

Global Environment Facility

1818 H Street, N.W.,
Washington D.C., 2043
Tel: 202 473 0508
Fax: 202 522 3240/3241
Internet: www.gefweb.org

February 22, 2005

Mr. Frank Pinto
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th Floor
New York, NY 10017

Dear Mr. Pinto:

I am writing in reference to UNDP's letter of February 10, 2005, enclosing the project proposal entitled, *Fiji: National Capacity Self-Assessment for Global Environmental Management (NCSA)*.

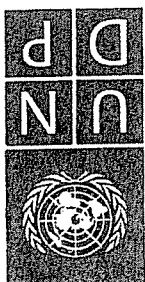
I wish to inform you that the CEO has approved the proposal for a total amount of US\$225,000 on February 17, 2005. In accordance with agreed procedures for enabling activities, he has authorized you to make 15% of the approved amount available immediately for start up work in the recipient country.

Please find attached a copy of the project tracking sheet for your records.

Sincerely,

Ramesh Karamkurtu
Head, Operations and Business Strategy

cc: A. Djoghlat (UNEP), S. Gorman (World Bank), STAP



PROJECT IMPLEMENTATION ACTIVITIES

Unless otherwise stated, all implementation activities should comply with the UNDP Programming Manual

and the UNDP/GEF Procedures

Activity	
▪ Review, appraise & provide guidance on concept eligibility	Phase 1: Development
▪ Defend concept eligibility	
▪ Project formulation support	
Co-financing negotiations support	
▪ Project Brief preparation support	
▪ Defend eligibility of Project Brief	
▪ Attend steering committee meetings	
▪ Policy negotiations	
▪ Commence negotiations with HQs on Project Support Services (tasks and reimbursement)	Phase 2: Preparation
▪ Project document formulation support	
▪ Project document appraisal	
▪ Project formulation support	
▪ GEF approval (inc. responding to Council comments)	
▪ UNDP approval	
▪ Government approval (inc. negotiating revisions and obtaining signatures to Project document)	
▪ Finalize agreement with HQs on Project Support Services (tasks and reimbursement)	Phase 3: Implementation
♦ Management Oversight	
▪ Project launching	
▪ Steering committee meetings	
Monitoring the implementation of the workplan and timetable	
▪ Field Visits : Ensuring visits to the project at its site at least once a year; preparing and circulating reports no later than two weeks after the end of the visit. (Support fee payable on issuance of the report)	
▪ Trouble shooting	
▪ Project document revision	
▪ Reviewing, editing, responding to reports	
▪ Technical backstopping	
▪ Policy negotiations	
▪ Operational completion activities: Determining when the project is	





operationally complete and advising all interested parties accordingly.	
◆ Financial Management & Accountability	
▪ Financial management (verifying expenditures, advancing funds, issuing combined delivery reports)	
▪ Ensuring annual audits of NEX projects are completed and the audited financial statements together with the audit report reach UNDP headquarters (Office of Audit and Performance Review) no later than 30th April.	
▪ Budget Revisions	
□ 1 st revision within two months of the signing of the project document to reflect the actual starting date and to enable the preparation of a realistic plan for the provision of inputs for the first full year.	
□ Annual revision approved by 10 June of each year to reflect the final expenditures for the preceding year and to enable the preparation of a realistic plan for the provision of inputs for the current year.	
▪ Financial completion activities: Ensuring projects are financially completed not more than 12 months after the date of operational completion by ensuring the final budget revision is promptly prepared and approved.	
Phase IV: Evaluation	
▪ APRs: Ensuring its preparation & completion by the due date, two weeks before the TPR	
▪ TPRs (Organizing the meeting, participating and ensuring that decisions are taken on important issues)	
▪ PIRs (Ensuring its preparation & completion by the due date)	
▪ Arranging independent evaluations (hiring personnel, mission planning)	

**MINISTRY OF LOCAL GOVERNMENT, HOUSING,
SQUATTER SETTLEMENT AND ENVIRONMENT**



LOCAL GOVERNMENT AND HOUSING
PO Box 2131, Government Buildings,
Suva.
Telephone: (679) 330 4364
Fax: (679) 330 3515
E-mail: camatuiliorna@connect.com.fj

DEPARTMENT OF ENVIRONMENT
PO Box 2131, Government Buildings,
Suva.
Telephone: (679) 331 1699
Fax: (679) 331 2879
E-mail: enasome@govnet.gov.fj

