UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	FIJI MISSION REPORT SUMMARY **Submission date:** 31st March 2014
1. Service Lines: UNDP Outcome 47	**2. Mission period (incl. of Travel)** 24th - 28th March 2014

3. Type of Services • Programming/project formulation	**4. Key Counterparts Met** (details are provided in Annex 1). • Courtesy Visits and thematic discussions: (i) The Permanent Secretary, Ministry of Agriculture; (ii) Director, and (iii) senior officer of Land Resources & Planning Division (LRPD), Ministry of Agriculture; (iv) Acting Director for Department of Environment, Ministry of Local Government, Urban Development, Housing & Environment (MLGUDHE); and (v) Director for Climate Change Division, Ministry of Foreign Affairs & International Co-operation (MFAIC). • Consultation/project design workshop: senior and mid-level officials from government, academia, faith-based organization, national and international NGOs, private sector, and regional organization. Details are provided in Annex 1.

5. Mission Objective

To support the formulation of the Fiji Capacity Building Phase 2 (CB-2) project following approval of its concept note (Project Identification Form, PIF) and project preparation grant (PPG) by the Global Environment Facility (GEF) on 10th June 2013.

6. Mission member(s) UNDP (Emma Mario, Losana Mualaulau), Consultants (Jean-Joseph Bellamy, Ana Harvey), and MLGUDHE PMU (Sele Tagivuni, Sainimili Bulai).	**7. Costs** Fiji CB2 PPG.

8. Brief summary of the mission

8.1. Key Findings

• *Summary*: The 1-week mission was a success and the team were impressed with the level of engagement, ownership and information provided by key stakeholders. The mission was able to secure high level support and commitment from senior officials of the Ministry of Agriculture; Ministry of Local Government, Urban Development, Housing & Environment; and the Ministry of Foreign Affairs & International Co-operation. The mission has achieved all that was set out to do, as listed in the terms of reference, with the project results framework being drafted for internal review by 7th April 2014. The mission team acknowledges with appreciation the support from MLGUDHE's PMU, Sele Tagivuni and Sainimili Bulai.

• *Introduction of the Fiji CB2 PPG:* Individual meetings were held with each convention focal point during the first two days of the mission where background of the Fiji CB2 concept was introduced along with the purpose of the mission with particular emphasis on what needs to be collected during the mission. There was general consensus on the overall focus and approach of the CB2 concept i.e. the two main components on integrated inter-ministerial decision-making process for the global environment, and strengthened environmental legislative framework. Stakeholders were keen to note that institutional and legislative reviews will be key aspects of the CB2 in-line with the priorities of the predecessor enabling activity (i.e. Fiji's National Capacity Self Assessment Strategy & Action Plan). Stakeholders were committed to take ownership in the design of the project and agreed to take part in the workshop and finalization of the project document.

• *Collection and review of baseline information:* Baseline information collected during the week are listed in Annex 2 and confirm the validity of the NCSA findings, particularly the cross-cutting priorities identified in the final report of the NCSA. The recommendations related to cross-cutting issues presented

in this final report were endorsed by the National Environment Council (NEC) and form the basis for the rationale of this CB2 project. They include: (i) ineffective or non-application of relevant policies and legislation; (ii) poor institutional networking and collaboration; (iii) delay of or inconsistent performance and reporting requirements; (iv) lack of sustainable financial mechanism and funding; (v) limited systematic research and monitoring; (vi) lack of and/or limited relevant training and training programmes; and (vii) relatively low systematic awareness raising and understanding of Conventions at all levels.

- *Fiji CB2 project results framework:* The 19 participants who were consulted during the project design workshop supported the two project outcomes detailed in the PIF as they represent the priorities determined through the NCSA. The project outputs have been revised and changed reflecting the consensus of all participants. Corresponding activities were drawn from the three separate group discussions that looked at Fiji's conventional obligations with regards to: (i) the progress since 2010 (post-NCSA); (ii) the main recurring issues; and (iii) what actions are required to address these recurring issues through the CB2. The revised outputs and list of corresponding activities are summarized in Annex 3 (a), while the draft project results framework is listed as Annex 3 (b).

