href="#">Folder</a>
17. Highlights/ Minutes of Meetings of the RPCG	<a href="#">Folder</a>
18. MOA between SPC and 14 PICs	<a href="#">Folder</a>
19. PICs/Country Logframe	<a href="#">PICs Logframe</a>
20. Annual Project Report of 14 PICs	<a href="#">APR Folder</a>
21. Quarterly Narrative Reports 14 PICs	<a href="#">QPR-PICs Folder</a>
22. Mid-term reports of 14 PICs	<a href="#">MT Report Folder</a>
23. Overall Directory of Projects in 14 PICs	<a href="#">Directory</a>
24. Multi Year Costed Work Plan (MYCWP) of PICs	<a href="#">MYCWP</a>
25. National IW R2R Booklet	<a href="#">Folder</a>
26. ToR Country Focal Points	<a href="#">CFP-ToR</a>

---

<sup>i</sup> Section J of the PFD.