DEPARTMENT OF TOWN & COUNTRY PLANNING
PO Box 2350, Government Buildings,
Suva.
Telephone: (679) 330 5336
Fax: (679) 330 4840

Fiji FA House, 4 Gladstone Road, Suva, Fiji Islands

OUR REF. NO.: EP.8/23/3 YOUR REF. NO.:

14 June 2005

Mr. Richard Dictus
Resident Representative
United Nations Development Programme
Tower 6 Reserve Bank Building
Pratt Street
SUVA

Dear Mr. Dictus,

Re: **Fiji National Capacity Self Assessment Project**

Your letter to me referenced PRO/300/GEF FIJ dated 13 May, 2005 regarding the above subject refers.

Please find attached the signed document which requires your signature.

We understand that upon your receipt of the signed document, the UNDP/GEF Kuala Lumpur office will arrange for the release of funds to your office.

Yours sincerely,

E. Nasome
E. Nasome

For **CHIEF EXECUTIVE OFFICER FOR LOCAL GOVERNMENT, HOUSING, SQUATTER
SETTLEMENT & ENVIRONMENT**

SECTION 1.

Part 1. Situation Analysis

Sustainable development in Fiji

Fiji's Sustainable Development Strategy of the Strategic Development Plan (2003-2005) focuses on "Rebuilding Confidence for Stability and Growth for a Peaceful, Prosperous Fiji". The plan identifies the priorities that Government must concentrate on during the next three years. It consists of an integrated set of policies in the areas of Macroeconomic Management; Economic Development; Social and Community Development; and key cross sectoral issues, including environmental protection. The central policy guideline in relation to the use and management of natural resources is to promote environmentally sustainable development that is consistent with the priority economic and social needs of Fiji.

Although significant improvement has been observed in several areas of the environment and development over the past few years, considerable capacity building is needed at the systemic, institutional and individual levels to achieve sustainable use of natural resources. If the current trend of progress and development continues unabated, the loss of biodiversity, pollution of productive coastal and marine areas, contamination of water resources and the damage to natural ecosystems could seriously affect the government's vision for a high quality of life for all the people of Fiji.

Fiji's efforts to protect the environment and natural resources are severely constrained by the lack of human and financial resources. Since its establishment in the early 1990's, the Department of Environment (DoE) has been responsible for the coordination and implementation of environmental matters in Fiji. The DoE, with the support of other line ministries and departments and with the help of NGOs and research institutions such as the University of the South Pacific (USP), is now leading the way in the management and development of Fiji's environment and natural resources for the present and in the future.

Commitment to International Agreements

Fiji has made known its commitment to the protection of the global environment through its participation in the United Nations Conference on Environment and Development (UNCED) in 1992 and by its subsequent commitment to the implementation of Agenda 21. Fiji has further integrated the outcomes of the Millennium Development goals and the Johannesburg Program of Action (JPOA) into its current SDR. Fiji has also signed and ratified a number of Multilateral Environmental Agreements (MEAs) as emphasized by the international legal instruments and mechanisms of Agenda 21 such as UNFCCC, UNCCD, CBD, POPS Convention, Montreal Protocol, Kyoto Protocol and other agreements such as CITES while also putting in place mechanisms to ratify the Ramsar Convention. Fiji's commitment to the implementation of these conventions can be seen with its 1st National Communications to the UNFCCC completed in 2002, the NBSAP in its final consultation process, while the POPS Conventions is currently conducting the stocktaking and assessment phase of developing its National Implementation Plan (NIP). Fiji has also recently started the process for implementing and monitoring the Millennium Development Goals at the national level with the support of government ministries and UN agencies.

The project will help identify capacity building needs at the individual, institutional and systematic levels of the participating government agencies and NGOs in Fiji. It will involve a large number of individuals, government agencies, non-governmental organizations, and the private sector. A series of meetings and workshops will be conducted to map out an implementation plan for the NCSA and to raise stakeholder awareness about the project.

Stakeholders will be expected to identify an appropriate staff member to receive training in the conduct of self-assessment under the project. Such staff will act as the counterpart to the NCSA consultants and will be largely responsible for the carrying out of the self-assessments for the agencies they work for and will continue to ensure that their agencies continue to use this tool in determining their future capacity needs to meet their national and international obligations.