- *Other key information:* The Fiji CB2 project organization structure was presented briefly at the project design workshop and discussed internally between the mission team and PMU. The draft structure in Annex 4 suggests the establishment of a multilateral environmental agreement (MEA) board, steering committee and technical working group that would bring together existing conventional focal points, committees and technical teams that would provide oversight and advice on cross-cutting capacity issues. As well, the draft structure suggests three project-based posts (MEA officers) to be placed within each conventional focal point as a short-term solution to providing coordination support in each ministry. Sustaining the structure beyond the CB2 project lifetime is at the discretion of Government.

8.2 Way Forward

UNDP team to share the draft project document with MLGUDHE, MOA, MFAIC and all stakeholders prior to finalization and submission for GEF approval.

9. Follow-up Action Matrix	
9.1 Key Actions	**9.2 By whom and when, 2014**
• Formulation mission report including project results framework and implementation/management arrangements (i.e. project organization structure).	• UNDP mission team and MLGUDHE, 28th March.
• 1st draft of project document available for Government, stakeholders and UNDP review. This includes the draft work plan, budget and co-financing letters from Government, UNDP, etc.	• UNDP mission team and MLGUDHE, 25th April.
• Review of 1st draft of project document completed, comments shared with Consultants.	• UNDP mission team and MLGUDHE, 2nd May.
• 2nd draft of project document available for Government and UNDP appraisal.	• UNDP mission team and MLGUDHE, 9th May.
• Appraisal of 2nd draft of project document completed, comments shared with Consultants.	• UNDP mission team and MLGUDHE, 16th May.
• 3rd draft of project document submitted to Government and UNDP.	• UNDP mission team and MLGUDHE, 23rd May.
• Final revisions completed, submitted for technical and financial review and clearance.	• UNDP, 30th May.
• CEO Endorsement Request and Tracking Tool document compiled and submitted to UNDP headquarters for technical clearance.	• UNDP, 6th June.
• Final clearance and submission to GEF.	• UNDP, 10th June.
10. Distribution	
UNDP (Fiji, Bratislava Regional Center, Pacific Center),Government and key stakeholders.	

Annex 1: List of people consulted

Name	Organization	E-mail contact
1. Ropate Ligairi	Ministry of Agriculture	ropate.ligairi@govnet.gov.fj
2. Nacanieli Waka	Land Resource & Planning Division, Ministry of Agriculture	nwaka@govnet.gov.fj
3. Solomoni	Land Resource & Planning Division, Ministry of Agriculture	
4. Mahendra Kumar	Climate Change Division, Ministry of Foreign Affairs & International Co-operation	kumar.mahend@gmail.com
5. Susana Evening	Catholic Women's League	susanaevening@connect.com.fj
6. Bill Aalbersberg	University of the South Pacific	aalbersberg@usp.ac.fj
7. Nistar Khan	Department of Water & Sewerage	mohammed.khan@govnet.gov.fj
8. Viliame Kaiyabia	iTaukei Affairs Board	v.kaiyabia@govnet.gov.fj
9. Osea Ragolea	Strategic Planning Office	osea.ragolea@planning.gov.fj
10. Usaia Tukana	Enterprise Forest Consultant	tukana_usa@yahoo.com
11. Taina Tagicakibau	Consultant (Fiji R2R)	taina.tagicakibau@gmail.com
12. Kasaqa Tora	National Trust of Fiji	ktora@nationaltrust.org.fj
13. Mark O'Brien	Birdlife International	mark.obrien@birdlife.org
14. Prakashni Chandra	Ministry of Tourism	pchandra.motfiji@gmail.com
15. Inia Saula	Department of Energy	inia.saula@fdoe.gov.fj
16. Mereia Carling	Secretariat of the Pacific Community	MereiaC@spc.int
17. Meretui Ratunabuabua	Pacific Heritage Hub, University of the South Pacific	meretui.ratunabuabua@usp.ac.fj
18. Varanisese Laquru	DTCP	vlaquru@govnet.gov.fj
19. Epeli Nakautoga	IUCN	epeli.nakautoga@iucn.org
20. Joela Cama	Ministry of Fisheries & Forests	joelac8@gmail.com
21. V. Tupua	Department of Forestry	vtupua@gmail.com
22. Ged Acton	WCS	gacton@wcs.org
23. Alfred Ralifo	WWF	aralifo@wwfpacific.org.fj

Annex 2: Collection and review of baseline information

Baseline information	Status	Comments
Current structure of government ministries and mandates	• Main MEAs are under the responsibilities of three ministries: MLGUDHE, MOA, MFAIC. • Each convention has its own coordination mechanism. • Biodiversity coordination provides a model of cooperation among stakeholders.	Limited cross-cutting coordination among thematic areas. Need for improved collaboration and co-operation between thematic areas. MoA has conflicting strategies: 1. Agriculture for economic development; and 2. Landuse for Environmental Protection. How best can this be harmonised? Social, economic and environmental factors to be areas of focus for analysis of the needs for better planning of farming practices, classification of land etc.
Existing data and information management mechanisms	• Department of Energy is reviewing its needs for a proper data and information database, with the support of an ongoing UNDP/GEF project. • To be determined for Climate Change Division, Department of Environment, Land Resources & Planning Division, MOA, and regional focal points.	There is a need for a centralised office for the purpose of data and information management. The existing Bureau of Statistics could be looked at as such a centralised place 'one stop shop' with specialised trained skilled staff to man the system. This will be efficient and there will be more accountability with those that run the operation.
Training needs analysis	Need to support training in all corners of the project and also try to institutionalize this training for sustainability after the project ends.	There is need to further support current capacities for institutional and legislative strengthening. Training is also identified at pre-University level. Capacity needs to be strengthened by training people at this level for sustainable human resources.
Existing legislation	• Gaps identified during the NCSA need to be updated. Few pieces of legislation were drawn since. • The current legislation for Sustainable LandUse and Water Management are not moving forward because it is not seen as a national priority.	• Need to review legislation implemented after the NCSA and update the NCSA findings in this area to identify the current legislative needs. Review the draft Sustainable Development Bill that was developed in the 1990s but was never passed. • Collaboration and communication between Ministries are to be encouraged.
Potential financial mechanisms	MLGUDHE has Trust Account where money collected from Waste Permits, contributions from donors, fixed penalties and other environmental bonds. Trust money is used for environmental research, rehabilitation works etc.	Need to review the expectation in the PIF and identify clearly a path for the project in this area. Perhaps other focal areas could set up mechanisms for collecting money in exchange for provision of services eg. information data.
Other relevant information	Collected extensive information for drafting context of the project and also linkages with other projects.	Need to collect a few more documents: draft Sustainable Development Bill; draft NAP; draft SOE; information on NCCC.

Annex 3 (a): List of outputs and corresponding activities

Outputs	*Activities*
Output 1.1: Institutions with clear mandates and responsibilities to implement MEAs	• Review of government institutions involved in implementing MEAs to identify existing mandates and responsibilities and also identify/prioritize gaps and overlaps. • Develop and implement strategies to address prioritized institutional gaps and overlaps. • Develop capacity of staff in relevant government institutions to execute these strategies. • Training of Environmental Units in each Ministry (as much as possible need to institutionalize this training). • Training of iTaukei Environmental Officers in each Province.
Output 1.2: An operational inter-sectorial coordination mechanism for implementing MEAs	• Review of existing coordination mechanisms such as NEC, NBSAP. committee and its sub-committees, NCCC, NLCSC, etc. • Develop an inter-sectorial coordination mechanism built on existing instruments such as NEC, NBSAP committee, NCCC, NLCSC, etc. • Submit this inter-sectorial coordination mechanism to Cabinet for approval. • Raise awareness of Decision-Makers on MEAs obligations
Output 1.3: Improved contribution from NGO sector, Academia, CBO/Faith based organizations and private sector to implement MEAs	• Map out roles of the non-government actors related to the implementation of MEAs, including NGOs, Academia, CBOs/Faith Organizations and private sector, including gaps and overlaps. • Identify how these partners could improve their contributions to the implementation of MEAs in Fiji.
Output 2.1: Revised legislation and regulations addressing MEAs obligations	• Review legislation in place and identify gap analysis relevant to implement of MEAs. • Facilitate amendments to legislation and regulations to be consistent with Rio Conventions (MEAs). • Required human resources for environmental legislative framework.
Output 2.2: An effective system to monitor implementation of MEAs	• Map out the existing monitoring systems in place related to the implementation of MEAs, including monitoring guidelines, data collection methods, data norms and standards, database structures, data sharing, etc. • Assess existing environmental indicators being monitored against MEAs reporting requirements, including gaps and overlaps
Output 2.3: Sustainable financing mechanisms instituted	• Review existing financing mechanisms in Fiji. • Research international Payment for Ecosystem Services (PES) best practices applicable to Fiji. • Develop few sustainable financing mechanisms to be implemented in Fiji.