Linkages to UNDP-supported programmes

UNDP has long recognized that capacity development and institutional strengthening is necessary for articulating national priorities through targeted support. In the Pacific, UNDP has provided guidance and support for sustainable development through programmes in poverty alleviation and good governance with focus on environmental management, empowering of vulnerable groups and introduction of sustainable livelihood practices to all. The NCSA will not only help the government of Fiji identify its capacity to address global and national environmental challenges, it will also establish linkages to other UNDP-supported programmes in environment-related areas, poverty alleviation, and good governance and peace.

Linkages to other On-going Activities in Fiji

The project will work with, and build on all ongoing and planned projects, programmes and initiatives in the thematic areas of biodiversity, climate change and land degradation in Fiji. It will also explore working relationship with ongoing projects in other thematic areas such as waste management and energy. In addition, the project will undertake to identify opportunities to assist in meeting Fiji's meet international targets for the MDGs, the JPOA and others as well as the important targets for the SDP.

The DoE which is the executing agency for the NCSA and several other GEF/UNDP-funded projects in Fiji will work with a wide range of partners and stakeholders to create broad awareness of NCSA issues, identify capacity needs and to develop actions at all levels required to meeting its sustainable development goals. Details of previous and ongoing projects can be found on pages 9-11 of the project brief which is attached at Annex 1.

Beneficiaries

The direct beneficiaries of the NCSA will be the government of Fiji and its relevant institutions (ministries, departments and agencies), non-governmental organizations (community groups, women's groups, etc), and the private sector whose current capacities to address environmental concerns will be assessed and analyzed during the NCSA process. Gaps in capacities to address environmental concerns will be identified and prioritized and a strategy to address the prioritized capacity needs will be developed. Equally importantly, through the training to be provided under

An annual audit of NCSA resources will be carried out by an accredited auditor who shall, in addition to local government requirements, pay particular attention to the UNDP financial regulations, policies and procedures that apply to projects; the project document and work plans, including activities, management arrangements, expected results, monitoring, evaluation and reporting provisions; and the key considerations for management, administration and finance. The audit shall not cover expenses incurred by UNDP.

Audit Arrangements

The Director of Environment shall be the NCSA Project Manager. He will be responsible to the UNDP and the NCSASC for the effective implementation of the NCSA. He will appoint a National Project Coordinator (NPC) who will be largely responsible for the overall planning and implementation of the project, coordination with the Project Manager and other stakeholders and for the preparation of reports (including financial reports) to UNDP and the NCSASC.

The DOE will be the executing agency for the project and will have responsibility for facilitating project coordination with other relevant agencies and organizations in Fiji. DOE will ensure the timely and effective delivery of project outputs and the proper use of project resources.

Part III. Management Arrangements

1. Project Planning and Establishment – confirming project establishment arrangements, stakeholder analysis and linkage study.
2. Finalizing and endorsing high-level support – Government endorsement of National Capacity Self-Assessment Steering Committee as the national body for overseeing the implementation of the NCSA.
3. Stocktaking – **Baseline appraisal** targeting previous and on-going activities in terms of implementing the conventions.
4. In-depth analysis of current capacity – overall **capacity needs assessment** relating to implementing the conventions, identification and validation of priority areas, existing capacity in the priority areas and cross-cutting issues.
5. Production of **thematic profiles** with priority capacity needs and cross-cutting priorities.
6. Production of an **NCSA document** for Fiji detailing the process taken and documenting capacity needs and recommendations for action.
7. Preparation of an **NCSA Action Plan and Resource Mobilization Strategy**.
8. Secure high level support and initiate implementation and monitoring.

- Revisions which do not involve significant changes to the immediate objectives, outputs, or activities of the programme, but is caused by the rearrangement of inputs already agreed to, or by cost increases due to inflation, and
- Mandatory annual revisions which re-phase the delivery of agreed inputs or increased expert costs due to inflation or take into account agency expenditure flexibility.

<p>4. National Capacity Building Plan and Resources Mobilization Strategy</p>	<p>Months 14-18, Year 2: - NCSA work plan - Resource mobilization strategy - Monitoring and evaluation system</p>	<p>4.1. Convene working groups to develop work plan and resource mobilization strategy. 4.2. Publicize results and findings of NCSA. 4.3. Develop and approve monitoring system. 4.4. Initiate fund raising for implementation of NCSA work plan.</p>	<p>Finding from UNDP/GEF, local consultants, local counterparts.</p>
<p>3. Cross-cutting issues and synergies</p>	<p>Months 6-14, Years 1 & 2: - Links with other national and regional projects. - Synergies and overlaps with other relevant conventions identified. - Lessons learned from NCSA and other capacity building projects documented.</p>	<p>3.1. Continue stakeholder consultations and review of existing information. 3.2. Recruit short-term expert to assist document lessons learned. 3.3 Document and publish lessons learned.</p>	<p>Funding from UNDP/GEF, short-term consultants and local counterparts</p>
<p>building initiatives. - An assessment of capacity development needs of Fiji</p>	<p>2.8. Prepare thematic profiles. 2.9. Carry out stakeholder consultations to identify mechanisms to address capacity development needs.</p>	<p>needs.</p>	<p></p>