Fiji CB2 Project Results Framework (1st draft)

This project will contribute to achieving the following Country Programme Outcome as defined in the UN Development Assistance Framework (UNDAF):

UNDAF Focus Area 1: Environmental Management, Climate Change and Disaster Risk Management

Regional UNDAF Outcome 1.1: Improved resilience of PICTs, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation, and disaster risk management.

Fiji UNDAF Outcome 1.1: National and local capacities sustainably manage environmental and water resources and ability to respond to climate change and natural disasters

UNDAF Outcome Indicators:

Outcome 1.1: To be confirmed

Primary applicable Key Environment and Sustainable Development Key Result Area: To be confirmed

Applicable GEF Strategic Focal Area Objectives:

CD-2: Generate, access and use of information knowledge.

CD-3: Strengthened capacities for policy and legislation development for achieving global benefits.

Applicable GEF Outcome Indicators:

CD-2: To be confirmed.

CD-3: To be confirmed.

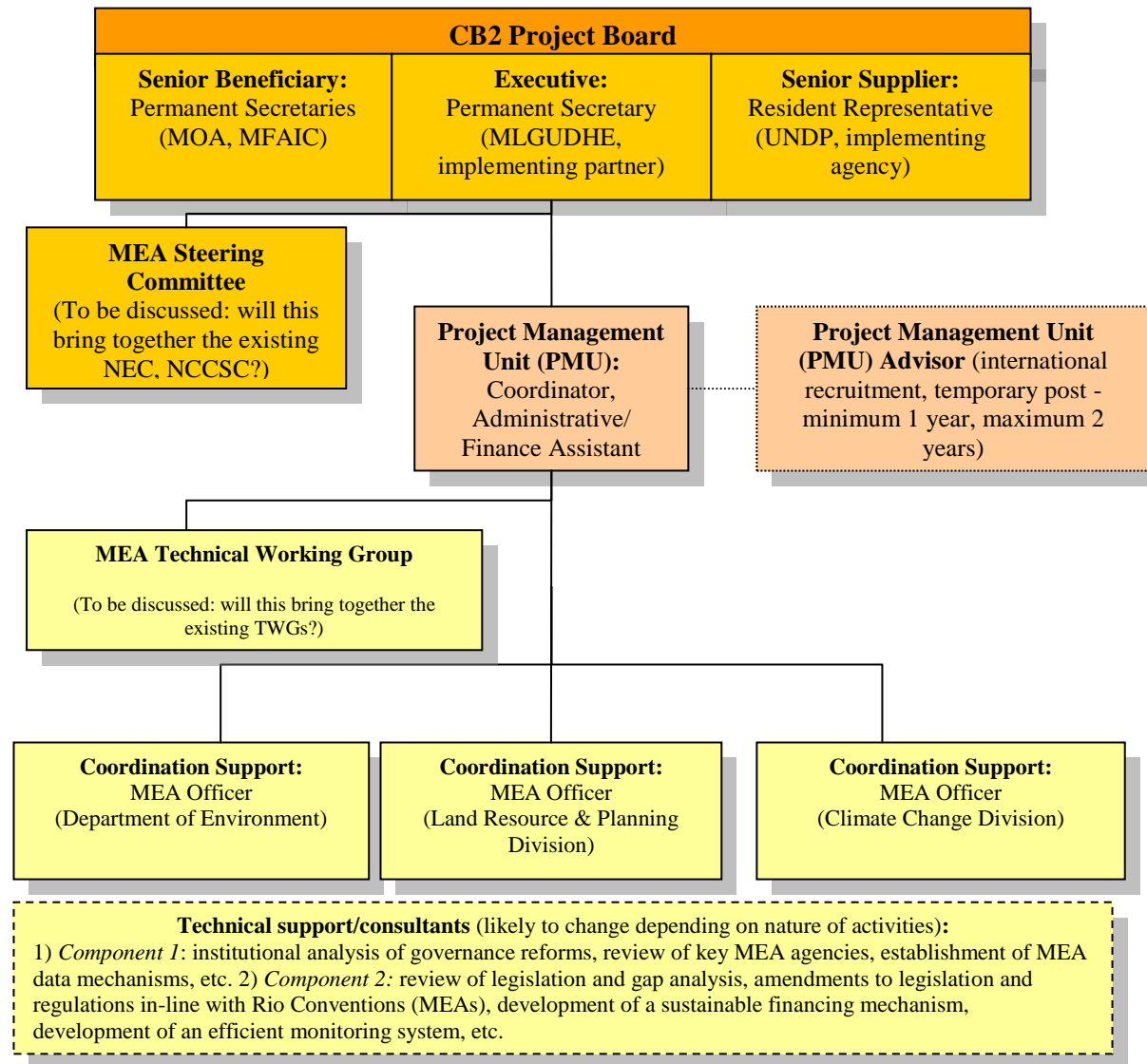| Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
COMPONENT 1.0 INTEGRATED INTER-MINISTERIAL DECISION-MAKING PROCESS FOR THE GLOBAL ENVIRONMENT					
OUTCOME 1.1 The institutional framework is strengthened and more coordinated, and more able to address global (Multilateral Environment Agreements/MEAs) environmental concerns.	To be determined	To be determined	To be determined	To be determined	To be determined
Output 1.1.1 Institutions with clear mandates and responsibilities to implement MEAs	1.1.1.1 Number of strategies implemented that address prioritized institutional gaps and overlaps in respective	Current policies, national strategies	Have clear in-house policies and mandates set by Focal Point Ministries by 2016	Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT	Clear mandate will produce accountability and efficient service provision

	government MEA institutions.				The risk is the validity of the indicator – does it really measure the result? The impacts of the implementation requires a longer timeline to be realised. This applies to Output 2.1.1 and 2.1.2
	1.1.1.2 Number of trained personnel in relevant government institutions (including the iTaukei Affairs and provincial government) that effectively execute these strategies.	Number of staff trained in relevant institutions since 2008, NCSA Report			
	1.1.1.3. Number of Environmental/MEA Units operational in each Ministry.	Relevant Reports on Environmental/MEA Units Operational for 2013,		Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT	
Output 1.1.2 An operational inter-sectorial coordination mechanism for implementing MEAs.	1.1.2.1 Number of operational inter-sectorial coordination mechanism that build on existing instruments such as NEC, NBSAP committee, NCCC, NLCSC, etc.	Number of existing operational inter-sectorial coordination mechanisms in place.		Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT	
	1.1.2.2 Proportion of policy decisions supported through improved MEA awareness.	Number of Reports from relevant sectors on Awareness programmes adopted by Govt. TBA working progress		Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT	

Output 1.1.3 Improved contribution from NGO sector, Academia, CBO/Faith based organizations and private sector to implement MEAs.	1.1.3.1 Endorsed strategy for non-government actors (NGOs, Academia, CBOs/Faith Organizations and private sector) to support government's MEA obligations.	Number of Reports from relevant sectors on Environmental Strategies supporting MEAs obligations are available TBA working progress		Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT and relevant non-Govt actors	Collaboration between Ministries Risks: Reliability – will it be a consistent measure?
Output 1.1.4 An in-depth analysis of environment legislations and regulations addressing MEAs obligations.	An established Legal Framework of all MEAs	EMA 2005 Sustainable Development Bill	Environmental legislation is a piecemeal so a legal framework would assist in speeding up the process of passing laws. To produce a Legal Framework within a year??	Focal Point Ministries	Efficient and reliable reference for MEA Compliance
COMPONENT 2.0 STRENGTHENED FIJI'S ENVIRONMENTAL LEGISLATIVE FRAMEWORK					
OUTCOME 2.1 Global (MEAs) environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks.	To be determined	To be determined	To be determined	To be determined	To be determined
Output 2.1.1 Revised legislation and regulations addressing MEAs obligations.	2.1.1.1 Number of reviewed legislation that incorporate MEA provisions.	Number of Reviewed relevant Legislation since the 3 Conventions were ratified by Fiji		AG's Office Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT	