Terms of Reference
National Environmental Steering Committee

Objective

The Government of Fiji has received funding through the UNDP/GEF to assist with the assessment of local capacity to meet Fiji's obligations under the CBD, UNFCCC and the UNCCD. An important part of this project is the establishment of a Project Steering Committee to provide oversight and advice in the implementation of the project.

It is expected that the National Capacity Self-Assessment Steering Committee (NCSASC) will include representation from other existing Steering Committees such as in the NBSAP, Climate Change, UNCCD, POPs Convention and Biosafety. The NCSASC will carry out the following specific functions for the NCSA.

1. Provide policy advice and guidance to the DoE, Project Coordinator and NCSA consultants in the implementation of the NCSA.
2. Ensure self-assessments are carried out by their own agencies in accordance with NCSA work plan and budget
3. Facilitate and participate in national consultation workshops involving the NCSA stakeholders.
4. Meet regularly to review progress in implementing the project.
5. Facilitate inter-agency sharing of information and experience relating to capacity building and the NCSA.
6. Provide quality control of reports and publications produced under the project.
7. Review and endorse NCSA reports to UNDP and GEF.
8. Help identify other potential sources of support for the implementation of the NCSA Plan of Action.
9. Help evaluate the success or otherwise of NCSA activities.
10. Other duties as agreed by the Committee from time to time.

Terms of Reference

NCSA Project Manager

Objective

The Government of Fiji has received funds through the UNDP/GEF to assist with the assessment of Fiji's capacity to meet its obligations under the CBD, UNFCCC and UNCCD. An important part of this project is the appointment of a Project Manager to have overall responsibility for the management and implementation of the project. In this regard, the government of Fiji has identified the Director of Environment as the Project Manager for the NCSA. The Project Manager will be responsible for the following tasks:

1. Have overall responsibility for the management and implementation of the NCSA project.
2. Recruit a Project Coordinator to be responsible for the day-to-day operation of the NCSA.
3. Convene and chair the meetings of the NCSASC.
4. Approve the TOR and recruitment of NCSA consultants.
5. Ensure that there is close coordination between the NCSA and other environmental and capacity building projects in Fiji.
6. Review and endorse NCSA progress and financial reports to UNDP and the NCSASC.
7. Ensure NCSA resources are effectively used.
8. Assist secure additional resources in support of the NCSA; and
9. Set other duties as deemed necessary for the success of the NCSA.

Terms of Reference

NCSA Project Consultants

Objective

The Government of Fiji has received funding through UNDP/GEF to assist with the assessment of local capacity to meet Fiji's obligations under the CBD, UNFCCC, and UNCCD. An important part of this project is the recruitment of consultants with expertise in self-assessment to assist the carrying out of the following tasks, but it is noted that specific TORs will be prepared for each consultant based on the specific needs of the project during the course of project, and TORs will be approved by the NCSA project manager.

1. Provide training and mentoring for self-assessment counterparts as identified by the stakeholders.
2. Develop self-assessment methodology and assist the conduct of self-assessments by the stakeholders.
3. Document the self-assessment process noting successes, constraints and especially lessons learned.
4. Assist the conduct of self-assessment workshops by the stakeholders as required.
5. Provide technical assistance as required to local counterparts and other staff in carrying out their work relating to self-assessments.
6. Preparation and production of NCSA awareness raising materials.
7. Assist the conduct of workshops and meetings for the purpose of promoting the self-assessment as a management tool.
8. Assist the Project Coordinator in the organization and conduct of NCSA meetings and workshops.
9. Review reports by other programmes and provide comments to the Project Coordinator.
10. Assist the Project Coordinator develop a capacity building database based on available information from past and ongoing activities.

Qualifications

- An advanced degree in a field of relevance to the objectives of the project;
- At least five years of working experience in capacity building, institutional strengthening, self-assessments or other relevant fields;