	2.1.1.2 Number of trained personnel that are actively involved in the roll out of environmental legislative framework.	Number of trained personnel actively involved in the roll out of environmental legislative framework currently engaged		Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT	
Output 2.1.2 An effective system to monitor implementation of MEAs.	2.1.2.1 Number of MEA monitoring systems upgraded and operational with strong guidelines, data collection methods, data norms and standards, database structures, and data sharing.	MEA monitoring systems currently in place TBA	Centralise information database to Bureau of Statistics by 2016??	Reports from MoE/MoAFF/iTaukei Affairs/MoFAIC/MoPUWT and relevant non-Govt actors	
Output 2.1.3 Sustainable financing mechanisms instituted.	2.1.3.1 Comparative Research Analysis on international Payment for Ecosystem Services (PES) and Practice.	Environmental Financing Mechanisms currently in place/ practice and other relevant research materials. TBA.		Reports from MoE, Spot visits	Continuation of the process to the next phase of devising and creating the mechanisms which has to be followed through.

Annex 4: CB2 Management Arrangements and Project Organization Structure (1st draft)

CB2 Project Board

Senior Beneficiary: Permanent Secretaries (MOA, MFAIC)	Executive: Permanent Secretary (MLGUDHE, implementing partner)	Senior Supplier: Resident Representative (UNDP, implementing agency)

MEA Steering Committee
(To be discussed: will this bring together the existing NEC, NCCSC?)

Project Management Unit (PMU): Coordinator, Administrative/ Finance Assistant

Project Management Unit (PMU) Advisor (international recruitment, temporary post - minimum 1 year, maximum 2 years)

MEA Technical Working Group
(To be discussed: will this bring together the existing TWGs?)

Coordination Support: MEA Officer (Department of Environment)

Coordination Support: MEA Officer (Land Resource & Planning Division)

Coordination Support: MEA Officer (Climate Change Division)

Technical support/consultants (likely to change depending on nature of activities)**:**
1) *Component 1*: institutional analysis of governance reforms, review of key MEA agencies, establishment of MEA data mechanisms, etc. 2) *Component 2:* review of legislation and gap analysis, amendments to legislation and regulations in-line with Rio Conventions (MEAs), development of a sustainable financing mechanism, development of an efficient monitoring system, etc.

Establishing an effective project management structure is crucial for its success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross functional and involves partnership, its structure needs to be more flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP project management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

Project Board: The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Coordinator. This group is consulted by the Project Coordinator for decisions when Project Coordinator's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities. Potential members of the Project Board are reviewed and recommended for approval during the project appraisal committee (PAC) meeting. Representative of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. This group contains four roles:

Project Board Executive: an individual representing the project ownership to chair the group. There should be only one project executive, who should normally be a national counterpart. Typically held by the Implementing Partner.

Senior Supplier: individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project. Typically includes Agencies, UNDP.

Senior Beneficiary: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Steering Committee: The steering committee role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed and is to be independent of the Project Coordinator.

Project Coordinator: The Project Coordinator has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Coordinator is responsible for day-to-day management and decision-making for the project. The Project Coordinator's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Coordinator, who should be different from the Implementing Partner's representative in the Board. Prior to the approval of the project, the Project Developer from UNDP is responsible for project management functions during formulation until the Project Coordinator from the Implementing Partner is in place.

Project Administrative/Finance Assistant: The role provides project administration, management and technical support to the Project Coordinator as required by the needs of the individual project or Project Coordinator.

PMU Advisor: The temporary role is required to provide support during the commencement of the project and provide on-the-job training on project management to the Project Coordinator and Administrative/Finance Assistant.